



# Crafts Study Centre

# Business Plan

# 2008-2011

CRAFTS  
STUDY  
CENTRE

**UCA**  
university for the creative arts

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## Executive summary

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The Crafts Study Centre Business Plan is presented on an annual basis for consideration and approval by:

- The Crafts Study Centre Management Group of the University for the Creative Arts;
- The Trustees of the Crafts Study Centre.

The Business Plan has been adopted as the key management and planning document by the Crafts Study Centre since 2000, first as annually agreed plan, and, since 2004, as a rolling three year plan. The current plan covers the period August 2008 to July 2011. This is the first plan to align with the business plans of the companion Research Centres of the University for the Creative Arts.

The Crafts Study Centre is the only specialist museum of modern crafts in a purpose-built museum, related to a distinguished collection of modern and contemporary craft. The collection is held in the guardianship of the Trustees of the Crafts Study Centre. The management of the Centre is a function of the University for the Creative Arts. The Crafts Study Centre is a fully accredited museum in the national scheme operated by the Museums Libraries and Archives Council, and in addition receives core funding from the Arts and Humanities Research Council. The Crafts Study Centre is also defined as a Research Centre of the University for the Creative Arts. In this role, it offers research opportunities to academics and students in the UK and internationally, as well as delivering a research policy agreed in 2008.

The key activities of the Crafts Study Centre in the period 2008–2011 are:

- To build on the work and reputation of the Crafts Study Centre as a museum of modern crafts of national significance and international scope;
- To plan for the succession of the Centre in the light of the conclusion of the Joint Agreement between the University and the Trustees of the Crafts Study Centre in 2010, to the mutual benefit of both the Crafts Study Centre and the University;
- To sustain and develop an imaginative and innovative programme of events, exhibitions, research and writing for the benefit of the Centre's audiences;
- To continue to embed the work of the Centre into the life of the University;
- To enrich the research culture of the University;
- To find new partnerships to help meet the strategic needs of the Centre, identified through an organisational development plan commissioned in 2008.

## Background

The Crafts Study Centre (CSC) is a charity registered with the Charity Commissioners (261109). It acts in partnership with the University for the Creative Arts, according to the terms of a legal Joint Agreement signed by both parties. This Joint Agreement was updated in 2005–2006, to take into account the new status of the University after the merger of The Surrey Institute of Art & Design, University and The Kent Institute of Art & Design in August 2005. The Joint Agreement has been the subject of careful scrutiny by both Trustees and senior staff of the University as part of the five year review in 2006. The finalised Agreement was signed by both parties on 25 June 2007, and is set to last the course of the ten year agreement until December 2010.

The Crafts Study Centre relocated to Farnham in 2000, after twenty-seven years based at the Holburne Museum of Art, Bath, in association with the University of Bath. The Crafts Study Centre now plays an integral role in the life of the University for the Creative Arts based at the Farnham campus. Its role as one of the University's Research Centres is especially significant, and the Centre's activities have featured prominently in the University's Research Assessment Exercise returns for 2007, as well as the University's bid for University title in 2008.

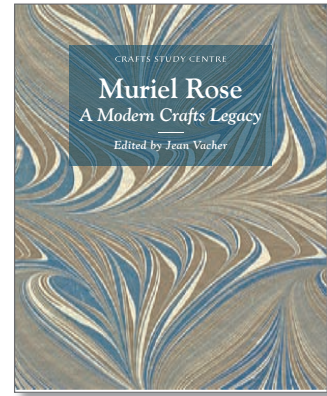
The move to temporary storage of the collections in Farnham presaged the building of purpose-built new accommodation for the Centre. The construction of the new Crafts Study Centre, financed and owned by the University, began on 31 March 2003, with part-completion of the shell and services of the new building on 26 January 2004. Intensive activity ensued to complete the fit out of the new Centre, including raising funds from external sources. The Crafts Study Centre was officially opened on 29 May 2004 by Sir Christopher Frayling, Chairman of the Centre from 1982–2004, and Professor Elaine Thomas, Director of the then Surrey Institute.



The opening exhibition *Crafts in the 20th century* in the Tanner Gallery, focused on a review of the first CSC exhibition held at the Holburne Museum in 1972. In 2005–2006 the successor exhibition *Transformations* considered core collections in the context of practitioner's source collections or their selected transformational object. A first survey of the life and work of the gallery owner and

craft advocate Muriel Rose (herself one of the most influential of the Centre's founding Trustees) was opened to the public in November 2006, along with an accompanying book of essays edited by the Centre's Collections Manager,

Jean Vacher. This has proved to be a highly successful exhibition, widely reviewed in the national press and media, and building on the Centre's reputation for thoughtful deliberations on craft history.



