

CRAFTS STUDY CENTRE

BUSINESS PLAN 2023-24



FRONT COVER:

MAGDALENE ODUNDO

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The Crafts Study Centre is a Charitable Incorporated Organisation Foundation, registered charity number 1179008

The Crafts Study Centre is supported with funding from:



VISION

TO MAKE A UNIQUE AND SIGNIFICANT CONTRIBUTION TO THE RESEARCH, SCHOLARSHIP AND RESEARCH IMPACT OF CRAFTS IN THE UK AND INTERNATIONALLY

The Crafts Study Centre (CSC) was established as a registered charity on 1st April 1970 with the aim of 'the advancement of the education of the public in the arts and in particular the artistic crafts'. The CSC first entered into a partnership with the University of Bath and occupied rooms in the Holburne Museum, Bath. In 2000, the Trustees of the CSC entered into a new partnership with the Surrey Institute of Art & Design (now University for the Creative Arts, UCA) and a purpose-built museum, titled Crafts Study Centre, was opened to the public in 2004.

The Crafts Study Centre was established as a Charitable Incorporated Organisation (CIO) in 2018, registered with the Charity Commission in England and Wales (1179008).

UNIVERSITY CONTEXT

The Crafts Study Centre is one of five research centres at the University for the Creative Arts. All research centres report to the Department of Research and Innovation, working out to researchers and students in the University's discipline-focused schools, as well as to external partners and audiences. For the CSC, the most relevant school alignments are with the Schools of Architecture and Design, Fashion and Textiles, and Fine Art, Crafts and Photography, although there is potential for wider cross-disciplinary exchange.

After a successful submission to REF 2021, UCA is expanding its investment in research. Four areas of strategic development have been identified, and one of these is *heritage, crafts, architecture and design*. The Crafts Study Centre will play a leading role as the focal point for new initiatives in this area. Its Director will work with the Director of Research and Innovation and the University's Leadership Team to identify, develop and exploit new avenues in crafts research and a distinctive vision for UCA.

The Crafts Study Centre has worked closely alongside the International Textile Research Centre (ITRC) for many years, and in August 2023 the ITRC's mission, archives and staffing resource will be absorbed into the CSC, consolidating and strengthening the critical mass of UCA's crafts research.

MANAGEMENT AND GOVERNANCE

The Trustees of the Crafts Study Centre are the legal guardians of the collections and archives that they have gathered since 1970. Edward Wates is Chair of the Crafts Study Centre and Alison Britton is Vice Chair. Trustees at 1 August 2023 are: Dr Amer Alwarea, Deirdre Figueiredo, Sarah Griffin, Dr Paul Harper, Dr Cherry Ann Knott, Professor Lesley Millar, Professor Tim Parry-Williams, Andrew Renton, Ben Williams. Dr Alwarea and Professor Millar are the Trustees appointed by UCA. The Director of the Crafts Study Centre acts as secretary to the Trustees.

The Director/Curator oversee the day-to-day bookkeeping of the CIO's funds, currently held with NatWest bank, with the Honorary Treasurer overseeing the accounts. The Honorary Treasurer, Dr Sean O'Reilly, is responsible for the financial management of the Trustees' funds. These are reviewed each year by an independent accountant, and an annual report and statement of accounts is produced according to the guidelines of the Charity Commission. Trustees have agreed that reasonable expenditure should be committed from the funds of the CIO to cover their attendance at Trustee and Management Committee meetings and to cover the travel costs of members of the Acquisitions Committee. Minor expenditures by the Director/Curator relating to CSC business are also permitted.

An Acquisitions Committee meets as required to give expert guidance on the objects and archives offered to the collections and to accept or reject acquisitions on behalf of the Trustees. Experts in the fields of ceramics, textiles, calligraphy and lettering, furniture and wood, and archives are in post. The committee operates in accordance with a Collections Development Policy which currently runs for the period 2023-27. It is chaired by Trustee Andrew Renton, Head of Design Collections, Museum Wales.

A Management Committee consisting of representatives from the Trustees and from UCA reviews and approves CSC activities, policies and the exhibition programme. At 1 August 2023 it is chaired by Professor Victoria Kelley, Director of Research and Innovation.

A Joint Agreement between UCA and the Trustees governs the management and policy activity of the CSC, and is reviewed in a five yearly cycle, with the latest agreement signed in August 2022. The Joint Agreement specifies the membership and terms of reference of the Management Committee and Acquisitions Committee, the provision for two university-appointed Trustees on the Board, and all operative provisions, dispute resolutions and termination matters.

