



Heritage Crafts Association

www.heritagecrafts.org.uk

Strategic Plan

A Charity Registered with the Charities Commission, no: 1133646

Adapted from that written by Jenna-Lea Philpott, July 2009
amended September 2010

Contents:



3	Executive Summary
3	Vision
3	Mission
4	Heritage Crafts Overview
6	Services
7	Marketing
8	Operations and Management
12	Development of Priorities
15	Implementation Schedule
16	Financial Information

Appendices:

- A Timeline
- B Equal Opportunities
- C Risk Assessment

Executive Summary

The Heritage Crafts Association is the umbrella 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 potential loss of traditional crafts skills, and works towards a healthy and sustainable framework for the future. Crafts are an essential part of our shared heritage and they contribute towards local distinctiveness and community cohesion, however they currently fall outside the remit of support agencies in both the arts and heritage sectors. There is no designated body with a link to government for the heritage crafts as there is for contemporary and innovative craft (Crafts Council) and heritage building crafts (English Heritage). This also means that there is no funding. Everything that has been done so far and is planned for the future has been funded either by the Trustees, or by asking for grants, or by our as yet limited membership.

Heritage crafts are in crisis, and many are in danger of being lost within the next decade. The UK is far behind many other nations in the safeguarding of Intangible Cultural Heritage, of which traditional crafts are an important part.

Vision

The Heritage Crafts Association 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.

Mission

The Heritage Crafts Association (HCA) is the umbrella body for traditional heritage crafts. It is unique as an organisation 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, 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.

The Heritage Crafts Association focuses on representing skill-based crafts, in particular where the skills and knowledge of materials and techniques are passed down through generations as a part of our living heritage.

These crafts are defined by archaeologists as 'portable', that is, everything except the structure, fixtures and fittings of a dwelling - the things that would be picked up when moving house. These crafts tend to be functional in nature though some are what can be classed as more decorative arts such as lace making, calligraphy and bookbinding. Such crafts are currently unrepresented by any organisation or government body.

In essence they are about the production and beautifying of useful objects rather than the more innovative contemporary art end of the craft spectrum where it blends into pure art or sculpture.

HCA also has an interest in industrial crafts where there is a high hand-skill element. Here it concerns those crafts where the tool is effectively a powerful extension of the hand and requires a high degree of skill to use. HCA does not focus on those industries where the skill has transferred into the production and maintenance of the machine, but thereafter the operation of the machine requires little skill or knowledge of materials and techniques. This is the end of the craft spectrum that blends into industrial heritage.

HCA does not discriminate between amateur and professional though our focus is on high skill level rather than what may be classed as 'hobby crafts', that is crafts which can be mastered quickly.

Heritage Crafts Overview

Traditional and heritage crafts contribute to the economy, the social and physical well-being of people and communities, and the cultural activities of the

country. However, the aspect that has not yet been fully valued or recognised, is their part in our heritage. From Smith to Thatcher, Fletcher, Barker, Cartwright, Turner or Potter crafts are part of our history and our heritage. There is growing worldwide recognition of this 'intangible' heritage highlighted by the *UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage* (2003) which states that:

Any efforts to safeguard traditional craftsmanship must focus not on preserving craft objects – no matter how beautiful, precious, rare or important they might be – but on creating conditions that will encourage artisans to continue to produce crafts of all kinds, and to transmit their skills and knowledge to others, especially younger members of their own communities.

Once these crafts are dead, they come under the remit of the heritage industry finding their ways into museum displays. The current situation in the UK is that whilst they still hang on by a thread as living heritage they come under no-one's remit. The relative importance of old buildings is assessed and decisions taken as to the need to protect, preserve and find new life for those seen as an essential part of our heritage. It would therefore seem sensible to take a similar approach to heritage craft skills and allocate a budget to do so.

A rough survey as preparation for the Heritage Crafts Association first Forum at the Victoria and Albert Museum in March 2010 found that, of those it surveyed, the very large majority were concerned about the future and passing on of skills in their craft (see HCA website). The demise of many craft courses at Adult Education level has severely affected the passing on of vocational skills to enthusiasts, many of whom once hooked, as experience has shown, train further and at higher educational levels and eventually become professional, making a valued contribution to the economy.

Surnames like Smith tell us a little about the past importance of crafts. Football club nicknames often tell us about locally important industries so we have Sheffield blades, Northampton are the cobblers, Walsall are the saddlers and still the world centre for saddles, both Macclesfield and Luton are hatters. We believe that recognising this living heritage offers great opportunities for education, community involvement, jobs, and could also be marketed to tourists as part of our national heritage.

At the beginning of the twenty-first century, research was carried out into traditional building crafts which identified the fact that these craft skills were under a real threat unless action was taken swiftly. Apprenticeships and training schemes and courses were put in place and that sector of craft skills is now in a

much healthier position.

No such research has been done for heritage crafts, so we do not know how many crafts are in danger, nor of those which have already been lost, apart from anecdotal evidence and the concerns of the industry which we have received from the craft workers themselves. It is vital that research is carried out in the next year to identify the current situation.

Heritage craft in many regions forms part of the attraction of the area to tourists. Seeing potters throw or decorate pots, weavers make cloth and basket makers create a useful basket is fascinating and usually leads to sales, not only helping to boost the local economy, but, importantly, ensuring that a traditional local craft enjoys continuing support. More needs to be made of this possibility by finding out where such activities take place.

