

The Heritage Crafts Association

www.heritagecrafts.org.uk

A Charity Registered with the Charities Commission, no: 1133646

Strategic Plan

April 2014

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The Heritage Crafts Association

The Heritage Crafts Association (HCA) is the advocacy body for traditional heritage crafts. Working in partnership with government and key agencies it provides a focus for craftspeople, groups, societies and guilds, as well as individuals who care about the loss of traditional crafts skills, and works towards a healthy and sustainable framework for the future.

Mission

The HCA will support and promote traditional and heritage crafts for current and future benefit through any charitable means. Its charitable remit is to advance public knowledge and appreciation of traditional and heritage crafts, in particular, but not exclusively, through education, advice and training.

Aims

The HCA is unique in believing that craft skills should be protected, promoted and recorded as part of our living heritage in their own right, not merely in terms of the artefacts they produce or their conservation value. The HCA received charitable status in January 2010 for this purpose. To carry out its aims, the HCA will use:

ADVOCATING – communicating the vital importance of the heritage crafts to government, key agencies and organisations.

CELEBRATING – raising awareness and raising the status of heritage craft skills with the wider public through a programme of public relations, communications and showcase events.

SAFEGUARDING – working in partnership with key agencies in the education and learning sectors to identify and support new and innovative ways to ensure that the highest standard of heritage skills are passed from one generation to the next and where necessary recorded for posterity.

SURVEYING – researching the status of heritage crafts, identifying those crafts in decline or in imminent danger of being lost, and addressing the issues to ensure their survival.

SUPPORTING – to support heritage crafts by providing a focal point for individuals and organisations who care about the loss of traditional craft skills, as well as advice, networking, training and access to public and private funding.

Overview of HCA Services and Activities

The HCA provides a variety of services and undertakes numerous activities in support of its aims – a selection of the most recent of which is highlighted below.

Advocacy

The HCA has representation on numerous committees as part of its wider advocacy work. This includes:

- ICOMOS-UK Intangible Cultural Heritage sub-committee: Greta Bertram
- Crafts Industry Board: Patricia Lovett and Robin Wood
- Institute of Conservation, National Conservation and Education Strategy working group: Greta Bertram
- Craft Skills Awards: Patricia Lovett
- Creative & Cultural Skills Crafts NOS Committee: Patricia Lovett
- All Party Parliamentary Group for Art, Craft and Design in Education: Patricia Lovett
- Craft Trailblazers: Pat Reynolds

Research

The HCA has conducted its own research and contributed towards other research relating to heritage crafts, including:

- 2009–2010: HCA survey for traditional craftspeople
- 2011: HCA *Council survey* – a telephone survey into local authority attitudes to and support for heritage craft
- 2012: *Mapping Heritage Craft: The economic contribution of the Heritage Craft Sector in England* – research into heritage craft occupations, skills and economic contributions. The research was funded by the Department for Business, Innovation and Skills and published by Creative & Cultural Skills
- 2013: HCA *Manifesto for Making* – Spring Conference delegates explain why making is important
- 2013: HCA research into funding for apprenticeships and training

Consultation

The HCA has responded to consultations on various aspects of heritage, including:

- DCMS decision to remove craft from the creative industries
- English Heritage restructuring
- Funding for apprenticeships
- Review of Curriculum for England's draft *Programmes of Study for Art, Craft and Design at GCSE*

Projects

The HCA is involved in numerous projects, some of which are highlighted below.

Getting crafty in the classroom

The HCA and FACE (Farming and Countryside Education), with the support of the Ernest Cook Trust, have produced six heritage craft projects, written by practitioners, which can be downloaded and used by teachers in their classrooms. These resources will enable teachers without specialist training to reintroduce the fun and learning opportunities of traditional countryside crafts into schools at Key Stage 2. The HCA is considering extending this scheme to other crafts.

Ladder-making

With funding from the Foyle Foundation, the HCA is running a project to pass on the skills of Stanley Clark, a retired ladder-maker. In 2014 the HCA will organise a two-day workshop so that Stanley can pass on his skills to professional woodworkers. The workshop will be filmed and an instructional film produced so that these skills can be disseminated further via the internet. Stanley has also produced a series of paintings and written on the subject, and it is hoped that these will be published to further preserve the craft for the future.