The first temporary exhibition *Magdalene Odundo: time and again* showed a span of vessels over twenty years by the acclaimed potter (Professor of Ceramics), and started a year long series of work by contemporary ceramists. There followed a year-long survey in the Contemporary Exhibitions Gallery of work by innovative woven textile artists, concluding with a show of recent work by John Hinchcliffe in 2006. A significant exhibition of new work by the distinguished calligrapher Ewan Clayton followed (this was his first one person museum exhibition), and the year concluded with the Centre's first furniture exhibition *Guy Martin: whole life cost* on tour from the Devon Guild of Craftsmen. The exhibition programme in 2007 introduces new elements: it builds on the partnership with Tate St Ives and the Devon Guild; a new partnership in the exhibition called *urban FIELD* is planned with the Devon



Guild and Contemporary Applied Arts, and at the end of the year a new season of textile related exhibitions commences, with a first museum show for the woven textile artist Rezia Wahid, the launch exhibition for the major Arts Council England funded programme entitled *The Shape of Things*. The grant from Arts Council England has supported the costs of a new monograph on Rezia Wahid by the Centre's Director, Professor Simon Olding. In 2008, the Centre joined with Hampshire County Council to produce a new exhibition by Carole Waller, exploring her new interest in film, and its application to painted textiles and glass. This exhibition toured to other Hampshire venues and the research phase was generously supported by the Foyle Foundation.

The Centre has outlined a three year rolling programme of temporary exhibitions from 2008–2011. The focus on its contemporary exhibition programme combines an interest in solo exhibitions of both emerging and experienced craft artists, with a new partnership in development with the renowned Ruthin Craft Centre, and there are plans, following on from an evaluation of *urban FIELD* to develop the partnership between the Centre, CAA and The Devon Guild. The exhibition programme devoted to the historic and modern collections has also been developed, with a new exhibition *Makers and Movers* in 2007–2008 showing work of Trustees of the Centre from 1970 to the present. An exhibition on the major 'independent' national collections of craft in England, curated by Alison Britton, is at the planning stage.





Research activity on the CSC collections continued, albeit in restricted circumstances, during the closure period and the six months devoted to opening the new building. In 2003 there were 25 research visits: from the RCA, RIBA, the University of Brighton, Bath Spa University College in the UK; and the University of Western Ontario and McGill University in Canada. In 2004 there were 23 visits from a variety of practitioners, curators and independent researchers, including academic staff from the University. In 2005 there were 44 individual research visits. A major digitisation project, funded by the Joint Information Systems Committee (JISC) and the Headley Trust, was brought to a conclusion on 31 July 2003, in so far as three contract posts ended. The outcome of the project (some 4,000 images from the collections) on the Arts and Humanities Data Service website was realised in 2004, and the series of learning and teaching modules on the collections were hosted on the **ahds** website in late 2004. A major research project funded by the Headley Trust in 2004–2005 led to the publication over the Crafts Study Centre’s website of illustrated essays on the calligrapher Ann Hechle and the potter Marianne de Trey, and a narrative on the Centre’s important Lucie Rie archive, all by the researcher Sophie Heath. A developing partnership with the Leach Pottery, St Ives, was realised by an AHRC museum project award (the second such award for the Centre), and a major gift of Leach ceramics and an archive. In 2006 there were 45 individual research visits and 5 visits from craft and specialist societies. There were 40 research visits in 2007 and 10 other visits by specialist groups. Work was completed on the major AHRC project to digitise the Leach Collection catalogue, which is now available on line over the Centre’s website.

The Centre was successful in 2005 in two key awards. The Esmee Fairbairn Foundation approved a three year project, and this led to the appointment of the Centre’s first Marketing Manager. The Arts and Humanities Research Council



granted the Centre core funding status from August 2006 for three years. Further highly significant grants included a grant for the exhibition series *urban FIELD* with The Devon Guild and CAA ((£62,000) and the first ever grant from the Paul Mellon Centre towards the appointment of Lesley Jackson as the Centre’s Designated Research Curator for a three year project leading to a proposed exhibition on Alastair Morton and the Edinburgh Weavers: textiles and modern art. In 2006–2007 The Centre joined with other Farnham arts venues to promote *seasons*

*of craft* and was successful in a joint bid for funds to Arts Council England to promote the 2007 winter season of craft including a new craft commission for the town. These and wider activities have led to a sustained and impressive growth in publicity and media attention for the Centre, capitalised on by further ongoing developments to the Centre’s website.

This Business Plan for the Crafts Study Centre, and covers the period 2008 to 2011. It is the primary management document of the Centre, and is used by the Trustees of the Crafts Centre and the Management Group of the CSC to monitor progress against annually agreed targets. The Plan is:

- Approved by the Management Group of the Centre on behalf of Trustees; and
- Reviewed once a year by Trustees.

This is a rolling three year plan.