The *Craft Blueprint: A Workforce Development Plan for Craft in the UK*, published by the Creative and Cultural Skills: the Sector Skills Council for the Creative and Cultural Industries (CCS) in June 2009, states:

The craft sector needs to enhance and develop the UK's traditional and heritage craft skills and create opportunities for their continued growth.
(Executive Summary)

It also recommends a number of actions that are particularly relevant for the heritage crafts such as to develop and promote specialised and informal training opportunities. The Heritage Crafts Association has a key role to play to ensure that this aspect of our living heritage is maintained. It is one of the two key organisations (the other being the Crafts Council) being consulted by the Creative and Cultural Skills Sector Council who are ensuring that the recommendations of the *Crafts Blueprint* are being carried out.

According to research undertaken in 2004 for the publication *Crafts in the English Countryside*:

in the traditional and heritage crafts a significant 40–50% of practitioners report that demand is such that they need to turn work away.

Heritage craft skills are the basis of and inform the work of many contemporary craft makers. Given that the craft sector as a whole contributes £3 billion GVA to the UK economy each year (greater than the visual arts, cultural heritage or literature), there is an economic as well as a heritage argument for retaining and developing heritage craft skills. Further, according to research by the Department

for Culture, Media and Sport (DCMS) the craft employment growth rate as a whole increased by 11% between the years 1997 and 2006 – the second highest growth rate of the creative and cultural industries. So as well as protecting our living heritage, investing in the heritage crafts is likely to maintain and perhaps increase employment growth, particularly for those seeking self-employment.

Heritage crafts range from coopering to wood turning, hand engraving to basket making, lace making to pocket knife making. The variety is huge, the skill required to carry them out is demanding and requires many years of practice, and the delight in creating something yourself using your hands is immense. The Heritage Crafts Association is planning a research project with support from the Creative & Cultural Skills Sector to look at identifying the number of people engaged in heritage crafts, their geographical spread and what the future holds for the individual crafts and for craftspeople.

Services

The Heritage Crafts Association set up its website almost as soon as it was formed. This provides an invaluable resource and focus. The website includes regularly updated information about events taking place within heritage crafts, a map of craftspeople, a video archive, and was used to lobby (successfully) for the saving of the New Entrants Training Scheme course for selected crafts at Hereford College, and much more. The website also provides a link between those working in craft.

The very first Heritage Crafts Forum was organised by the HCA at the V&A in March 2010, and a year later, in March 2011, a Heritage Crafts Conference at the V&A is also being planned. It is hoped that this will become a regular event.

Once the proposed HCA survey has been completed, this will provide the statistical evidence essential to enlist support from government, other bodies and agencies for heritage crafts, accreditation, apprenticeships in the sector, and skills training.

Plans are also in hand to survey local authorities to find out what provision they make for heritage crafts within their areas.

We also aim to hold training sessions including the best ways of creating a website and marketing for craftspeople.

Meetings have already taken place with various government ministers and heritage and other bodies and organisations to promote the cause of heritage crafts. See the HCA timeline (Appendix B).

A great deal of publicity was engendered when HCA was launched in March 2010, and good contacts were made with the press. These links have been nurtured over the following months and HCA will promote heritage craft makers by supplying current information, developments, stories and images to journalists.

HCA was represented at various craft fairs in 2010 and the experience will be assessed to consider whether this should be continued or expanded.

HCA was the lead body in writing the National Occupation Standards for Craft with CCS, and made a presentation (with the Crafts Council) at their meeting: *Crafts Blueprint: One Year On*. HCA is also keen to work with CCS in creating craft apprenticeships in the future for heritage crafts.

Marketing

Once established, traditional crafts businesses report strong demand for their products and services, eg 40% of basketmakers and 60% of greenwoodworkers have to turn down offers of work (*Crafts in the English Countryside 2004*). Many craft businesses have reported no decline in sales despite the economic downturn, and continued press, media and TV coverage of crafts supports strong demand.

Customers are increasingly interested in hearing how things are made. Much in the same way that food producers have successfully marketed ethical production methods to niche markets, so customers are looking for craft objects that have a background of interest in their making. The media are happy to run stories on traditional craft businesses which makes regular press releases an effective marketing tool.

Where contemporary innovative craft makers often sell through galleries traditional craftspeople mostly sell direct (*Crafts in the English Countryside 2004*). Many working to commission find that once established they need no advertising and get much of their work by word of mouth and personal recommendation. Internet sales are increasingly important for many and websites are an ideal way of presenting a professional image at reasonable cost.

HCA make use of regular press releases, personal established contacts with journalists and a very strong web presence (including blog and Facebook groups) along with more traditional marketing such as leaflets and events.

Operations and Management

The Heritage Crafts Association started as a joint initiative of a small group of

concerned people who noted that no individual, group or body was taking responsibility for heritage craft. HCA was formed in February 2009 after an initial meeting. It is now a registered charity, and those on the committee are formed of Trustees and advisers who are all willing and committed volunteers. They comprise:

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. Using a foot-powered pole lathe, Robin turns stylish, but functional bowls and plates. His extensive research into the history of the craft led to publication of the definitive book on the history of the wooden bowl – The Wooden Bowl. The last person to work in this way retired in 1958, and Robin taught himself the necessary techniques as well as making most of the tools for his work. Inspired by Scandinavian techniques, Robin and his wife Nicola teach spoon carving with knives and axes. Robin also makes individually hand-crafted benches, stiles, bridges and other countryside furniture.