Connect Up

With funding from the Heritage Lottery Fund's *Catalyst* programme, the HCA is undertaking two projects to make it a more sustainable organisation (2013-2015). The first project will redesign the directory section of the HCA website, to be known as 'The Makers', to encourage a growth in membership and to develop a new income stream. The second project involves working with someone seconded from the Corporate Social Responsibility team at a prestige brand to develop a sponsorship plan for the HCA.

Apprenticeships

Patricia Lovett has represented the HCA on the committee working towards a Generic Craft Qualification. This has involved working with Creative & Cultural Skills to revise the 2009 Crafts National Occupational Standards (NOS) to create a generic crafts NOS, which was issued in February 2014.

Together with the Crafts Council and numerous crafts employers, including many self-employed people, the HCA applied to become a second phase 'Trailblazer' in establishing a new type of employer-led apprenticeship. The top level documentation for the apprenticeship (generic craft, with specific craft detail appearing in dependent paperwork) will be signed-off early in June 2014.

Events

Since 2010 the HCA has held an annual Spring Conference in March. The conferences contain an exciting mix of speakers, an Instant Gallery and networking opportunities. Themes have included *Evolving Craft Communities* (2012), *Manifesto for Making* (2013) and *Tool Tales* (2014).

The HCA has held two marketing forums, both generously funded by The Radcliffe Trust, in response to requests from HCA members and other craftspeople. The first was held in conjunction with Cockpit Arts in Sheffield in September 2012, and the second in London in October 2013.

The HCA has continued to be represented at various craft fairs and events, including Art in Action (2010-2012), World Skills London (2012) and Basketry & Beyond (2013), and at international conferences and symposia in Lincoln (2011), St Andrews (2012) and Aveiro, Portugal (2013). The HCA is considering whether to continue or expand its presence at such events.

Awards and Grants

The Marsh Christian Trust has generously funded two awards for Heritage Crafts since 2012 - one for trainers and one for volunteers - with winners announced at the HCA Spring Conference. 2012 also saw an HCA/NADFAS bursary to fund training in heritage craft, and a Cockpit Arts/NADFAS award offering free studio space and business support.

In July 2013, building on from previous awards, the HCA launched its own suite of Heritage Craft Awards, endorsed by HRH The Prince of Wales, with the winners announced at the HCA Spring Conference in March 2014. These included the Marsh Heritage Crafts Trainer Award, Marsh Heritage Crafts Volunteer Award, Marsh Heritage Crafts 'Made in Britain' Award, HCA Heritage Crafts 'Maker of the Year' Award, HCA/NADFAS Heritage Crafts Bursary and HCA/QEST Trainee in Heritage Crafts.

The inaugural national Craft Skills Awards were held in May 2013, supported by the Department for Business, Innovation and Skills and managed by Creative & Cultural Skills. The awards were presented by HRH The Prince of Wales. The awards aim to raise the craft sector's ownership of, and involvement in, the teaching and learning of craft skills. It is hoped that these awards will take place biennially.

Website

The HCA website provides an invaluable resource and focus for craftspeople and those interested in supporting heritage crafts. It includes regularly updated information about news and events taking place within heritage crafts, a map and directory of craftspeople, advice for craftspeople, and results of HCA research. A benefit of HCA membership is a page in the Crafts Directory on the website. HCA Friends also receive a monthly e-newsletter.

National honours

The HCA has had 100% success in its nominations for those working for heritage crafts. Professor Ewan Clayton, calligrapher, and Owen Jones, swill basket maker, both received MBEs in the New Year's Honours list. The plan is to nominate two people for each list - New Year and The Queen's Birthday Honours.

Overview of HCA Operations and Management

The HCA committee is formed of Trustees and Advisers who are all willing and committed volunteers. In addition, the HCA has a full-time Co-ordinator, funded by The Headley Trust and Tedworth Trust for two years.

Trustee meetings are held six times a year, generally in London, during which collective decisions are made, targets and priorities set, and reporting back made by those responsible. To act efficiently and considering the environment, most communication between meetings is carried out online, and discussion documents are rarely printed out.

The HCA holds a Charities Aid Foundation Bank Account and a Charities Aid Foundation Savings Account, which are administered by the Treasurer. All payments require two signatures. Accounts are presented at each committee meeting, and they are externally examined annually, in accordance with Charities Commission requirements. Accounts are presented at the Annual General Meetings, which are usually held in March.