It is likely that the Centre's life in the public domain will be one of incremental and organic growth, dependent on the Centre's success in attracting resources to run a full programme of activities. Nevertheless, the Centre will continue to set high standards for its activities, and establish a reputation for quality of learning, teaching and research activity, through the imaginative presentation of the core collections on which the Centre was founded, and the temporary exhibition of work by leading, contemporary craft practitioners. The Plan will be delivered and monitored by the permanent members of staff of the Crafts Study Centre, namely, the Director, Collections Manager, with support from other key staff members such as the Information and Administration Officers, staff on short term projects as well as volunteers and external experts on a project basis. The pivotal post of Marketing Manager (from November 2005 to October 2008) has already seen the authorship and implementation of a marketing plan, presaged in an initial consultancy in 2002–2003 by Surrey Arts marketing.

The Trustees of the Crafts Study Centre are the guardians of the Crafts Study Centre collections. An Acquisition Committee (whose terms of reference and membership were reviewed and updated in May 2003) meets twice a year, on the same days as the Trustees. The Director is responsible, along with the Honorary Treasurer, for the prudent financial management of the charity's resources. These are audited independently according to Charity Commission guidelines, and an Annual Report and Statement of Audited Accounts are produced for the Charity Commission. The Management Group of the Centre is chaired by Paul Coyle, Pro Vice Chancellor and Executive Dean of the University for the Creative Arts at Farnham and Epsom.

Membership of the Group comprises academic staff, two Trustees of the Crafts Study Centre, and the Director. The Group oversees the management activity and the programme of the Centre, according to the terms of the Joint Agreement. Finally, the Director of the Crafts Study Centre reports to the Pro Vice Chancellor and Executive Dean. His programme is set out in an Annual Operating Plan operating to the standards set by the University. Members of staff of the Centre are members of the University's establishment and act according to regulations on financial, health and safety, staffing and all other procedures.

The Crafts Study Centre is a unique institution. It is England's new museum of modern crafts. As such, it will fill a highly important role as a purpose-built University museum operating solely in the context of a collection of modern and contemporary craft. Over the three year period of this business plan, the Crafts Study Centre looks forward to achieving the following goals:

- To become an essential feature of the research community of the University and to make a unique contribution to the bid for University title and to support the RAE, and in doing so to commit resources and energies to original research in modern and contemporary craft practice;
- To secure a thorough grounding, and enrich a national and international reputation, as a high quality specialist museum of modern and contemporary craft, with a track record for increasingly innovative exhibitions both in reflective craft history and in association with emerging and established craft artists;
- To engage with key cultural partners to enrich the cultural offer locally and nationally;
- To develop new audiences for the crafts;
- To develop new international partnerships to promote craft practice and highlight the collections.

It follows that the Crafts Study Centre will, over the period of this business plan, extend its range and variety of craft exhibitions; build systematically on a gathering reputation for craft writing and publishing; find new like-minded cultural partners to share creative activities and programmes; play a central role in the national and regional craft and visual arts infrastructure; and grow an enthusiastic audience for the crafts thereby enriching the academic life of the University and the wider community. The Trustees of the Crafts Study Centre will also take key strategic decisions during the lifetime of this business plan to shape a major developmental project to add capacity and resources to underpin the goal of establishing the Crafts Study Centre as a national museum of modern and contemporary crafts.



# Strategic mission and aims

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## Strategic mission

To capture, safeguard and offer wide access to a unique craft collection; and to facilitate a deeper understanding and enjoyment of the crafts by fostering and articulating the underpinning values that exist between makers, craft practice and the collection.

The University for the Creative Arts supports the Crafts Study Centre:

- As a vehicle for life-long learning about 20th century and contemporary crafts, by giving access to core collections and significant work by living practitioners;
- As a research centre;
- As a creative building and web-based new museum serving local, regional, national and international audiences receiving and presenting 20th century and contemporary crafts;
- As a resource for undergraduate and postgraduate students, practitioners in the work environment, and for academic staff.

## Aims

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To safeguard and develop the Crafts Study Centre's collections and make them and the Crafts Study Centre accessible to the widest possible audience;

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To present the collection through display and exhibitions (both at Farnham and elsewhere) to stimulate a wider understanding and enjoyment of the crafts;

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To facilitate a deeper understanding of the crafts through publication and other information materials;

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To develop the Crafts Study Centre as a key presence in the family of related public, and other venues, and develop partnerships to establish the Crafts Study Centre's reputation, and support a dynamic programme of activity;

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To promote and engage in research into the lives and work of significant craftspeople, as well as wider issues in the crafts, using the collection as a basis for study; and to host wider research projects.

