

1 Freelance work (G25)



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G25 Unit Learning Objectives

This chapter covers **Unit G25 Freelance work**.

This unit is about working or operating as a freelancer: you are your business and your skills are your service. You will build your reputation through successful engagements and contacts and by applying your skills. You will need to be able to sell your skills to customers and promote your achievements, while negotiating good employment contracts. Planning is also very important so you are able to manage the busy times and work to improve your business, increase your customer base and manage your administration during quieter periods.

You must also be aware of your responsibilities or obligations regarding accounts, tax and insurance as well as be able to manage what may be a fluctuating cash flow.

As a freelancer, you may be required to work for lots of different customers and you need to be both adaptable to their needs and work flexibly.

You might undertake freelance work if you are:

- currently work as a freelancer, or
- planning to work as a freelancer at some point in the future.

Undertaking freelance work involves:

- marketing yourself as a freelancer
- negotiating freelance contracts
- carrying out freelance work to meet contracts and
- managing your finances and work administration.



ANDREA DOWDALL-GODDARD

ROLE MODEL

Andrea Dowdall-Goddard

Make-up artist – TV

“ I am a make-up artist who has worked in the industry for 15 years. My training lasted for 5 years and took place in various colleges and centres around the country. Over the course of the last 15 years I have worked in many different media areas, working with photographers and stylists initially, then onto theatre, film and television.

My work has taken me to many different countries. Every job I am hired to do requires different knowledge, each utilising skills gained from past jobs. Some jobs require intensive research, especially when working in areas such as period dramas, which can be really challenging but very interesting. It is hugely rewarding to research then apply techniques to models/artists and then see them on the screen.

In order to perform this unit successfully, you must:

- Identify and use appropriate strategies to enhance your professional reputation.
- Make, follow up and maintain contacts with potential customers.
- Make, follow up and maintain appropriate networks to support you and your work.
- Assess the value of work and estimate realistic fee rates.
- Negotiate fees, timescales, outcomes and completion criteria that meet your own and your customers' requirements.
- Calculate realistic schedules of work, allowing time for contingencies and minor changes.
- Plan ahead to organize and maintain a workflow that can be done in the time available and gives the income you require.
- Monitor progress against plans.
- Set up and use effective systems for managing finances and paperwork.
- Prepare and keep accurate up-to-date accounts.
- Adapt to the way other organizations and people work, while making sure that you maintain your personal work ethic and reputation.
- Produce outcomes using your own or your employing organization's resources, systems and work practices.
- Produce outcomes that meet the agreed constraints, quality standards and deadlines.
- Maintain professional standards of behaviour and work within your specialism, to suit the context.

Introduction

Becoming a **freelancer** can be an extremely fulfilling and rewarding career choice. When you start your business, try to gain as much knowledge and experience in as many areas as possible. You may need to do this in order to survive financially, and in time you will be able to choose your hours, locations and areas of work in which to specialize.

In order to succeed as a freelancer, you need to be business-minded as well as a good communicator and proficient, an expert, in your practical work. In this unit areas such as planning, marketing, negotiating and aspects of administration are covered, to help your freelance business run smoothly.

Advice and information

When setting up as a freelancer you will become officially self-employed, which means that legally you must register with the Inland Revenue to inform them that you are starting a new business. This must be done immediately you start your business, or penalties

can be incurred. You will then automatically be registered for the payment of income tax and Class 2 and Class 4 National Insurance. Being self-employed means you will need to complete an annual self-assessment tax return.

If you find yourself in the position where you need to take on additional workers to fulfil an assignment, you may also need to register as an employer.

You can approach the Inland Revenue direct for any advice on tax, National Insurance, PAYE and VAT. Business Link is a government-funded organization who offer free impartial business information, advice and workshops around the country to budding entrepreneurs to help with all aspects of business from start-up, maintaining and growing a business. The Business Link service is nationwide and provides help through advisors who can put you in touch with other sources of support. They will provide advice and information on employment, insurance, tax regulations, other small business **legislation** and VAT.

ALWAYS REMEMBER



Check out the Inland Revenue's publication IR35

IR35 legislation prohibits employees posing as freelancers for tax purposes.

To be freelance you must have a number of customers and not work exclusively for one, or you will be classed as employed.

The status of a worker may be influenced by the duration of an engagement and whether the **contract** requires provision of the standard kit by the worker, or if 50 per cent or more of the work is performed off the premises.

Other relevant publications are: Booklet SE1 – Thinking of working for yourself, ES/FS1 which helps you find out if you are employed or self-employed and SA100 and 101 about self-assessment.

Marketing and networking

As a freelancer, you will need to market yourself effectively in order to get work. In the beginning you must advertise yourself in an appropriate way to reach your target market. Your choice of marketing will depend on:

- which area(s) of your work you wish to promote
- your competition
- your budget
- your time.

Paid advertising may include adverts in the Yellow Pages, local papers and magazines, your own website, on other organizations' websites who promote your type of work, and attending exhibitions such as bridal fayres. These can be very effective as they give you the chance to perform demonstrations, show your portfolio, meet prospective clients face to face and hand out price lists, leaflets and business cards.



Having initiative is essential when working in the make-up world. No matter what the media there are often moments when decisions have to be made promptly and confidently which rely on the make-up artist using his or her initiative.