The HCA has 405 Friends, including 58 affiliated groups and organisations as of 1 April 2014. There are over 5400 people following HCA on Facebook and over 5000 on Twitter.

The HCA has His Royal Highness The Prince of Wales as President, and nine Patrons. Details of Trustees and Advisers can be found in **Appendix A** and Patrons in **Appendix B**.



Development of Priorities

The HCA regularly reviews its strategic aims, in order to shape the services it offers and the activities it undertakes. The first Strategic Plan was published in 2010, with the second published in 2012. The progress made against the aims identified in 2012 can be found in **Appendix C**.

The Trustees set new strategic aims during the committee meeting on 2 November 2013. During the session, the Trustees listed as many aims as they wished on post-it notes, which were then grouped together under the headings 'Advocacy', 'Promotion and Celebration', 'Safeguarding', 'Supporting', 'Surveying' and 'Other'. Each Trustee then assigned six red dots next to the post-it notes they most agreed with. The post-it notes with the most dots have been identified as 'High Priority', indicated in the table below. It should be noted that the Strategic Plan is an aspirational programme, rather than a work programme. The full results of the exercise can be found in **Appendix D**.

Theme	Outcome	Details of actions	Start	End
Advocacy	HCA message heard and acted on in Westminster	Meetings with ministers, lords, officials and opposition Respond to consultations	Ongoing Ongoing	
Promotion and celebration	High quality heritage craft (not hobby craft) in mainstream media in all forms - TV, radio, newspapers, online	Write and execute communication plan Issue press releases Respond to journalist requests Photography Competition National Honours	March 2014 Ongoing Ongoing March 2014 Ongoing	April 2014
Safeguarding	Official recognition and funding for heritage craft bench-side trainers, including qualification recognition	Explore potential to set up a GTA Take part in Craft Trailblazer	March 2014 March 2014	July 2014
Safeguarding	HCA apprenticeship scheme funded by donations	Establish costs of apprenticeship Fundraise for apprenticeships	March 2014 May 2014	May 2014 Ongoing
Supporting	Online craft directory/shop with international reach	The Makers website operational	Ongoing	January 2015
Surveying	High quality, authoritative research into 'significance' and endangerment published	Establish research partnership/acquire funding Research/develop/test models for significance, endangerment and intervention	Ongoing October 2014	October 2014 August 2017
Other	Membership income to secure core costs	Create membership drive materials Revise membership fees Target craft organisations Recruit more members (target 2000)	March 2014 March 2014 March 2014 Ongoing	March 2014 August 2014 March 2014
Other	Achieve funding for project work, apprenticeships, etc.	Establish corporate funding plan Work with a fundraiser Bid for funding as noted elsewhere in plan	March 2014 Ongoing Ongoing	January 2015

Appendix A

HCA Trustees and Advisers

Robin Wood – Chair

Robin Wood is an internationally respected wood-worker specialising in the use of local timbers and traditional techniques, but with a distinctive modern twist. Robin revived the craft of bowl-turning on a foot-powered pole lathe, teaching himself the necessary techniques as well as making most of the tools for his work. He is author of the definitive book on the subject, *The Wooden Bowl*. Inspired by Scandinavian techniques, Robin teaches spoon carving with knives and axes, and is co-organiser of Spoonfest. He also makes individually hand-crafted benches, stiles, bridges and other countryside furniture.

Patricia Lovett, MBE – Vice Chair

Patricia is a scribe, artist, illuminator, and author working to commission for individuals and organisations, often using vellum and gold. Patricia is an Honoured Fellow of the Calligraphy and Lettering Arts Society (CLAS) and teaches a number of specialist craft courses. She was one of only three living scribes to have work exhibited at the initial exhibition in the British Library at St Pancras. Patricia is Joint Founder of the Collection of Contemporary Calligraphy and Lettering at the Fitzwilliam Museum, Cambridge, and was co-curator of the Calligraphy Today exhibition at the Fitzwilliam in 2012. She also judges the National Schools Handwriting Competition each year.

Catherine Dyson – Treasurer

Catherine is a Chartered Accountant and currently works for Investec Bank plc. She has worked in the financial services industry for ten years, with Investec and previously with Santander UK plc and Ernst & Young LLP. Prior to that she has worked for the National Audit Office and for ActionAid, an overseas development charity. Catherine has a degree in History from the London School of Economics & Political Science.