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## Description of service

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The Crafts Study Centre operates in a partnership environment, secured by its legal status as a registered charity with the Charity Commission, and by its Joint Agreement with the University. These twin positions (charity and University-sector organisation) have supported the Centre's approach to securing resources from external bodies in the public and charitable fields as well as from the Higher Education sector. The Centre has identified a number of key supporters for its programme:

- The Arts Funding system (notable Arts Council England and the Heritage Lottery Fund);
- The HEI funding system (notably the Arts and Humanities Research Council)
- Arts charitable trusts;
- Private individuals wishing to support the charity directly by donations and legacies.

The action plan for the Centre in relation to its key aims is noted below.

## Operating plans and targets

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### **Aim One**

**To safeguard and develop the Crafts Study Centre collections and make them and the Crafts Study Centre accessible to the widest possible audience.**

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**Task** To achieve full Accreditation status with the Museums Libraries and Archives Council

**Partner/Lead Officer** Museums Libraries and Archives Council and MLA South East

**Target timetable** 2006 (*achieved*)

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**Task** To ensure the safe storage of the CSC collections within the CSC and in external stores

**Partner/Lead Officer** AHRC

**Target timetable** Ongoing  
2007 review potential new storage location in Farnham  
*Ongoing financial commitment*

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**Task** To relocate CSC collections to the new building as required

**Target timetable** Ongoing

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**Task** To develop the CSC website and add relevant content

**Partner/Lead Officer** University

**Target timetable** Ongoing  
New website development planned for 2008

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**Task** To agree loans to other relevant venues (and record number of objects loaned)

**Target timetable** 3 loans in 2004  
4 loans in 2005  
4 loans in 2006 (59 items)  
3 loans in 2007 (14 items short term; David Pye engine, lathe and materials)

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**Task** To add to the CSC collections according to the Collecting and Disposal Policy 2005–2010 and the Joint Agreement

**Partner/Lead Officer** Acquisition Committee/Trustees

Aim One (continued)

Target timetable	Ongoing <i>Application to HLF collecting cultures grant programme: decision May 2008</i> <i>The application is for a new fund for purchases</i>
Task	To implement the CSC Marketing Plan
Partner/Lead Officer	Marketing Manager and University Marketing
Target timetable	Ongoing Consider succession planning to Marketing Manager when post concludes (during 2007–2008) <i>Impact of no EFF budget from November 2008 onwards</i>
Task	To publish and distribute CSC programme leaflets
Partner/Lead Officer	Marketing Manager
Target timetable	January and June
Task	To review the need and purpose of a Friends/ Membership organisation
Partner/Lead Officer	Marketing Manager/ Trustees
Target timetable	2008
Task	To commission audio tour guide
Partner/Lead Officer	Marketing Manager
Target timetable	2008
Task	To review the disaster/emergency plan for the new building
Partner/Lead Officer	Collections Manager
Target timetable	Ongoing <i>Cost of joining University Disaster Recovery Insurance (Harwell Documentation and Restoration Services) in relation to protection for works on paper, including archives, calligraphy in 2007–08 budget and beyond)</i>
Task	To establish and put into operation a plan for completing the collections accession register
Partner/Lead Officer	Collections Manager
Target timetable	Ongoing

## Aim One (continued)

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Task	To update and add to the insurance valuation register of the CSC Collections
Partner/Lead Officer	Collections Manager/Vice Chair Trustees
Target timetable	2007 and 2008

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Task	To enable regular supervised handling sessions of the collections for students and researchers
Partner/Lead Officer	Collections Manager
Target timetable	Ongoing

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Task	To promote research on, and enable the study of, the collections
Partner/Lead Officer	Collections Manager
Target timetable	Ongoing

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## Aim Two

**To present the collections through display and exhibitions (both at Farnham and elsewhere) to stimulate a wider understanding and enjoyment of the crafts.**

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Task	To enhance the existing display areas by a programme of improvements
Partner/Lead Officer	External funders
Target timetable	Ongoing <i>Utilise existing budgets</i>

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Task	To implement the agreed rolling programme of temporary exhibitions of contemporary craft 2008–11
Partner/Lead Officer	Practitioners and other venues, Devon Guild/CAA, Hampshire County Museums Service, Ruthvin Craft Centre, Flow Gallery, Think Tank
Target timetable	Ongoing <i>Seek external funding partners where appropriate and secure fees for external tours where desirable; Alastair Morton exhibition costs will be high and impact on 2009–2010 and 2010–2011 budgets</i>

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## Aim Two (continued)

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Task	To implement the agreed programme of exhibitions from the Centre's collections in the Tanner Gallery
Target timetable	Ongoing

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Task	To seek external funds for the exhibition programme
Partner/Lead Officer	Arts Council England, South East, Foyle Foundation and others
Target timetable	Ongoing

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Task	To work collaboratively with the James Hockey Gallery and Foyer Gallery
Target timetable	Ongoing
	<b><i>Sandy Brown: Ritual: the still point and the dance</i></b> August 2008