Various policies and procedures govern the activity and operations of the CSC as both a museum and a CIO. The following policies are available on the CSC website at <https://www.csc.uca.ac.uk/policy-documents>:

- Collections Care and Conservation Policy
- Collections Development Policy
- Documentation Policy
- Loans-In Policy
- Loans-Out Policy
- Peer Review Policy
- Temporary Exhibitions Policy

As a research centre of the University, the CSC is also subject to relevant University policies and procedures, including the Research Ethics Code of Practice and annual monitoring procedures for research centres. The CSC's staff are subject to University People and Culture policies.

The CSC has a core staffing establishment of 3.2 FTE: Director (1.0 FTE), Curator (0.8 FTE), Archivist (0.2 FTE), two Information & Administration Officers (20 hours and 16 hours), Reception Assistant (8 hours). Relief staff and Saturday staff are employed on a casual basis. The Curator manages a small team of volunteers who work on collections care projects. From August 2023 the staffing resource of the International Textiles Research Centre will be incorporated into the CSC's staffing establishment.

The CSC's Director, Professor Simon Olding, retired in October 2022 after 20 years in post. A new Director, Dr Stephen Knott, was appointed in the spring of 2023, commencing on a 0.2 FTE basis from 20 June 2023, and a full-time basis from 11 September 2023.

During the period from October 2022-July 2023, the salary savings from the vacant Director's post were used to employ a Curatorial Assistant (0.4 FTE from October to December and 0.8 FTE thereafter), and from January to extend the contracts of

the Archivist (to 0.4 FTE) and Reception Assistant (to 12 hours). Curator, Greta Bertram, took on the additional role of Acting Director between June and December 2022 and Professor Lesley Millar was appointed as Interim Director (0.6 FTE) from January to September 2023.

The minimum agreed operational level of service is:

- Full Accreditation with Arts Council England
- A Research Centre as defined by UCA
- Employment of no less than 3.2 FTE staff and support as described above
- Public access Tuesday to Saturday
- Budget and programme as laid out in the Business Plan.

STRATEGIC PLAN 2023-24

As part of the recruitment process for the new Director, CSC staff, Trustees and the University's Director of Research and Innovation worked to focus and refresh the strategic direction of the Centre, aligned to the development of the University's Research and Innovation strategy.

This process identified three key areas for development to enable the CSC to meet its core mission more fully:

1. Diversify the Collection:
 - to deepen understanding of the collections of predominantly British studio craft by acknowledging the global interactions and networks that underpinned their development.
 - to reflect the diversity of craft practice throughout the twentieth and twenty-first centuries, including practice by those sections of society that have been marginalised from the canon of studio craft.
 - to recognise and celebrate the diversity that exists, but has not always been visible, within the CSC's collections.
2. Grow and Diversify Audiences:
 - to serve students in the University, ensuring that the CSC develops further its role as an open resource that students at the University can visit, access and interact with.
 - to serve students of the crafts and related disciplines from beyond the University more fully.
 - to ensure that the CSC is an open resource for higher-level learners, researchers, and the crafts community, professional or amateur.
3. Develop Partnerships, Connections and Funding:
 - through Farnham Craft Town/Craft City, as an anchor for networks of craft practice that reflect the CSC's origins with key figures and networks in British modern and contemporary craft.
 - with local institutions and communities in Farnham and the surrounding area; the CSC has the potential to be a key interface between the University and its Surrey/Hampshire communities.
 - with national and international crafts communities, so that the CSC is an outward-looking resource as a collection of primarily British crafts that acknowledges the global networks that underpin British crafts and is in dialogue with diverse crafts communities.
 - pursuing funding opportunities from funding councils and organisations, private funders and commercial opportunities, to support all the above activities.

It will be the role of the new Director to develop these strategic directions into a fully-fledged strategy with targets established for the short, medium and long term.

SUMMARY OF ACTIVITY IN 2022-23

The 2022-23 year saw the resumption of a full programme of exhibitions and events following the interruptions of the covid-19 pandemic. However, this was also a challenging time for the CSC as its longstanding Director, Professor Simon Olding, was on sick leave from May 2022 until his retirement in October. The Curator, Greta Bertram, took on the additional role of Acting Director between June and December 2022, with Professor Lesley Millar of UCA's International Textile Research Centre taking over in January 2023.