Ian Lovett – Treasurer

Ian is an economist and has worked in banking all his life, first for Barclays Bank and then for Dunbar Bank, part of Allied Dunbar and now Zurich. He is a Fellow of the Institute of Bankers. He is currently Chairman of Dunbar Bank, 7IM and also of Middlesex Cricket Club. Ian's interest in cricket overcomes most others, and he is also chair of the Audit Committee of the England and Wales Board, and as such a member of the ECB.

Dr Brian Crossley – Secretary

A retired Chartered Civil Engineer and Chartered Structural Engineer with a wide experience managing major infrastructure projects. After retirement he managed a very successful UK Government Aid Project in Bangladesh to significantly enhance the post-graduate development of their professional engineers. As a second generation chair caner, he has undertaken the craft for many varied clients over a period of 50 years and, since retirement, carries this out on a full-time basis re-caning items of furniture made from 1670 to the present. Based in Chester, he undertakes commissions from across the UK and is a leading exponent of the craft, runs regular workshops to pass on this craft, giving talks and demonstrations to varied groups. He actively researches the world-wide history of the development of caned furniture and the craft, advising and informing museums worldwide on the historical significance of their collections of caned furniture. He worked with Creative and Cultural Skills Sector Council to produce their recent document 'The Craft Blueprint', is an active member of the Basketmakers' Association and a Yeoman Member of the Worshipful Company of Basketmakers.

Daniel Carpenter

Daniel works for the Voluntary Arts Network, the national development agency for voluntary arts and crafts. He holds a BA, PgDip and MA. Daniel is in charge of the VAN websites, and has helped develop new sites for Crane Process Flow Technologies (a multinational pump and valve manufacturer where he was Communications Coordinator) and Somerset College of Arts and Technology (where he was Marketing Officer). Daniel 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).

Professor Frank Hassard

Frank Hassard is schooled in the Ruskin-Morris philosophy and practice of buildings preservation.

He received a first class BA(Hons) in furniture and decorative arts conservation-restoration in 2002 from Buckinghamshire Chilterns University College, and graduated with a PhD in 2007 (awarded by Brunel University) specialising in Intangible Cultural Heritage. Since then, he has published numerous international peer-reviewed papers and in 2008 became an Associate Professor of the International Institute for Advanced Studies in Systems Research and Cybernetics. He is founder of Idemology – a new field of study which examines the relationship between science, philosophy and spirituality in order to advance sustainable governance systems that seek to address our current global ecological crises. He is currently writing his first book, and works part time as a lecturer and adviser on culture, heritage and development-related issues whenever opportunities arise and time permits.

Patricia Lovett – Vice Chair

Patricia is a scribe, artist, illuminator, and author working to commission for individuals and organisations, often using vellum and gold. She has written about a dozen books and numerous articles for magazines and journals. Patricia is an Honoured Fellow of the Calligraphy and Lettering Arts Society (CLAS) and teaches many of their specialist courses. She is also Chair of the CLAS Academic Standards Board. Her hand has been filmed many times when she has been asked to fake documents and signatures. Patricia was one of only three living scribes to have work exhibited at the initial exhibition in the British Library at St Pancras. She was a member of the CCS Craft Skills Advisory Panel and wrote the National Occupation Standards for Craft on behalf of the HCA. Patricia has been working with the Fitzwilliam Museum in Cambridge as Co-Founder to create a permanent collection of contemporary calligraphy and lettering, selecting almost seventy pieces which have been donated by the best calligraphers and letterers in the world at her invitation. She judges the National Schools Handwriting Competition each year.

Carol Robinson

Carol Robinson is Chief Executive of Friends of the Peak District and CPRE South Yorkshire, and has over 15 years experience in voluntary sector management as both an employee and trustee. She has a degree in modern history from Oxford University. She is an active member of the Religious Society of Friends (Quakers).

Chris Rowley

After being a National Service Officer, Chris Rowley went to Clare College, Cambridge, and then joined Rediffusion Television management. He worked in the US for a while and then joined Thames TV as Deputy Controller of documentaries, current affairs, news, children's and women's programmes. He was the producer of the BAFTA nominated drama-documentary on the painter Turner, and other major projects. At the Independent Broadcasting Authority he was Head of Planning, concerned with the regionalisation of ITV, the introduction of Channel 4, and the introduction of cable and satellite. Chris was the MD of Five TV, and also chairman/board director of various radio stations. He founded the One World Broadcasting Trust 24 years ago, which is a charity that persuades TV, radio and the press to do more to tell the British people about the wider world. Chris founded the Hand Engravers Association five years ago.

