Guidance

Injection: Crafts Council’s business development scheme
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• Are you an established craft practitioner with the desire and potential to grow your business?
• Have you faced challenges when looking to develop your business?
• Are you lacking the skills to access investment to grow or develop?

Injection is the Crafts Council’s business development scheme now in its third year. It provides established practitioners working in the craft sector with greater confidence to approach funders or investors to grow their business potential through the provision of tailored support, guidance, networking and mentoring.

In light of continuing financial challenges faced within the sector and reduction in traditional public sector funding to support creative development, there is now an even greater need for craft makers to develop a more informed understanding of the range of options to finance their practice.

Aims:

– To encourage economic growth within the contemporary craft sector
– To develop innovative and sustainable practices of the highest calibre
– To cultivate a national network of role models and ambassadors for the sector

Injection will support established craft practices of the highest calibre to develop equally strong business acumen and encourage further economic growth within the sector. Through up-skilling, participants will have the understanding of how to identify ‘smart’ money, recognise which model of financing will best suit their business model and the confidence to act on this. Participants will develop the capacity to achieve appropriate investment for long-term and sustainable business growth.

Injection will provide makers with the tools to:

– develop their aspirations for growth
– articulate their business motivations
– approach funders or investors with confidence
– embed sustainability and resilience in their practice

Injection is a selected scheme and the Crafts Council will be working with up to 20 makers. Selection will be based on the excellence and ambition of the business proposals or the potential demonstrated by the idea and long-term impact it could have.

Injection is a national programme for 2015/16, the Crafts Council are industry partners with the Creative Industry Finance programme providing industry expertise, guidance and mentoring support. Creative Industry Finance is an Arts Council England initiative offering business development support and access to finance for creative industry enterprises being delivered by Creative United.
Who is this for?

Injection supports makers working within the contemporary craft sector who:

- Have an established practice and can demonstrate a developed understanding of their market, a strong personal voice, highest quality and originality in their making and who exhibit and/or trade at a national/international level

- Identify a clear business idea for the development of their practice that will show growth and increase turnover through a range of activities including: exploration of new routes to market, or growing existing ones; product development or testing; alternative ways of selling and marketing; growing the studio and taking on staff; streamlining or outsourcing production

- Wish to increase the professionalism of their business, and develop a greater understanding of the skills this entails

- Are committed to participate fully in the programme as outlined

- Live or work within the defined regions as described and are intending to continue practicing within the UK for the foreseeable future

This round is open to all makers who meet the criteria who are living or working in England, plus two spaces for makers based in Scotland which will be supported by Craft Scotland
What does it comprise?

- A range of practice-based business development workshops
- Access to specialist support and advice
- Peer support and networking events
- Opportunity to develop your employment skills and resources
- Signposting to finance opportunities such as Creative Industry Finance
- Endorsement and advice towards applications to these opportunities
- Ongoing support following completion of the programme
How will it work?

We recognise that with established practices a one-size-fits-all approach won’t work. The programme has therefore been split into four phases so participants will only undertake the phases relevant to developing their current skill set and needs.

- **Phase 1**: Business modelling (through a series of 5 workshops, delivered by a range of specialists in the fields of enterprise, finance, investment and marketing with a strong understanding of Craft Makers and Craft businesses like yours)
- **Phase 2**: Business testing and planning (1:1 sessions with relevant expert mentors and advisors)
- **Phase 3**: Becoming a confident employer (a 2 day residential workshop delivered by employment specialists building a comprehensive employment manual)
- **Phase 4**: Accessing finance – progression via supported signposting/ applications to relevant finance (including 1:1 support)

All phases will be underpinned by peer support.

Depending on the level of research already achieved by an applicant and their understanding of their business model they may not need to undertake all phases. On entry to Injection all successful applicants will receive an individual business diagnostic session with a specialist advisor. The session will identify what mentoring or specialist support is most appropriate for them to reach their ambition. This might mean some participants will only undertake phases one and two, whilst others more, so offering a more flexible approach responding to the individuals’ needs.

All participants will take part in on-going evaluation during the programme based on a reflective learning process. After completion, participants will be tracked on a regular basis to capture their journeys and outcomes for up to a five year period, as we recognise that the impact on a practice may take time to be realised. The information gathered will help to demonstrate growth in the sector; provide advocacy and promotional material and ensure the programme maintains its relevance.

The full programme will run over a 12 month period

- **June 2015 to May 2016**
- **Phase 1** will run from June to September 2015
- **Phase 2** will run throughout the programme

**Phase 3 will take place in January 2016**

**Phase 4 will depend on what finance options are relevant to the business proposal, so may not follow on immediately. The participant will receive advice and assistance where necessary through this phase, once they have identified a relevant opportunity.**

**Outline timetable for the programme:**

The initial diagnostic meeting will take place within four weeks of a successful interview.