Greta Bertram – Secretary

Greta works at the Museum of English Rural Life at the University of Reading, and is currently running a skills- and knowledge-sharing project based around the Museum's basketry collections. She has an MA in Japanese Studies and an MA in Museum Studies, for which she wrote her dissertation on craft as intangible heritage in the UK.

Daniel Carpenter – Trustee

Daniel works for Voluntary Arts, the national development agency for voluntary arts and crafts, where he has held various positions, most recently coordinating the organisation's activities in Wales. Prior to that he ran the UK and Ireland information, advice and guidance service for volunteer-led amateur arts and crafts groups, and has written many of the well-renowned VA Briefings on good practice and compliance for small charities and non-profit organisations. He holds a BA, PgDip and MA and is also the co-editor of *Digital Magazine Design* (Bristol: Intellect, 2002) and editor of the *Voluntary Arts Directory of Amateur Art and Craft Forms* (Cardiff: Voluntary Arts Network, 2009). In his spare time Daniel practices primitive crafts of the mesolithic era, using a range of natural materials.

John Hamshere – Trustee

John is Chief Executive of Sheffield Industrial Museums Trust (SIMT). He is a history graduate,

has an MA in Industrial Archaeology and is an Associate Member of the Museums Association. He has worked at the Museum of Science and Engineering in Newcastle, and as Museums Officer for Allerdale Borough Council in Cumbria. He is a member of the Heritage Lottery Fund's Committee for Yorkshire & the Humber, and serves as a Guardian of the Sheffield Assay Office. He represents SIMT in the Yorkshire Medium-sized Museums Services group and is Chairman of the Upper Don Walk Trust. He is also a member of the steering group of the Yorkshire Museums Directors' Conference. Previously he served on the Board of Museums Libraries and Archives Yorkshire, and was Vice President and then President of the Yorkshire & Humberside Federation of Museums & Art Galleries.

Andie Harris - Trustee

Andie is the Learning and Skills Manager at the North of England Civic Trust, managing the Heritage Skills Initiative range of programmes which promote traditional building and engineering craft skills. She is also a HLF *Skills for the Future* mentor, and a national and regional heritage judge for Constructing Excellence. She was a Churchill Fellow in 2009.

Jonathan Lloyd-Platt - Trustee

Jonathan Lloyd-Platt has a career as chief executive in luxury goods, fashion and interiors industries; specialising in strategic brand development and multi-channel retail. He is a Sloan Fellow of London Business School and recently CEO of Craft Central, a not-for-profit organisation dedicated to working to maintain and promote craft and design skills.

Freya Rodger - Trustee

Freya Rodger has more than twenty years' experience of developing and delivering communications for businesses, professional bodies, arts and membership bodies. She has worked with farmers, insurers, actors, journalists, politicians and actuaries.

Tricia Rafferty - Trustee

Tricia is a logistics professional with experience in fundraising. She has worked for the UN across the Horn of Africa, including with a recycled glassware company and a leather products company in Kenya. Tricia has an MA in Cultural Heritage Studies from UCL and is really interested in working with communities to capacity-build skills for economic and social development.

Anne Cannings - Adviser

Professor Tanya Harrod - Adviser

Tanya Harrod is an independent design historian who writes widely on the crafts, including *The Crafts in Britain in the 20th Century* (1999) and *The Last Sane Man: Michael Cardew* (2012). She is an editor of *The Journal of Modern Craft*, and is currently working on a study of the meaning of the handmade in modern times for Reaktion Books. Tanya is a founder member of Think Tank: A European Initiative for the Applied Arts, and is on the advisory board of the *Burlington Magazine*. She was a Visiting Professor at the Royal College of Art (1999-2010), and is a Visiting Professor at the South China Normal University, Guangzhou.

Hilary Jennings - Adviser

Hilary Jennings is a freelance consultant in the creative, cultural, education and skills sectors. She spent ten years at UK Skills before becoming a Member of the Development Board and subsequently an Industry Skills Director at Creative & Cultural Skills, focussing on the

development of strategic partnerships in the areas of craft and leadership. As a consultant, Hilary's clients include the Crafts Council, the Prince of Wales's Charities, and the Cultural Leadership Programme. She has significant experience of working internationally gained at the International Bar Association, with WorldSkills International and the International Entrepreneur Placement Scheme at the Southbank Centre.