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Task	To identify other opportunities to tour collections
Partner/Lead Officer	urban FIELD – 2007 and 2008 Hampshire County Museums Service – 2008 Ruthin Gallery – 2009 Alastair Morton tour – 2008

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Task	To develop strategic partnership with The Leach Pottery St Ives and other craft providers
Partner/Lead Officer	The Leach Pottery, Ruthin Gallery, Walford Mill Crafts Centre, Contemporary Applied Arts, Devon Guild of Craftsmen
Target timetable	Ongoing
	urban FIELD (April to June 2007) <b><i>Successor scheme to build on urban FIELD will require additional resources from 2009–2010 onwards</i></b>

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Task	To investigate possibility of craft practitioner led temporary installations
Partner/Lead Officer	Catherine Harper – 2009 Jonathan Garrett (landscape) – 2006–2007 Peter Freeman – 2008 Carole Waller – 2008 <b><i>Utilise funding from the Foyle Foundation</i></b>

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## Aim Three

### To contribute significantly to the understanding of the crafts through publication and other information materials.

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Task	To develop activities with the Arts and Humanities Data Service
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Partner	AHDS
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Target and timetable	Ongoing <i>New projects will require additional funding and success in highly competitive funding climate</i>
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Task	To align CSC research, where appropriate, with University Research activity
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Partner	University
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Target and timetable	Ongoing
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Task	To prepare a publications policy for the Crafts Study Centre
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Target and timetable	2008 (completed)
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Task	To encourage external researchers to publish the outcomes of research at the Centre, and seek publication credit
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Target and timetable	Ongoing
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Task	To seek publication by CSC staff in specialist and other journals and magazines etc and report on the number and locations of these publications annually
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Target and timetable	Ongoing
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Task	To identify collaborations with academic partners
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Partner	Think Tank, University of Westminster, Paul Mellon Centre, Berg (Journal of Modern Craft)
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Target and timetable	Ongoing
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Task	To deliver new materials through the CSC website, and upgrade the information on the website; to gather statistics on the use of the website
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Target and timetable	Ongoing
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### Aim Three (continued)

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Task	To investigate joint publication projects
Target and timetable	Ongoing

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Task	To continue publication of exhibition related CSC books
Target and timetable	Ongoing, and according to recently agreed policy

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Task	To implement AHRC Core funding, and seek for succession funding
Partner	AHRC
Target and timetable	2006 to 2008 <i>The impact of no successor AHRC funding would dramatically reduce the scope and services of the CSC and have a major detrimental effect on its public role</i>

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### Aim Four

**To establish the Crafts Study Centre as a key presence in the family of related public and other relevant venues, and to develop partnerships to enhance the Centre's good reputation, and support a programme of activity.**

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Task	Develop strategic partnerships
Partner	Crafts Council, Arts Council of England, Contemporary Applied Arts
Target and timetable	Ongoing Participate in ACE review of Crafts, in review of The Making 2006–2007 Develop urban FIELD partnership Develop links with Crafts Council after strategic review

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Task	Develop international links
Partner	Japan Folk Craft Museum – develop Japanese contacts Explore possible project with: Museum of Arts & Design, New York and through the Craft Leaders Annual Retreat, University of North Carolina

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Task	Develop and foster links with other University Museums
Partner	University Museums Group University of Reading
Target and timetable	Ongoing

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#### Aim Four (continued)

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Task	Participate in relevant conferences and activity to promote CSC
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Target and timetable	Ongoing
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Task	Develop links with other related venues
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Partner	<i>Farnham creates</i> – Ongoing <i>Craft south</i> – 2008
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#### Aim Five

**To promote and engage in research into the lives of significant craftspeople, using the collections as a basis for study, where appropriate; and to host wider research projects.**

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Task	Review Research opportunities
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Partner	University
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Target and timetable	2007
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Task	Implement MA Curating Contemporary Craft and seek validation for part time mode; offer new 'evening' class based on the degree
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Partner	University
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Target and timetable	2007 achieved 2008
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Task	Publish craft essays on CSC website
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Target and timetable	Ongoing
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Task	Publish Leach catalogue as result of AHRC project
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Partner	AHRC
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Target and timetable	March 2007 (completed)
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Task	Seek external funding for continuation of research activity
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Target and timetable	Ongoing
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Task	Contribute to external Craft conferences
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Target and timetable	Ongoing
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Aim Five (continued)

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<b>Task</b>	Agree new Research Policy
<b>Partner</b>	Research and Policy Development Committee
<b>Target and timetable</b>	2008
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<b>Task</b>	Deliver <i>Light:Craft</i> symposium
<b>Partner</b>	urban FIELD
<b>Target and timetable</b>	October 2008
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<b>Task</b>	Deliver smaller publications as part of the delivery of the temporary exhibition programme
<b>Target and timetable</b>	Rezia Wahid 2007 Carole Waller 2008 Matthew Burt 2008
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## Governance

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The Joint Agreement governs the formal relationship between the University and the Trustees of the Crafts Study Centre, and it was extensively reviewed in 2006 as part of the regular monitoring process.