- **Phase 1 – Business Modelling** – A series of five one-day workshops will run in June, July and September 2015 in London
- **Phase 2 – Business testing and planning** – Six hours of bespoke 1:1 business mentoring taking place over a six month period to develop business propositions, alongside peer support and quarterly networking events. This will provide time to test and refine ideas into a robust plan and financial model.
- **Phase 3 – Becoming a Confident Employer** – A two day residential workshop with employment specialists which will assist in building a comprehensive employment manual for your business. The residential workshop will be held in January 2015
- **Phase 4 – Accessing Finance** – Progression to relevant finance providers via supported sign posting, to include the Arts Council’s Creative Industry Finance programme where appropriate. Three hours 1:1 advice will be provided to assist in preparation of applications.

There will be a series of peer networking events held over the period of the pilot. These will provide participants the opportunity to meet each other and begin to share learning and experiences. In the pilot year these will be held in London and it is an expectation that all participants will attend.

**NB**

The Crafts Council can not guarantee success in accessing finance but will endeavour to provide the advice and expertise to enable those who have identified a relevant opportunity to produce appropriate plans. It is the participant’s responsibility to make the final decision about what type of finance to apply for and to follow through on meeting the requirements set by this choice. The Crafts Council cannot be held liable in any way.
Criteria for selection

Applications are welcomed from dynamic and ambitious makers. You must express an interest in, and demonstrate the ability or the potential to, develop new approaches to business growth.

**Applicants must demonstrate:**

- evidence of an established practice in a craft discipline
- creative originality and professionalism in their work
- dynamic and inspiring ideas about how they will use this programme to support their business development and growth
- the potential to grow their practices and increase their turnovers; whose aim is to make their work their main source of income
- good interpersonal, communication and organisational skills
- openness to sharing their experiences and professional learning with other makers and the sector
Application procedure

- Application is by the Injection application form, or a business plan; however, please ensure your plan covers all the questions asked in the form

- Supporting information on your current practice, this can include catalogues, relevant images, show literature, press coverage or links to where this can be seen

- Supporting information for your business proposal must demonstrate research or testing already undertaken

Application Fee

The fee for applications is £15 and you will be instructed on how to make payment when you have submitted your application. The application fee is non-refundable.

Those selected to participate in Injection will make an additional contribution to the programme of £270, this fee includes a free listing within the new Crafts Council Directory and can be paid in instalments. The contribution supports our continued development of programmes with the value of the Injection scheme in excess of £5000 per participant.

The Crafts Council provides all unsuccessful applicants with verbal feedback on the outcome. Only applications that meet the application procedures and accompanied by the fee will be considered.

VAT is not chargeable on your application fee.

Stage One: Application assessment and short-listing

Applications are assessed on the basis of the information provided, the proposal and supporting information supplied.

Stage Two: Interview

If your application is successful you will be asked to attend a short interview held at the Crafts Council for which you will be asked to bring a relevant body of work and to prepare and present a short presentation outlining your business proposal to include:-

- An outline of the proposal submitted
- Research to support this proposal
- Considered options for development / growth
- Finance received to date
- Impact that you foresee this proposal having on your practice

The interview panel will be made up of representatives of the Crafts Council, programme partners and specialist advisors delivering Injection.

The panel’s decision in all matters relating to the programme is final. The Crafts Council reserves the right to vary the manner in which it administers selection for the programme as it sees fit.

Feedback will be given to all applicants.

For an informal conversation regarding your application please contact:

Tracey Clarke: 020 7806 2586
E: makerdev@craftscouncil.org.uk

Deadline for applications: **Noon on Monday 18th May 2015**

Interviews will be held on **Wednesday 27th** or **Thursday 28th May 2015** at the Crafts Council, Pentonville Road, Islington, London N1 9BY

Applicants will be notified of the outcome by **Friday 29th May 2015**

**The first workshop session will take place on Wednesday 10th June 11am to 5pm 2015 followed by the first networking event in the evening 6pm to 8pm.**
The Crafts Council

The Crafts Council is the national development agency for contemporary craft in the UK. Injection is one strand of COLLECTIVE, the Crafts Council’s CPD programme for makers. The Crafts Council aims to provide a varied and flexible range of opportunities to makers. We believe makers should be supported throughout their careers, not just in the early stages. They should be able to develop, grow and challenge their practices if they recognise the need to do so. We want to give more ownership to makers to take control of their own professional and personal development.

Crafts Council Collective provides makers with:

- tailored business development
- time to explore, play and find breathing space in which to do this
- creative time to take risks
- knowledge that the Crafts Council provides continuing support
- support from peers and experts – through physical and virtual networks
- opportunities to develop aspirational models of practice
- opportunities to define contemporary craft practice in the 21st century and set new agendas and direction
- sharing of knowledge, resources, support and advice

www.craftscouncil.org.uk
Creative Industries Finance programme

Creative Industry Finance is an Arts Council England initiative offering business development support and access to finance for creative industry enterprises.

The programme provides practical advice and support for creative entrepreneurs wishing to develop and grow their business as a viable commercial enterprise.

In addition to the business support package, you can access business development loans of £2,500 to £2.5 million. Whether you are an artist, writer, performer, designer, producer, promoter, publisher or innovator, if creative content is at the heart of your business this programme may be able to help.

For further details please go to www.creativeindustryfinance.org.uk or www.artsprotocol.org.uk