Professor Tanya Harrod – Adviser

*Tanya Harrod is an independent design historian, living in London, who writes widely on the crafts. Her major study, *The Crafts in Britain in the 20th Century*, was published in 1999 by Yale University Press. She is an editor (with Glenn Adamson and Edward S. Cooke Jr) of the *The Journal of Modern Craft*. She is completing a biography of the studio potter Michael Cardew (1901–83) for Yale University Press. She is the author and editor (of essays by Grey Gowrie, Richard Morphet and Hilary Spurling) of a monograph on the ceramicist Ann Stokes, and is working on a*

study of the meaning of the handmade in modern times for Reaktion Books. She is a founder member of Think Tank: A European Initiative for the Applied Arts which meets annually in Gmunden, Austria and is on the advisory board of the Burlington Magazine. Between 1999 and 2010 she has been a Visiting Professor at the Royal College of Art, London. She is a Visiting Professor at the South China Normal University, Guangzhou.

Hilary Jennings – Adviser

Hilary Jennings is a freelance consultant in the creative and cultural and education and skills sectors. After ten years working at UK Skills – an independent organisation which champions vocational skills and workplace learning through competitions, awards and events, she became a Member of the Development Board and subsequently an Industry Skills Director at Creative & Cultural Skills – the Sector Skills Council for the creative industries – focusing on the development of strategic partnerships in the areas of Craft and Leadership. Now freelance, her clients include the Crafts Council for whom she produced content for a new broad based advocacy publication for the craft sector and the Prince of Wales's Charities on their potential engagement with heritage craft. She has worked for the Cultural Leadership Programme on a number of projects particularly in the area of networked leadership development, facilitation and the Meeting the Challenge fund. She has significant experience of working internationally gained at the International Bar Association, with WorldSkills International and more recently with the International Entrepreneur Placement Scheme at the South Bank Centre.

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

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

The HCA has 110 friends, and 24 affiliated groups and organisations as at September 2010, six months after the scheme was launched. There are over 1500 people following HCA on Facebook, 1158 on the Mastercrafts Campaign group and 279 on Twitter.

In addition, HCA has the following Patrons:

Dr Roy Brigden

Roy Brigden has been Keeper of the Museum of English Rural Life since 1979 and Deputy Director of the Rural History Centre at Reading University since 1995. He is a history graduate and has recently completed a PhD on agriculture between the two World Wars. Particular interests centre on the evolution of the agricultural landscape over the last two hundred years. He has written widely on aspects of agriculture and the heritage and is strongly committed to disseminating the material contained in their extensive collections to as wide an audience as possible.

Professor Ted Collins

Professor 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, published in 2004, with a foreword by the Prince of Wales.

Sir Mark Jones

Mark Jones has been Director of the Victoria & Albert Museum since May 2001. Mark Jones read PPE at Worcester College, Oxford and gained an MA at the Courtauld Institute of Art. He was subsequently Assistant Keeper of Coins and Medals, British Museum (1974–1990) and then Keeper of Coins and Medals, British Museum (1990–1992). During his time as Director of the National Museums of Scotland (1992–2001) he was responsible for the creation of the Museum of Scotland (opened 1998), the National War Museum of Scotland and the Museum of Scottish Country Life. He is an Honorary Professor at Edinburgh University and a Fellow of the Royal Society of Edinburgh, and has an Hon. D.Lit. from Royal Holloway College (University of London) and an Honorary Doctorate of Arts from Abertay University, Dundee. He was Chairman of the National Museum Directors' Conference 2006–2009, is a trustee of the National Trust (2005–), the Gilbert Trust for the Arts (2001–) and The Pilgrim Trust (2006–); and a member of the Court (2002–) and Council (2001–) 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.

Alex Langlands

Alex Langlands, archaeologist and historian, is currently filming the Edwardian Farm series as a follow up to the successful Victorian Farm and Victorian Farm Christmas programmes. The Victorian Farm (BBC Two) followed Alex and the team for a full calendar year exploring rural life in the Victorian Era. The series was followed by three one-hour Christmas specials transmitted in December 2009. Alex is a PhD candidate at the University of Winchester where he studies the landscape of early mediæval Britain and is proud to announce that, due to his desire to safeguard traditional craft skills, he has become a patron of the Heritage Crafts Association.

The Constitution of the Heritage Crafts Association is Appendix A (attached separately).

Development of Priorities

At a meeting of the Trustees on 7th November, 2009, initial priorities were set and were collated by Hilary Jennings, see summary below. The HCA looked at identifying the full range of activity which committee members desired for the HCA. They were grouped under the five key areas of activity already identified – surveying, advocating, celebrating, safeguarding and supporting.

This records all areas of activity identified by HCA members – the more asterisks (***) , the more important members felt it to be.

Identified actions and priorities

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.

Successful PR, Marketing and Communications campaign including:*

- *Press contacts system set up*
- *Regular press releases sent out*
- *Full time staff member*
- *Develop links with popular media and craft magazines**

Presence at public shows and events and in shopping malls with stand and publicity materials

National Heritage Craft Week

Photography competition

ADVOCATING

Communicate the vital importance of the heritage crafts to government, key agencies and organisations.

*Launch event for 'movers and shakers' with keynote speaker, press etc (possible link with forum under 'supporting' below)***

*Gain public support from agencies, craftspeople, supporters and media**

*Ensure living heritage is recognised and comes under an organisation's remit ie DCMS and English Heritage*****

*Or advocate for a new NDGB/NGO for heritage crafts**

*Meet with Mick Elliot (DCMS) for advice**

Continue to develop/consolidate links and influence politicians/policymakers government/key agencies

Regional links – RDAs etc

Local government – to have a duty to survey and protect craft in their local area.