Pat Reynolds - Co-ordinator

Pat Reynolds has a background in museums development, and archive and archaeology service management. Her PhD (York 2009) looked at the transmission of building craft skills and cultural identity in the early modern period. Her MBA dissertation (Surrey, 2012) surveyed quality measures used in heritage organisations.



Appendix B

HCA President and Patrons

His Royal Highness, The Prince of Wales – President

HRH The Prince of Wales is a keen advocate of traditional rural skills and became President of the HCA in March 2011. The Prince is greatly involved in charitable causes and is Patron or President of over 600 organisations, many of which reflect his interests in fields such as architecture, the inner-cities, education, religion, health and farming. The Prince's Charities, a group of not-for-profit organisations raises over £100 million annually and are active in areas such as education and young people, environmental sustainability, the built environment, and responsible business and enterprise.

Emma Bridgewater, CBE – Patron

Emma Bridgewater graduated from London University with a degree in English Literature, and worked for knitwear designers Muir & Osborne before founding her ceramics company, Emma Bridgewater Ltd., in 1985. The company has its own manufacturing facility in Stoke-on-Trent, where they make all their ceramics. Emma Bridgewater Ltd. is the sixth biggest employer of potters in Staffordshire, and has a commitment to making in Stoke-on-Trent and playing its part in the local business community.

Dr Roy Brigden – Patron

Roy Brigden was Keeper of the Museum of English Rural Life from 1979 and Deputy Director of the Rural History Centre at the University of Reading from 1995, until his retirement in 2010. He is a history graduate and wrote his PhD on agriculture between the two World Wars. Particular interests centre on the evolution of the agricultural landscape over the last two hundred years, and he has written widely on aspects of agriculture and heritage.

Professor Ted Collins – Patron

Edward (Ted) Collins is Professor Emeritus of Rural History in the Department of Agricultural and Food Economics at the University of Reading, and between 1979 and 2000 was Director of the University's Rural History Centre. His particular interests are agriculture, rural industries and multi-national food firms. He was responsible for *Crafts in the English Countryside: Towards a Future* (2004), which has a foreword by the Prince of Wales.

Lord Patrick Cormack, KBE – Patron

After being an MP for many years, Lord Cormack was made a peer in 2010 and is an active member of the House of Lords. He takes an interest in historical issues, particularly those related to English Heritage. Lord Cormack has been a Trustee of the Churches Preservation Trust since 1972, and is a Fellow of the Society of Antiquaries of London. He has been a council member of British Archaeology since 1979, and is also a Liveryman of the Worshipful Company of Glaziers and Painters of Glass. From 1983–1993 he was a Trustee of the Winston Churchill Memorial Trust. Lord Cormack was Chair of the All Party Arts and Heritage Committee, and is a strong supporter of the HCA.

Sir Christopher Frayling – Patron

Sir Christopher Frayling has a deep interest in art, design and craft, and has written extensively on the subjects, including his book *On Craftsmanship*. He was Chairman of Arts Council England 2005–2009 and has also been Chairman of the Design Council, Chairman of

the Royal Mint Advisory Committee, and a Trustee of the Victoria & Albert Museum. He was a governor of the British Film Institute in the 1980s. Christopher Frayling was awarded a knighthood for Services to Art and Design Education in 2001. He has written and presented television series such as *The Art of Persuasion* on advertising, and *Strange Landscape* on the Middle Ages.

Mark Henderson – Patron

Mark Henderson is a strong supporter of British craft, and set up Savile Row Bespoke in 2004 to protect and promote the art of hand-craft tailoring on Savile Row. In 2012 he also established *The New Craftsman*, an initiative of pop-up shops and a website to promote and sell quality British craft. Mark is a Trustee of the Queen Elizabeth Scholarship Trust (QUEST), and has been a mentor on Walpole's *Crafted* programme, and is a mentor on the London Business School's Entrepreneurship Summer School. He also chairs the Walpole/LBS Innovation in Luxury competition, and is Director of Thomas Lyte, a luxury goods company retailing crafted silver and leather. As well as this, Mark is a regular speaker at conferences and in the media on topics such as craft and luxury.