Trustees undertook a review of their own aims and objectives in 2005, and decisions taken then have been reflected, where appropriate, in this business plan.

The audited accounts of the Crafts Study Centre are presented to the Charity Commissioners after the Trustees' meeting in December. Trustees have agreed that expenditure should be committed to cover Trustee's travel costs to meetings, to support acquisitions to the collection (£2,000 has been earmarked for this activity during each financial year) and other expenditure by agreement. The authorised signatories for the account are the Chair, Professor Edmund de Waal, Vice Chair Pat Carter and Simon Olding, Director. Two signatures are required for all cheques, and the Director can authorise expenditure up to £500 on his own account.

It is the responsibility of the Director of the Crafts Study Centre to raise revenue and capital sums to support the costs of running the Centre.

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<b>Task</b>	Apply for University funds to support activity
<b>Partner</b>	University
<b>Target and timetable</b>	External Research Applications (ERA) annually University Research Fund (annually)

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<b>Task</b>	Apply for external funding to support projects and revenue activities
<b>Partner</b>	Director
<b>Target and timetable</b>	Ongoing

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<b>Task</b>	Report on CSC performance indicators annually
<b>Partner</b>	Director
<b>Target and timetable</b>	January 2007

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<b>Task</b>	Establish Risk management matrix for CSC Trustees
<b>Partner</b>	Trustees
<b>Target and timetable</b>	2007

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<b>Task</b>	Increase funds for the Crafts Study Centre charity to improve financial position substantially and increase reserves
<b>Partner</b>	Director/Trustees
<b>Target and timetable</b>	Ongoing CSC London launch 2008
<b>Task</b>	Commission organisational development report for the Trustees
<b>Partner</b>	Arts Council England, South East
<b>Target and timetable</b>	2008 <i>Apply to ACE,SE for Grant for the Arts to support costs of feasibility study</i>
<b>Task</b>	Consider setting up CSC Patrons scheme
<b>Partner</b>	Trustees
<b>Target and timetable</b>	2009
<b>Task</b>	Implement the Enrich report
<b>Partner</b>	CSC Trustees
<b>Target and timetable</b>	Ongoing

## Finance

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The Crafts Study Centre operates on a financial model where the Centre raises income from grants and University-sector financial streams both to help support the annual revenue costs of the Centre and to provide funding for projects that would not otherwise be delivered. At present (2007–2008) the Centre's income target is £125,000, made up of four key elements: a sales target for the shop; a grant from the Esmée Fairbairn Foundation for a marketing project; a grant from the Arts and Humanities Research Council (core funding for HEI museums and galleries) and a grant for the collaborative project urban FIELD.

At the outset of the Centre's life at Farnham, costs were met by a substantive grant from the Joint Information Systems Committee (JISC) covering the costs of the Centre's first major project, a digitisation scheme to provide extensive digital images from the collections and associated learning and teaching materials now available through the Visual Arts data Service website (VADS). The Surrey Institute provided underpinning funds and its contribution to the total expenditure of this three year project. The budgets of the Crafts Study Centre pre-opening are shown below.

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<b>Financial year</b>	2001–2002
<b>Crafts Study Centre budget</b>	Income £49,895 Expenditure £89,192 SIAD £39,298
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<b>Financial year</b>	2002–2003
<b>Crafts Study Centre budget</b>	Income £185,311 Expenditure £275,096 SIAD £89,785
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<b>Financial year</b>	2003–2004
<b>Crafts Study Centre budget</b>	Income £143,825 Expenditure £196,000 SIAD £52,775

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The opening of the Centre to the public naturally impacted on the day to day running costs of the Centre, since, as a public building operating a year-round service, programme and additional staffing costs had to be met. However, the Centre was able to use this public and artistic life to achieve new grant streams from external charitable and grant giving bodies as well as HEI funding streams to support the additional costs. The operational budgets are shown below.

<b>Financial year</b>	2004–2005
<b>Crafts Study Centre budget</b>	Income £99,300 Expenditure £193,691 SIAD ££94,311
<b>Financial year</b>	2005–2006
<b>Crafts Study Centre budget</b>	Income £57,853 Expenditure £215,507 UCCA £157,480
<b>Financial year</b>	2006–2007
<b>Crafts Study Centre budget</b>	Income £107,000 Expenditure £231,700 UCCA £124,700

The total cost of running the Centre to the University in 2007–2008 is £260,000 minus the £125,000 income leaving the annual running costs met by the University as £135,000. Without this support the Crafts Study centre could not operate as a public museum or as a research centre (apart from as a closed, appointment only resource), in contravention to the current Joint Agreement.