Five exhibitions were held at the Crafts Study Centre in 2022-23:

- *A Private View* curated by UCA's Chancellor Dame Magdalene Odundo and featuring work from the CSC's collections alongside her own work
- *Making Drawing*, a collaboration between staff, students and alumni from UCA's MA ceramics and glass course
- *Dancing in the Womb*, an exhibition of textiles by the weaver Rezia Wahid MBE, leading British weaver and an alumna of UCA
- *Nourish*, curated by Lois Walpole and Greta Bertram, presenting the work of sixteen professional willow basketmakers; the exhibition was part of Farnham's October Craft Month 2022
- *HelloGoodbye : myredthread*, in which Professor Lesley Millar MBE reflected on the relationships with makers and artists across her four-decade career as a curator.

The events programme included a series of artist's and curator's talks to accompany the exhibitions, some of which featured in the Farnham Craft Month programme.

The Crafts Study Centre organised a major conference held at West Dean College of Arts and Conservation, *Tradition/Innovation: Craft and future intangible cultural heritage*. The conference focussed on the live connectivity between intangible cultural heritage and contemporary craft practice, with speakers drawn from an international community of contemporary makers, curators, writers, historians, academics and funders - all of whom recognise the centrality of craft in human growth and development. The CSC continued with its loan programme, with five loans commencing in the 2022-23 year, and 223 object and archival items loaned out during this period. This included loans to Ditchling Museum of Art + Craft for their exhibition *Shoji Hamada: A Japanese Potter in Ditchling* and to Middlesborough Institute of Modern Art (MIMA) and Kettle's Yard for *Lucie Rie: The Adventure of Pottery*. The CSC holds the papers of Lucie Rie, and in addition to objects, also loaned significant archival material for this large-scale exhibition of one of the most celebrated potters of the twentieth century.

ACTIVITY PLAN 2023-24

Activity in the 2023-24 year will be led by Dr Stephen Knott, the new Director of the CSC. The year will see the continuation of the exhibition programme, with four exhibitions throughout the year – three in the upstairs gallery and one in the downstairs gallery. The upstairs programme will begin with *New Craftsman, St Ives: The Craft of Selling* based on research carried out by Professor Simon Olding into the gallery established in St Ives by Janet Leach in 1965, and will be accompanied by a publication on the history of the gallery. The downstairs exhibition, *Lineages* will explore the threads which run through the CSC's collections, connecting makers and their practices, past and present and will be presented in two stages: textiles and wood from August 2023 to February 2024 and ceramics and lettering from March to August 2024. As well as hosting artist's and curator's tours, the CSC will continue to participate in Farnham Craft Month (which takes place each October) and will resume its participation in Heritage Open Days. It will host the Emmanuel Cooper Memorial Lecture and Henry Hammond Memorial Lecture. The CSC will continue to deliver a programme of loans to other museums and galleries.

ACTIVITY PLAN 2023-24

Planned activities against CSC operational objectives:

TO SAFEGUARD AND DEVELOP THE CRAFTS STUDY CENTRE'S COLLECTIONS AND MAKE THEM ACCESSIBLE FOR STUDY AND RESEARCH

- To continue to make incremental gains in storage space (C)
- To investigate new external storage space (D / C / T)
- To further insurance valuations on collections (C)
- To implement the new Collections Development Policy to acquire works which increase the diversity of makers represented in the collections and archives (D / C / T)
- To catalogue and order the archive collections (C / A)
- To undertake the process of reaccreditation and ensure all policies are up to date (C / D / T)
- To develop an emergency plan for the collections (C / D / T)

TO DISPLAY THE COLLECTIONS BOTH AT THE CRAFTS STUDY CENTRE AND EXTERNALLY

- To hold one exhibition in the downstairs gallery featuring work from the CSC collections (C / D)
- To hold three exhibitions in the upstairs gallery featuring work by contemporary makers (C / D)
- To work with external curators and makers to use the collections for display and research (D / C)
- To facilitate loans out for exhibition (C / T)

TO SUPPORT STUDY AND RESEARCH BY THE UCA AND EXTERNAL RESEARCH COMMUNITIES

- To support external researchers working on the collections (C)
- To deal with requests for use of CSC images (C)
- To produce a publication on the history of the New Craftsman (C)
- To supervise PhD students to completion at UCA (D)
- To act as external examiner for PhD students as requested (D)
- To undertake peer reviews as requested (D)
- To provide sessions for UCA students in association with Programme Directors (C / D)