Sir Mark Jones – Patron

Mark Jones read PPE at Worcester College, Oxford, and gained an MA at the Courtauld Institute of Art. He was Assistant Keeper (1974–1990) and then Keeper (1990–1992) of Coins and Medals at the British Museum, and was subsequently Director of the National Museums of Scotland (1992–2001) and Director of the Victoria & Albert Museum (2001–2011). He is now Master of St Cross College, Oxford. He is an Honorary Professor at Edinburgh University and a Fellow of the Royal Society of Edinburgh. He was Chairman of the National Museum Directors' Conference; and is currently a Trustee of the National Trust, the Gilbert Trust for the Arts, and The Pilgrim Trust; and a member of the Court and of the Council of the Royal College of Art. He is a consultant on the Art Museum Preparatory Committee at Tsinghua University in Beijing and a member of the International Advisory Board of the Russian Museum in St Petersburg.

Dr Alex Langlands – Patron

Alex Langlands is an archaeologist, historian and television presenter, and is best known for presenting the Edwardian, Victorian and Wartime Farm programmes on BBC Two which see him engaging in a wide range of traditional crafts. He was awarded a PhD by the University of Winchester in 2013 for his research on the early medieval landscape of Wessex.

Paul Martin – Patron

Paul Martin studied art and woodwork at Falmouth College in Cornwall, before entering the world of antiques – from Portobello Road and then his own shop in Marlborough, to appearing on the BBC TV's *Antiques Roadshow*. His art skills resulted in him painting film sets and designing antique sets for television shoots. His most recent TV programmes have included *Paul Martin's Handmade Revolution*, and interviewing HCA President HRH The Prince of Wales about saving Dumfries House in Scotland.

Appendix C

Progress made on strategic aims identified in August 2012 Strategic Plan

ADVOCACY		Priority	Progress	Details
Intangible heritage	Heritage perceived as both tangible and intangible	~	Ongoing - carried over	HCA representation on the ICOMOS-UK ICH sub-committee
Central Government	UK to ratify UNESCO ICH Convention	~	Ongoing - carried over	HCA representation on the ICOMOS-UK ICH sub-committee
	Engage cross party involvement	****	Ongoing - carried over	HCA representation on All Parliamentary Group for Art, Craft and Design in Education; ongoing meetings and advocacy work
	Engage with devolved admins in Scotland, Wales and Northern Ireland	*	Ongoing - carried over	
Local Government	Build DCMS links	***	Ongoing - carried over	Meetings with members of DCMS
	Someone in every council with responsibility for heritage craft	*	Abandoned	
Public endorsement	Endorsement from public figures	~	Achieved	4 public figures secured as HCA Patrons since August 2012; Patrons and other public figures as speakers at HCA events
HRH Prince of Wales	Engage HRH PoW more to promote craft	**	Achieved	HRH PoW presented awards at inaugural Craft Skills Awards, May 2013, and gave message of support for launch of HCA Awards in July 2013. He is kept informed at regular intervals of the work of the HCA by letter and contact with his office.
PROMOTING/CELEBRATING				
Perception of craft	Engage the 'man and woman' on the street	**	Ongoing	
TV and radio	Pursue to publicise craft	~	Ongoing - carried over	
	HCA Partner commissioning role	~	Not started	
Press	Regular craft column in weekend paper	~	Not started	
	Building relationships with arts based media correspondents	~	Ongoing	
Exhibitions/Gallery/Museum	National Crafts Museum beginning with major exhibition	**	Not started - carried over	
	A large exhibition at the RA or V&A	****	Not started - carried over	
	Major exhibition	**	Not started - carried over	
	Exhibition of high quality crafts	~	Not started - carried over	
	Permanent London gallery for all craft	~	Not started - carried over	