Liaison with overseas organisations

Build a voice within academic debate and publications (thought leadership)

Find the right President (PoW?)

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 organisation to the next and where necessary recorded for posterity.

*National Living Treasure (masters of craft) scheme – publicity, apprenticeships, tax breaks***

*Develop closer contacts with CC Skills**

Develop an education and training policy – develop links and get educational departments to promote craft skills at primary, secondary and tertiary (university,

FE and adult education)
Help train individual craftspeople*

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, net working, training and access to public and private funding.

*Hold a forum to consult with the sector and get a mandate for action (possible link with launch event under 'advocacy' above)****

Annual/biennial craft conference to get all crafts together to consider common areas of success and difficulty

*Training events (fee charging professional development) on website/business/craft skills ****

Develop website and increase number and range of website supporters

Develop a membership structure and support base

Encourage creation of regional groups of craftspeople

*Get heritage crafts included on 'creative choices' or develop equivalent career guidance**

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

*Research and 'Mapping'**

- *craftspeople*
- *endangered crafts*
- *other countries*
- *decline in educational provision*

Possible research intern

Use results to raise awareness of issues

STRUCTURAL ACTIVITIES

*Fundraising for running costs and projects***

*Charitable status, AGM, etc**

Admin support

HCA Committee setting priorities session 17 April 2010

During the meeting on 17th April 2010, after the Launch and Forum, the following considerations were made. HCA chose to focus purely on the actions and projects intended to initiate to help the sector. This is aimed toward developing a proposal for funding for specific projects.

The forum particularly highlighted the desire for promotion

RESEARCH AND PROMOTION

*Create a list/database of all traditional craftspeople flagging endangered crafts*****

*Research decline in educational provision**

*Research town-based industrial crafts**

*Create craft map, making public the database above. Probably offered free until established. Criteria for inclusion – inclusive rather than exclusive but with a check that it is not tat**

*Run Training events eg marketing for craftspeople***

*PR news releases, stands at shows, leaflets**

National Craft Week

BUILDING COMMUNITY/ WORKING TOGETHER

*Large national meeting of associations/follow up to the forum possibly next spring? ***

Share best practice from one craft to another

Grow facebook community

TRANSMISSION OF SKILLS

*Support transmission of skills by appropriate means esp. in endangered crafts***

*Support 'self directed learners', formalise, create structure, secure funding**

*Provide experience of heritage crafts in schools. Local projects**

Research where transmission has been successful, share best practice

Resist and highlight closures eg NETS and weave@Dundee

*HCA validation for craft groups' qualifications**

*National craft school**

In addition to these key areas we highlighted

*Paid administrator to facilitate achievement of all other objectives***

National Living Treasure scheme. Whilst a key aim and part of promotion this was thought to be part of our advocacy remit rather than a project we would fund ourselves.

RW to develop funding proposal to put to Headley/Ernest Cooke/Radcliffe Trusts.

This would include:

Start up funding for 2 years

Part time administrator 2.5 days a week @ £15k pro rata £15,000

Committee expenses, travel costs, room hire etc @ £8k pa £16,000

These basic running costs would allow us to undertake many projects asked for by the sector at our forum including ongoing profile raising, advocacy and publicity for traditional crafts.

In addition HCA the following projects are planned:

National annual meeting of craft organisations (forum) @ £2500–£5000

8 short training events starting with marketing for craftspeople @ £1000–£8,000

Create database of traditional crafts people and publish online craft map £2000

Trial new learning agreement, skills transmission with Mike Turnock sieve maker passing on skills £8,000
Presentation of traditional crafts at 5 high profile shows pa. @ £500–£5,000

Implementation Schedule

Achievement of our priorities will be totally dependant on available personnel resources (both paid and voluntary) limited by funding and there will also be opportunities and barriers sometimes beyond our control. For this reason HCA will keep an open attitude to how and when to achieve priorities. The following is a guide to the key aims of the next 2 years and 5 years respectively.

Aims for 2 years from Sept 2010

Secure HRH the Prince of Wales as President.
Hold an annual forum or conference for heritage craftspeople.
Meet key people from relevant organisations and Westminster to discuss heritage craft issues. Meeting to be convened by Sir Patrick Cormack at the Atheneum Feb 1st 2011.
Meet current Heritage Minister.
Meet Harry Reeves from UNESCO UK.
Run training events for craftspeople eg marketing and website development.
Submit HLF 'Your Heritage' bid.
Recruit administrator.
Secure ongoing funding for administrator post.
Complete a database of our members and contacted craftspeople.
Initiate database of heritage craftspeople.
Undertake research project to establish quantitate data about position of heritage crafts in the UK.
Undertake research to establish local governments role with heritage craft.
Not knowingly allow any traditional craft to become extinct.
Trial exhibition of heritage crafts.
Develop and secure funding for the above aims.