TO ADD VALUE TO THE VISITOR EXPERIENCE

- To publish the 2023-24 exhibition and events programme on the CSC website and in a printed format (D / C / EMA / AIO)
- To undertake a review of the CSC website and plan for future developments of online content (D / C / EMA)
- To develop the CSC social media activity (AIO / EMA)
- To deliver a programme of lectures, talks and symposia to develop audiences and interest in craft (D / C / AIO / EMA)
- To engage with UCA students to increase the number of visits to the collections (C / D)
- To deliver a programme for October Craft Month and contribute to the Craft Town and World Craft City activities (D / C)

A Archivist, AIO Administration and Information Officers, C Curator, D Director, EMA External Marketing Adviser, HT Honorary Treasurer, T Trustees

ACTIVITY PLAN 2023-24

TO RAISE FUNDS FOR THE CSC BUDGET

- To submit an application to Research England for renewed HEMG funding of a minimum of £70,000 per year (D / C)
- To develop a funding proposal to submit to Wedgwood / J W Anderson (D / C / T)
- To apply for Royal Title (D / T)
- To submit an application to the National Archives for a cataloguing grant to document the Edward Johnston Foundation collection (D / C)
- To develop and submit funding applications to research councils and funders as and when relevant calls are published (D / C)
- To source and sell craft objects, books and cards from the CSC shop and exhibitions (AIO)
- To develop and promote selling opportunities and add ranges to the CSC online shop (AIO)
- To promote both the physical and online shop through the website and social media (AIO)

CIO GOVERNANCE ACTIVITY

- To develop an Equality, Diversity and Inclusion Policy (T)
- To formalise the terms of reference for any sub-committees (T)
- To ratify the procedure for appointing new members of the Acquisitions Committee (T)
- To make the Treasurer a Trustee (T)
- To reflect on issues relating to diversity across the CSC's range of work and policies (D / C / T)
- To monitor and oversee all financial transactions (C / D)
- To prepare and approve an annual report and statement of accounts (HT / D / C)

FINANCE

The Crafts Study Centre is financially supported by revenue funds from UCA. It has received revenue funding from the Higher Education Museums and Galleries fund since 2006, initially for £73,500 annually and for £70,000 a year since 2009. The CSC was last awarded this funding in 2017 for a five-year period, which was extended to 2022-23 due to the impact of the covid-19 pandemic. The CSC will submit an application in September 2023 to Research England to continue with this funding. The continued grant offers certainty to the CSC and UCA and supports the case to maintain the CSC operating at the present level of activity to deliver the programme outlined in the 2023-24 Business Plan.

Research England noted that the judging panel for the 2017 round of HEMG funding 'found substantive evidence in the submission of the Crafts Study Centre's unique and significant contribution to the research, scholarship and research impact in the UK and internationally'.

FINANCIAL BUDGET 2023-24 (DRAFT)

INCOME	
Research England Grant	£76,540
General Sales & Fees	£ 5,342
Other Grants	£ 1,000
TOTAL	
	£82,882
EXPENDITURE	
Staff Costs	£373,236
Casual Staff	£ 11,000
Other Costs	£ 56,000
TOTAL	£440,236
Deficit (UCA Funding)	£357,354

RISK MANAGEMENT

In 2022 the Trustees established a Finance, Audit and Risk Sub-Committee to assist the Board of Trustees in its duty to supervise the broad direction of the financial affairs of the Charitable Incorporated Organisation, to ensure the financial position of the CIO is being supervised and managed, and to oversee the audit and risk management process.

As part of its work the Sub-Committee has produced a risk register to:

- Monitor and evaluate the range of risks to the CSC in relation to the activities, policies and partnerships under their jurisdiction
- Take appropriate action in relation to these risks (especially high risks) that would threaten the performance and position of the CSC
- Act according to the standards of the CSC as a fully accredited museum and as a registered CIO in order to help the CSC to improve performance and thrive.

The register sets out the risks and their potential impacts in the following categories: governance risks, operational risks; financial risks; compliance risks; external risks; collections risks. Of the seventeen risks identified, once control measures are accounted for, eight have been identified as low risk, eight as medium risk and one as high risk. The high risk is storage space, where constraints on space threaten to limit the CSC's capacity to add to its collections. This issue is being actively addressed with the University.

CRAFTS STUDY CENTRE

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