	HCA tent at Art in Action	~	Achieved	HCA representation at Art in Action 2012; not carried over due to limited resources Newsletter established and sent out monthly to HCA mailing list Website updated regularly, 'Craft of the Month' feature in newsletter, craft stories promoted via social media
Website	Craft Roadshow	*	Not started - carried over	
	e-Newsletter	*	Achieved	
International	Mechanism for showcasing craft stories on website	*	Achieved	
	Promotion internationally	~	Not started - carried over	
	Link to HCA equivalents overseas	~	Not started - carried over	
	Local crafts promoted by tourist boards	*	Not started	
SAFEGUARDING				
Schools	Get craft on the primary/secondary school curriculum	**	Ongoing - carried over	FACE craft resources - 'Getting crafty in the classroom' Several bids submitted to funding bodies for running projects Several bids submitted to funding bodies for running projects HCA working with Creative & Cultural Skills to develop apprenticeship frameworks, and crafts now part of Trailblazers scheme Crafts secured as part of Trailblazers scheme
Careers Training/apprenticeship	Grow craft in schools	**	Ongoing - carried over	
	Connection children with regional craft - e.g. make a pot in Stoke	**	Not started	
	Craft-based career advice and resources	**	Not started - carried over	
	HCA training/apprenticeship with <i>own</i> funds	*****	Ongoing - carried over	
	Develop income streams	****	Ongoing - carried over	
	Secure more funding	*	Ongoing - carried over	
	Modernise apprenticeships - make them craft driven	~	Ongoing - carried over	
Standards/hallmark etc.	Apprenticeship scheme up and running (national scale)	***	Ongoing - carried over	
	Grants to trainers and trainees for apprenticeships	~	Ongoing - carried over	
	Funding for bench-side learning	~	Ongoing - carried over	
	More pre-apprentice funding	~	Not started	
	Better development of suitable journeyman schemes	~	Not started - carried over	
	Body for craft that sets standards	**	Not started	
	HCA Hallmark/endorsement	~	Not started	
	National signposts for craft, e.g. National Trust logo	*	Not started	

Preserving/recording	Not allow craft to become extinct Preserve skills associated with historic buildings connected with craft Recording heritage craft lives, cf national life story collection at the British Library	* ~ ***	Ongoing - carried over Ongoing Not started	Ladder-making project to take place in 2014
SUPPORTING				
Business support	Link craftspeople to retailers Sales/promotion opportunities Improve commercial outlets for craft - work with partners HCA Trade Fair Business start-up funding Catalogue online and commercial HCA 'package' of business advice and expertise for small businesses	** * * * ~ ~ *	Not started Ongoing - carried over Not started Not started Not started Ongoing - carried over	'The Makers' online directory on HCA website Marketing workshops for makers
Networks	Online forum/social networks for craftspeople Building craft clusters & co-operation	~ ~	Ongoing - carried over Not started	
SURVEYING				
	Digital archive of skills and craft knowledge Regional craft map Revisit Councils Survey	*** ** ~	Not started Not started - carried over Abandoned	
OTHER				
Membership	Of 32,000 craftspeople 2000 HCA members Far more members (every craftsperson) Increase membership to 1500	** ***** ~	Ongoing - carried over Ongoing - carried over Ongoing - carried over	
HCA Structure	Ensure broad range of crafts as members Corporate members Full time administrator/staff/offices The come-to place for crafts: funding, where to learn, list of craftspeople, advice purchasing	* ~ ***** ~	Ongoing - carried over Ongoing - carried over Ongoing - carried over Ongoing - carried over	Full time Administrator post (now Co-ordinator) funded for two years by the Headley Trust and the Tedworth Trust 'The Makers' directory on the HCA website

Appendix D

Full results of strategic planning session held in November 2013

ADVOCACY			Priority	Details
Intangible heritage	Official (government) recognition of craft (and ICH) as HERITAGE, e.g. ratify UNESCO ICH Convention	*	MEDIUM	HCA representation on the ICOMOS-UK ICH sub-committee
Central Government	Improve grouping of MPs/Lords to lobby (a) BIS, (b) DCMS, (c) DoE	**	MEDIUM	
	Be more strategic about work outside England and engage with devolved governments	*	MEDIUM	
	Continue pressure of Government AND opposition	****	HIGH	
	Advocacy work in Westminster to ensure HCA message heard by ministers, Lords and opposition	*	HIGH	
	Increase advocacy work with government and heads of appropriate organisations	~		
	Clarify local and national government advocacy pre/post 2015 election	~		
	Persuade Government to have body (?HCA) which represents heritage craft	~		
Funding	Pressure to get government money for apprentices - RUN BY THE CRAFTS THEMSELVES	~		
	Secure more funding - core costs for staff	~		
	Secure long term mainstream (if possible) funding for core staff and activities	*	MEDIUM	
Other advocacy work	Continue mapping to ensure that key points for heritage craft futures are not left on the shelf	~		
	Sense of place'. Importance of 'local' or regional crafts to the income generation and identity of an area	~		
PROMOTING/CELEBRATING				
Media	More articles (to put indirect pressure on Government)	*	MEDIUM	
	Compile list of great stories for journalists	~		
	High quality heritage craft (not hobby craft) in mainstream media in all forms - TV, radio, newspapers, online	***	HIGH	
	Craft Bake Off	*	MEDIUM	
Exhibitions	Big craft exhibition	~		
	An exhibition of crafts	~		