Aims for 5 years

Have a government department with responsibility for heritage crafts.
Identify endangered crafts and have safeguarding policy in place.
National Living Treasure scheme.
Funding for bench-side learning.
National TV show on Heritage Crafts.
Major national exhibition of heritage crafts.
Develop and secure funding for the above aims

Financial Information

Budget for year 2010–11

PROJECTED INCOME

16

Friends scheme

£2,000

Spring Conference fees (120x£20)	£2400	
		Total £20,900

Outgoings

Committee travel expenses (@ £300 per meeting)	£2100	
Administrator costs including salary and recruitment expenses	£15,000	
Leaflet printing	£500	
Spring Conference costs	£1400	
AGM costs	£500	
Sundries	£1000	
Research costs (eg postage for mailshot)	£500	
		Total £21,000

Donations	£1500	
Headley Trust grant	£15,000	

Appendices

Appendix A

Heritage Crafts Association Timeline

February 2009

- Heritage Crafts Association established.

March 2009

- Meetings with Lord Tony Young (Minister for Skills and Apprentices), Artworkers Guild, English Heritage, HLF, Arts Council, Crafts Council, and VAN.
- HCA website launched (www.heritagecrafts.org.uk)
- Proposals for a suggested education outline for a craft-worker

April 2009

- Adjournment Debate in the House of Commons by Tom Levitt, MP for High Peak, on Heritage Craft, with a follow up meeting with the Minister for Culture, Barbara Follett.

June 2009

- Crafts Blueprint launched by the Creative and Cultural Skills Sector Council (CCS); Brian Crossley and Patricia Lovett attended as Blueprint committee members and Robin Wood as Chair of HCA.

July 2009

- Meetings with David Bell (NADFAS), Ben Bradshaw (Secretary of State C,M,S), Ed Vaizey (Shadow Minister for Culture), (+ from Chris)

August 2009–January 2010

- Patricia Lovett, on behalf of HCA, wrote the National Occupation Standards for Craft with the Standards Officer at CCS.

September 2009

- Dr Roy Brigden, Professor Ted Collins, Sir Mark Jones and Alex Langlands agree to be HCA Patrons.

October 2009

- Meetings with Mick Elliot (DCMS, Minister for Culture), Jeremy Hunt (Shadow Secretary of State for C,M,S), Sir Patrick Cormack.

November 2009

- Research into National Living Treasures (or Craft Champions) carried out for future action (enclosed).

December 2009

- Charitable status granted.

January 2010

- Online HCA survey of craftspeople, results on the website.

March 2010

- *The first forum of heritage craftspeople, keynote speech by Professor Ewan Clayton, and discussion groups, with results on the HCA website held at the V&A.*
- *Launch of HCA, with Phil Harding, tv presenter and flint knapper, at the V&A.*
- *Launch of HCA Friends' and Affiliated Groups Scheme.*

<i>April 2010</i>	<ul style="list-style-type: none"> • Follow-up leaflets and information sent to those attending the launch and forum, and other interested parties. • HCA helps the last sieve and riddle maker find a successor, saving the craft from extinction.
<i>May 2010</i>	<ul style="list-style-type: none"> • Launch of map of craftspeople on the HCA website.
<i>June 2010</i>	<ul style="list-style-type: none"> • HCA at the Open Day at the Museum of English Rural Crafts with many of the committee demonstrating and talking to visitors. • Robin Wood represents HCA at Glastonbury. • Patricia Lovett gives HCA presentation at CCS Crafts Blueprint 'One Year On' conference.
<i>July 2010</i>	<ul style="list-style-type: none"> • Robin Wood represents HCA at the Norfolk Show. • Meeting with Sir Patrick Cormack. • Unofficial' meeting with Theresa May, Home Secretary, with follow-up information sent. • Awarded £15,000 for two years from the Headley Trust for an administrator. • Frank Hassard gives HCA presentation: Intangible Heritage: ideas, challenges, opportunities to Heritage and Culture conference with representatives from the Cameroon, Saudi Arabia, USA and Estonia, to emphasise the importance of heritage craft to the new global ecology – for both human and environmental concerns.
<i>November 2010</i>	<ul style="list-style-type: none"> • Meeting with John Penrose, Heritage and Tourism Minister. • Meeting with Harry Reeves, UNESCO UK.
<i>February 2011</i>	<ul style="list-style-type: none"> • Meeting with Sir Patrick Cormack and high level interested / associated individuals with heritage craft in London
<i>March 2011</i>	<ul style="list-style-type: none"> • One-day conference in heritage craft at the V&A.
<i>May 2011</i>	<ul style="list-style-type: none"> • HCA AGM

Appendix B

Equal Opportunities Policy DRAFT2 – 31 August 2010

Statement of policy aims

The Heritage Crafts Association (HCA) is committed to providing equal opportunities for everyone that uses its services – including its staff, volunteers, members and supporters. It aims to ensure that traditional heritage crafts are protected and enjoyed by the whole of the UK population, regardless of their background or identity, and to provide equality of opportunity in helping to make this happen.

The HCA will actively fulfil its legal duties not to discriminate as a service provider and as an employer. It aims to go further than legislative compliance and make equality, fairness and diversity an integral part of everything it does. It opposes all forms of unlawful and unfair direct or indirect discrimination.

The HCA recognises that, because of discrimination, particular individuals and groups may be wary of using the services of an organisation which is not run exclusively for and by their communities or groups. It will therefore aim to provide a welcoming, non-discriminatory service and encourage any such individuals and groups to use the HCA as a resource.