A three year forecast assuming a standstill budget for the Centre (with a 3% uplift to take account of salary increases) is shown below. The Centre has operated on a standstill budget since it began full operational activity in 2004–2005. The assumption in this forecast is that there is no successor to the AHRC core museum funding stream after 2008–2009 and that any other grants income is spent on the full costs of delivering the project for which the grant has been secured.

<b>Financial year</b>	2007–2008
<b>Crafts Study Centre budget forecast</b>	Income £125,000 Expenditure £260,000 UCCA £135,000
<b>Financial year</b>	2008–2009
<b>Crafts Study Centre budget forecast</b>	Income £90,000 Expenditure £233,350 UCCA £143,350
<b>Financial year</b>	2009–2010
<b>Crafts Study Centre budget forecast</b>	Income £5,000 Expenditure £247,500 UCCA £235,530

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<b>Financial year</b>	2010–2011
<b>Crafts Study Centre budget forecast</b>	Income £5,000 Expenditure £247,560 UCCA £242,560

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This financial modelling indicates that without the continuation of AHRC core funding from 2009–10 onwards it will be very difficult to sustain the operation of the Crafts Study Centre without either new sources of external funding or from the University, keeping at the current level of public activity.



## SWOT analysis

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<b>Strength</b>	Unique institution, with original history and capacity to adapt
<b>Weakness</b>	Small in size and discretionary
<b>Opportunity</b>	To cement the role of the Research Centre/Museum in the life of the University to support its mission
<b>Threat</b>	Vulnerable to strategic shifts and funding downturn
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<b>Strength</b>	Partnership with major HEI built on previous partnership with a University
<b>Weakness</b>	Lack of true independence for Trustees
<b>Opportunity</b>	Add unique value and services to University and wider public life
<b>Threat</b>	University amends its mission and focus of programmes
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<b>Strength</b>	Grant income secured since 2000 over £1 million from wide range of public funders including 'blue chip' organisations such as AHRC, Arts Council England, Heritage Lottery Fund, Foyle Foundation as well as local sources
<b>Weakness</b>	Core revenue funding is modest compared with aspirations and grant income is time limited for special projects
<b>Opportunity</b>	Identify new core revenue stream eg from Arts Council England and increase AHRC core funding from 2010
<b>Threat</b>	Closure of AHRC core funding stream would seriously jeopardise future plans
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<b>Strength</b>	Developing core collection with major effort in place from 2008 onwards
<b>Weakness</b>	HLF award demonstrates capacity to be a museum of national significance
<b>Opportunity</b>	Additional gifts to flow from increased exposure as an active collector
<b>Threat</b>	Pressure on storage capacity and costs of collecting
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<b>Strength</b>	Specialist staff and Board dedicated to the furtherance of the charity and the partnership with the University for the Creative Arts
<b>Weakness</b>	Very limited capacity to increase resources for key activity such as ongoing education programme and sustained marketing
<b>Opportunity</b>	Identification of new funding streams to develop new programmes in a sustained way
<b>Threat</b>	Staff already working at full capacity; Board currently under appropriate complement

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## Risk register

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The Crafts Study Centre Trustees have adopted a risk management register and this report is shown below. It is reviewed at each Trustees' meeting and updated accordingly.

The Crafts Study Centre's Risk Management Register is a management tool to enable the Trustees of the Centre to:

- Monitor and evaluate the range of risks to the Centre in relation to the activities, policies and partnerships of the Crafts Study Centre under their jurisdiction;
- Take appropriate advance action in relation to these risks (and especially high risk items) that would threaten the position and performance of the Crafts Study Centre;
- Act according to the standards of the Centre as an Accredited museum and as a registered charity to enable the Crafts Study Centre to thrive and improve performance.

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### To care for the Crafts Study Centre collections and archives

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#### To ensure the safe storage of the collections

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Status of risk	Medium
Owner of risk	Trustees/UCCA (especially Collections Manager)
Actions	Regular monitoring visits to check conditions to all CSC stores and exhibition areas  Report to Trustees on below standard environmental conditions  Action requests to University Estates and Building Management staff  Consider a stable and sustainable environmental control system to any new building developments  Move collections and archives according to standards of an Accredited Museum  <i>Review potential new storage unit in Farnham (JV) Discounted due to lack of environmental controls</i>

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**To ensure the safe transit of CSC collections for external loans**

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Status of risk Medium

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Owner of risk Trustees/UCCA (especially Collections Manager)

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Actions Approval or rejection of loan request by Trustees on recommendation of Collections Manager  
Agreement by CM of all loan documentation  
CM to travel with loan object as courier where appropriate, especially with International loans

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**To ensure a policy-led approach to collecting**