International	A window on craft - working craftspeople in posh shop windows in London Pop up craft shops across the UK Develop links with international craft organisations/associations Build relations with overseas craft organisations	~ ~ ~ ~		
Regional	A regional meeting/conference Regional champions of craft	* ~	MEDIUM	
Awards	Events/activities in regions, e.g. walks/talks Heritage Craft Awards	* ~	MEDIUM	
World War One links	Explore relevant opportunities (such as WW1, Flodden etc.) to use as a hook for promoting skills and attracting funding	~		Achieved: Established annual HCA awards, biennial national Crafts Skills Awards Abandoned: Agreed not to take forward
Other promotion	Identify opportunities around WW1 centenary Annual conference Consider headline-grabbing craft stunts (Greenpeace style) Review and promote HCA achievements in past 5 years - crafts saved/crafts at threat Call to craftspeople undertaking large works to allow access to site/workshop. Links to local promotion	~ ~ ~ ~ ~		Abandoned: Agreed not to take forward Achieved: Annual Spring Conference already established Achieved: Details in Annual Report, Strategic Plan, and HCA website
SAFEGUARDING				
Schools	Craft in schools Use mainstream school activities to explore craft - 'enrichment weeks' - mainstream funded school activity Opportunities for young people to have a go at making, e.g. for 1 week (more than a couple of hours) to expose them to/raise awareness of making	* * **	MEDIUM MEDIUM MEDIUM	
Careers	More craft courses Craft to be recognised in careers advice services	~ ~		
Training/apprenticeships	Set up HCA APPRENTICESHIP scheme funded by donations Secure funding for 'real' apprenticeships Work out and propagate REALIST costs for apprentices Apprentice scheme or support Development of 'user friendly' apprenticeships by any means with/for sole traders	***** ~ ~ ~	HIGH	Crafts to form part of Trailblazers scheme

Preserving/recording	Heritage craft trainers to be enabled to be recognised as approved under current system	***	HIGH	Crafts to form part of Trailblazers scheme
	Training for trainers	~		
	Bench side training supported	*	MEDIUM	Crafts to form part of Trailblazers scheme
	Cross generational learning/mentoring	~		
	Funded skills transfer	*	MEDIUM	
	A craft 'compagnons' or 'journeyman' idea linking UK and Europe	*	MEDIUM	
	Modular approaches to gaining credits for craft skills qualifications	~		
	Work towards development of craft skill qualifications	*	MEDIUM	
	Think about training (and retraining) other than apprenticeships	~		
Do not allow a heritage craft to die out	*	MEDIUM		
Last ditch fund for supporting last craft	*	MEDIUM		
Ensure no heritage craft fails	~			
SUPPORTING				
Business support	Online craft directory/shop with international reach	*****	HIGH	The Makers directory on HCA website
Networks	Support/contact "isolated" members: create local networks; create skills networks	~		
	Increase liaisons with other craft groupings/associations	*	MEDIUM	
	Link to/have a presence in local craft networks/events (chance to increase membership and income)	~		
SURVEYING				
Regional crafts	Craft map/list of regional crafts: know the crafts in your area; schools focus on local crafts; regional funding e.g. HLF Your Heritage focuses on local	~		
Endangered crafts	Identify specific endangered crafts	~		
Training opportunities	Review availability of current traditional craft teaching	*	MEDIUM	
	Research demise of craft courses no longer available	~		
Significance	Research into 'significance', i.e. similar to the way in which English Heritage prioritises important buildings. How do we judge important crafts?	****	HIGH	
Other	Engage local universities to encourage students to assist with research, regionally to assist with identifying crafts in decline (be able to draw down & gain local support and membership)	**	MEDIUM	

OTHER				
Membership	Grow number of members (target 2000 craftspeople) and revise membership fees to achieve income needed for core activities: membership campaign to include encouraging Livery Companies to take up membership	*****	HIGH	
HCA Funding	Patron. Friends of HCA scheme (non working members)	~		
	Membership offer - benefits	~		
	More funding in general: day to day HCA work; events; supporting members; specific projects	***	HIGH	
	Secure more funding for apprenticeships and other project work	**	HIGH	
	Get more "long-term"/"regular" income	*	MEDIUM	