Commitments

- It is the policy of the HCA to treat all employees and job applicants fairly and equally regardless of their sex, sexual orientation, marital status, race, colour, nationality, ethnic or national origin, religion, age, disability or union membership status.
- No requirement or condition will be imposed without justification which could disadvantage individuals purely on any of the above grounds.
- The HCA will regularly review its recruitment procedures and selection criteria to ensure that individuals are selected, promoted and otherwise treated according to their relevant individual abilities and merits.
- HCA will monitor progress on improving the openness of events and recruitment, participants and applicants will be asked to provide information relating to equality issues. The information collected will be presented only in collated form and not attributable to any one individual.
- HCA will create a working environment for staff and volunteers free from discrimination, harassment and bullying in which individual differences and the contributions of all its staff and volunteers are recognised and valued.
- HCA will enable staff and volunteers to ask questions and develop their

knowledge of equality and diversity issues.

- For public events, HCA will use accessible venues whenever possible. For such events, reasonable steps will be taken to address barriers which may prevent disabled people from attending.
- HCA will make all its written material available as plain text as requested to meet individuals' particular access needs. It will strive to represent social and cultural diversity in its representations of heritage crafts and craftspeople.

Responsibilities

The overall responsibility for the policy lies with the Trustees. However, all staff are required to comply with the policy and to act in accordance with its objectives so as to remove any barriers to equal opportunity. Any act of discrimination by employees or any failure to comply with the terms of the policy will result in disciplinary action.

The Trustees are responsible for updating this policy on a regular basis, and particularly in response to changes in the charity or in the make up of its users.

Appendix C

Risk Assessment DRAFT2 – 31 August 2010

Risk Analysis BEFORE Control Measures

		P R O B A B I L I T Y		
		Low	MEDIUM	High
I M P A C T	HIGH	<ul style="list-style-type: none"> • Staff/volunteer/3rd party physical injury resulting in legal claim • Negative publicity about HCA leading to reputational damage • Breach of employment contract by either party • Failure to be seen to effectively promote interests of the sector • Long term staff absence leading to disruption 	<ul style="list-style-type: none"> • Poor governance from trustees leading to legal infringements • Loss of key trustee(s) leading to loss of expertise/contacts/credibility • Loss of all or significant amounts of IT data • Poor guidance from trustees meaning HCA lacks direction • Loss of website data or web server downtime 	<ul style="list-style-type: none"> • Failure to generate effective fundraising strategy • Failure to generate necessary income
	MEDIUM	<ul style="list-style-type: none"> • Individual trustees loss of commitment to HCA • Heritage crafts cease to be a public concern • Loss of personal data 	<ul style="list-style-type: none"> • Fraud or theft – internal or external – resulting in financial or material loss • Unauthorised word or action by staff/volunteers/trustees leading to bad publicity • Damage to relationship with partner organisation 	<ul style="list-style-type: none"> • Failure to represent accurately the expressed needs of the sector • Failure to generate necessary political support • Failure to generate moral/formal support from essential national groups • Linking up to the wrong stakeholder
	LOW	<ul style="list-style-type: none"> • Loss of or damage to equipment 	<ul style="list-style-type: none"> • Conflict of interest for trustees leading to wrong decisions 	

Control Measures

HIGH IMPACT/HIGH PROBABILITY

Failure to generate effective fundraising strategy

Resulting from: failure to plan, lack of awareness of fundraising options:

Measures:

- Agree a fundraising strategy for one to three years
- Review of fundraising activities and options at each trustee meeting
- Nominate one trustee to provide oversight of fundraising opportunities and activities

Failure to generate necessary income

Resulting from: overspending, unexpected expenditure, failure to generate funds:

Measures:

- Agree annual budget identifying planned expenditure and level of income required
- Keep accurate financial records and monitor income and expenditure to date at each trustee meeting
- Review of fundraising activities and options at each trustee meeting

HIGH IMPACT/MEDIUM PROBABILITY

Poor governance from trustees leading to legal infringements

Resulting from: poor information about legal requirements, failure to act jointly, deliberately ignoring requirements:

Measures:

- All trustees to receive Charity Commission newsletters and updates
- Guidance in place for staff and trustees in areas in which legal infringements possible – eg data protection, employment matters
- Set up induction for new trustees
- Check legal position before taking action for the first time
- Ask trustees to use their experience from elsewhere to keep up-to-date on legal changes
- Ensure all important decisions referred to trustee board

Loss of key trustee(s) leading to loss of expertise/contacts/credibility

Resulting from: trustee dissatisfaction, other commitments, unexpected illness or accident:

Measures:

- Regular open communication to pre-empt and address Trustees issues
- Trustees agree to provide notice of leave to minimise disruption
- Share expertise/contacts by reporting to trustees and/or working in groups
- The Chair, in consultation with the Trustees, to agree strategy to replace

- Trustee/re-configure responsibilities
- Agree key skills required by trustees and recruit appropriately to replace any loss

Loss of all or significant amounts of IT data

Resulting from: IT failure, loss of data/sticks, hacking:

Measures:

- Ensure all data is backed up
- Ensure trustees and staff using data have adequate security in place

Poor guidance from trustees meaning HCA lacks direction

Resulting from: failure to think and act strategically:

Measures:

- Annual review of strategic direction as part of Trustees meeting

Loss of website data or web server down time

Resulting from: problems with ISP, difficulties with web administrator's PC:

Measures:

- Monitor performance of ISP and change if needed
- Ensure web administration files backed up and security in place

HIGH IMPACT/LOW PROBABILITY

Staff/volunteer/3rd party injury resulting in legal claim

Resulting from hazards at shows or training events:

Measures:

- Ensure adequate insurance in place, including when using different venues
- H&S risk assessments for each event to identify measures needed to reduce risk of accident

Negative publicity about HCA leading to reputational damage

Resulting from: poorly handled press contacts, misunderstanding of our work, failure to be seen to effectively promote interests of the sector:

Measures:

- Press releases and contact with press to be agreed by chair
- Establish 'key messages' to explain our work
- Arrange training on handling the media for trustees who will be dealing with them
- Staff/volunteers to be adequately briefed in key priorities and to know when to refer queries on

Breach of employment contract by either party

Resulting from: lack of clarity about contract, unacceptable behaviour:

Measures:

- Ensure contract in sufficient detail and understandable
- Put clear grievance and disciplinary procedures in place to tackle breaches at an early stage
- Provide clear line management

Failure to be seen to promote effectively interests of the sector

Resulting from: poor contacts with sector, poor communication of HCA work to promote sector:

Measures:

- continue to recruit Trustees with experience of the sector
- ensure consult with others within the sector
- communicate work to promote interests of sector

Long term staff absence leading to disruption

Resulting from: sick leave, maternity / paternity / adoption leave:

Measures:

- Ensure systems in place to allow temporary admin support in the case of unexpected staff absence
- Provide line management that means Trustees are up to date with work of staff member

MEDIUM IMPACT/HIGH PROBABILITY

Failure to represent accurately the expressed needs of the sector

Resulting from: Loss of understanding of needs of sector, strategic drift, communication failure:

Measures:

- Ensure Trustees appointed with good knowledge of the sector
- Maintain links and networks with sector
- Consult with sector to ensure understanding of needs
- Ensure communication of sector needs remains a priority

Failure to generate necessary political support

Resulting from: ineffective networking, failure to represent sector:

Measures:

- See above (represent the expressed needs of the sector)
- Keep up to date with political developments and appointments
- Continue to look for networking opportunities

Failure to generate moral/formal support from essential national groups

Resulting from: ineffective networking:

Measures:

- Develop a structured relationship with key national groups
- Annual review of work/potential work with key partners/stakeholders

Linking up to the wrong stakeholder

Resulting from: Poor information on stakeholder:

Measures:

- Research potential stakeholders before accepting link
- Trustees to discuss link if suitability not clear

MEDIUM IMPACT/MEDIUM PROBABILITY

Fraud or theft – internal or external – resulting in financial or material loss

Resulting from malicious actions:

Measures:

- Procedure for keeping petty cash secure
- Procedure for documenting donations and fundraised income
- Keep accurate records of legitimate expenditure
- Two signatories on all cheques and to authorise all financial transactions
- Ensure annual review of accounts held

Unauthorised word or action by staff/volunteers/trustees leading to bad publicity

Resulting from staff, volunteers or Trustees taking unapproved action:

Measures:

- Ensure staff have clear line management and Trustees can consult with chair
- Discuss difficult decisions on suitable action with Trustees
- Appoint Trustees, staff and volunteers with experience of working well on their own initiative

Damage to relationship with partner organisation

Resulting from: poor communication, failure to deliver on promises

Measures:

- Identify an HCA contact person to provide a link for the relationship
- Ensure agreements/promises are realistic
- Maintain awareness of the personal relationships with individuals in partner organisations

Risk Analysis AFTER Control Measures

		P R O B A B I L I T Y		
		LOW	MEDIUM	HIGH
I M P A C T	HIGH	<ul style="list-style-type: none"> • Loss of all or significant amounts of IT data • Failure to be seen to effectively promote interests of the sector 	<ul style="list-style-type: none"> • Failure to generate effective fundraising strategy 	<ul style="list-style-type: none"> • Failure to generate necessary income
	MEDIUM	<ul style="list-style-type: none"> • Poor governance from trustees leading to legal infringements • Loss of key trustee(s) leading to loss of expertise/contacts/credibility • Poor guidance from trustees meaning HCA lacks direction • Individual trustees loss of commitment to HCA • Loss of website data or web server downtime • Heritage crafts cease to be a public concern • Loss of personal data • Breach of employment contract by either party • Long term staff absence leading to disruption • Fraud or theft – internal or external – resulting in financial or material loss • Damage to relationship with partner organisation 	<ul style="list-style-type: none"> • Poor guidance from trustees meaning HCA lacks direction • Failure to accurately represent the expressed needs of the sector • Failure to generate moral/formal support from essential national groups • Linking up to the wrong stakeholder • Unauthorised word or action by staff/volunteers/trustees leading to bad publicity 	<ul style="list-style-type: none"> • Failure to generate necessary political support
	LOW	<ul style="list-style-type: none"> • Loss of or damage to equipment • Staff/volunteer/3rd party physical injury resulting in legal claim 	<ul style="list-style-type: none"> • Conflict of interest for trustees leading to wrong decisions 	