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Status of risk Low

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Actions Act according to the Centre's Collecting and Disposal Policy 2005–2010  
Trustees to agree any changes to the Policy on the recommendation of the Collections Manager and report these changes in Minutes  
Ensure the development of the membership of the Acquisition Committee according to the stated terms of office  
Prepare for a successor Collecting and Disposal Policy from 2010 to 2015 according to best professional practice by the Museums Libraries and Archives Council

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**To ensure the proper insurance cover for the CSC collections and archives in accordance with the Joint Agreement**

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Status of risk Medium

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Owner of risk Trustees/University

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Actions Revaluation of the collections and archives by subject group: Ceramics; Textiles; Wood and Furniture; Calligraphy; Non precious jewellery; Archives  
*Join Harwell Insurance scheme for additional cover to collections – Oct 2007*  
*First review of textile collections completed – Jan 2008*  
*Review of Ralph Beyer Collection completed (prior to decision of HLF) – Jan 2008*  
*Valuation of two Alan Peters items on loan – Jan 2008*

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**To develop the Crafts Study Centre's Emergency Plan in line with the Centre's status as an Accredited Museum**

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Status of risk	Medium
Owner of risk	Trustees/University/Collections Manager
Actions	<p>To agree a grab list of objects in the event of an emergency</p> <p>To join the MLA SE emergency planning service or seek a commercial alternative</p> <p><i>Trustees reviewed financial parameters in the event of Institutional 'collapse' or a building emergency (extensive fire damage). Trustees agreed that annual costs required in the event of these emergencies would range from £30,000 to £70,000 a year and that this figure could be used to establish the need for a reserve fund</i></p> <p>To develop the draft Emergency Plan</p>

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Status of risk	Medium
Owner of risk	Trustees/University/Collections Manager
Actions	<p>To ensure future capacity and space for the collections as they grow in number and scale</p> <p><i>Note costs will apply for Keepsafe storage when current capacity is full at annual cost of circa £2000</i></p>

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**To safeguard and grow the Craft Study Centre's financial reserves and resources in accordance with the standards of the Charity Commission**

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Status of risk	Medium
Owner of risk	Trustees/Honorary Treasurer/Crafts Study Centre Director
Actions	<p>To manage the financial information of the CSC and report to Trustees</p> <p>To prepare an Annual Report and Statement of Accounts for the Charity Commission</p> <p>To increase the financial reserves of the CSC to support increased activity and underpin significant future capital projects and/or protect the status quo</p> <p>To review investments and report to Trustees at each Board meeting</p> <p>To consider succession planning for Hon Treasurers</p>

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### **To develop the Crafts Study Centre and its activities**

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Status of risk	Low
Owner of risk	Trustees/University (Director)
Actions	<p>To agree the CSC Business Plan – annually</p> <p>To review the Joint Agreement in advance of the first ten-year time span – 2009</p> <p>To report on CSC activity in an annual report to the Charity Commission and to publish the annual report on the CSC website</p> <p>To implement the recommendations of the Enrich report</p> <p>To raise substantial capital resources for a major development project</p> <p>To support the University's succession plan for the posts of CSC Director and Collections Manager</p>

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### **To develop the Crafts Study Centre Board of Trustees**

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Status of risk	Low
Owner of risk	Trustees/Chair and Vice Chair
Actions	<p>To ensure that the Trustee meetings are quorate and that membership is appropriate in terms of skills and experience to further the CSC's mission</p> <p>To approve a statement of CSC Trustees' responsibilities and activities</p> <p>To consider a succession plan for future Trustees and the Chair and Vice Chair</p> <p>To prepare a Board Induction portfolio for new Trustees comprising Joint Agreement, Deed of Trust, CSC Business Plan, Collecting and Disposal Policy, Annual Report and statement of accounts and the statement of responsibilities and activities</p> <p>To contribute proactively to the CSC Management Group</p>

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## Conclusion

This Business Plan of the Crafts Study Centre comes at a pivotal time. The realignment of activity and objectives of the Crafts Council, the long awaited National Crafts Strategy of and for Arts Council England may (or may not) shape new thinking about craft activity. The sector is still institutionally weak, but paradoxically, this enables smaller, nimble organisations such as the Crafts Study Centre to play a part larger than that suggested by their modest size. The supporting role of the University has never been so important, as it adds credibility and purpose to the Centre's profile and programme. The Centre will adopt an organic approach to its life in the public domain, growing and developing as additional resources become available.

The opening of the Crafts Study Centre in 2004 remains a highly significant moment in the development of the craft infrastructure in the UK. The Centre is a purpose built new museum for modern crafts, an unheard of development even at the start of the 21st century. The vision of the founder Trustees, articulated some thirty-seven years ago, is finally coming alive.

Professor Simon Olding  
*Director*  
*Crafts Study Centre*  
*University for the Creative Arts*

23 September 2008 (amended)