Andrea Dowdall-Goddard

TOP TIP

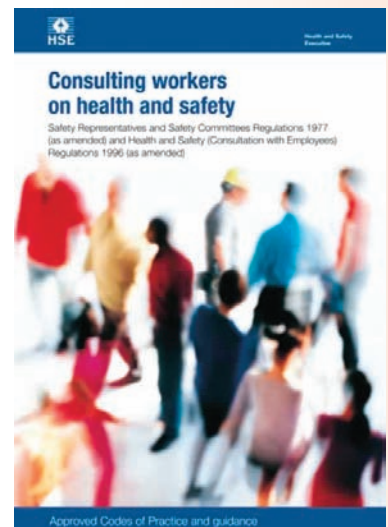
Take advantage of any 'free' business courses either prior to, or during the initial stages of business startup. You may find you have little spare time to attend once you are up and running.

HEALTH & SAFETY



Employers have legal obligations to ensure a safe and healthy **workplace** for employees. Consult the HSE leaflet INDG232 for full details. The most important points relating to freelancers taking on employees, or freelancers working as employees are:

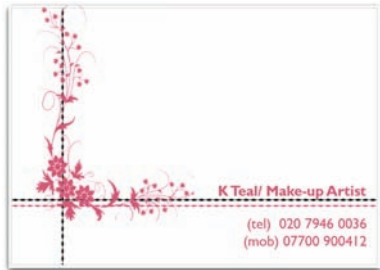
- employees should be consulted on health and safety
- training should be given in new or unfamiliar equipment or products
- facilities such as rest areas and toilets should be provided
- assistance should be offered when required
- free personal protective and safety equipment should be provided where necessary
- adequate rest breaks and days off should be given.



HSE Leaflet INDG232



Marketing tools



An example of a business card

“ If you choose to sell in your business, you must be able to speak intelligently about the service or product you are promoting. People are more likely to purchase from a passionate, knowledgeable person.

Andrea Dowdall-Goddard

ALWAYS REMEMBER



It takes time to build a good reputation and that reputation can be lost quickly if you don't keep up good practices. Take pride in your work, promote yourself and be professional.

Having your own website is a very effective method of displaying your work. It can include your CV or résumé, portfolio images, pricing structures and even availability. Time must be allocated in keeping your site up-to-date and current. Depending on your own skills, time restraints and budget, you may decide to design and update your own website, or alternatively hire a specialist web designer to do the job for you.

There are also specialist agencies who will promote you and organize interviews in return for commission on your fees, and websites advertising up and coming jobs.

Direct marketing can take the form of mail shots (make sure you send the relevant information to the right people!), or more effectively visiting potential customers so they can view your portfolio and be left with your details and photographs of your work in the form of an A5 card called an index/composite or Z card.

Once you have gained the trust and respect of clients and they are happy with your work, you will find that one job will quickly lead to another. The best form of advertising is through word of mouth and it is free! You may find joining local organizations such as the Chamber of Commerce and the Federation of Small Businesses useful for networking and gaining advice on business matters.

As your business develops, you will soon build up a network of clients, suppliers, colleagues and professional advisors such as accountants and solicitors. Once you have made contacts, you should follow them up and maintain contact. Sometimes gaining new work is all about being in the right place at the right time!

Once you are busy, you should, however, never get complacent and ensure that you keep up with the competition and new industry products and services. Browsing the Internet will keep you up-to-date, as will industry publications, attending exhibitions and keeping in touch with work colleagues at work and on a personal level through social networking sites such as 'Facebook' and 'Twitter'. You should monitor your progress against initial plans to check that your marketing strategy is effective and your freelance business is developing nicely.

TOP TIP

Make full use of the Internet.

Adding your work details to the following sites will take time, but promotes your business worldwide for free!

- **Facebook** – you can write about work but most importantly add your photographs.
- **Blog spots** – intended as a diary so people can keep up with 'what you are doing'. Blogger is a free publishing tool from Google for sharing your thoughts with the world. Blogger makes it simple to post text, photos and videos.
- **YouTube** – is a video sharing website. Use it for publishing videos of your work, demonstrations, etc.
- **Twitter** – like a blog spot, is a free service that lets you keep in touch with people through the exchange of quick, frequent answers.

All these sites can be linked to give you maximum coverage. Remember you will have to dedicate your time on a regular basis to keep them up-to-date with your current work and to answer queries and reply to comments.

Planning

Planning is a very important part of your business, as without any you may well find yourself in trouble in various ways.

Time

You must be able to estimate time requirements for jobs – there are times given for industry-specific services in each unit to give an idea, but you need to know your own limits. In the event that jobs do run over the estimated time, you must inform your subsequent customers immediately as it will have a knock-on effect.

Taking bookings

Work must be booked into a diary once confirmed, so you stay organized and do not double book customers. You can pencil people in but be aware that costly mistakes can be made if its not confirmed and you end up turning other jobs away. In certain instances it may be appropriate to get a deposit.

Allowing for research, preparation and administration time

Planning for certain jobs can take a great deal of research and preparation and this should be accounted for in your charges, so you can price competitively and schedule your time appropriately. You may find yourself booked for a long period of time, then the work finishes and you have no future bookings. Ideally you need to be aware of timescales and start enquiries about future work before the last job finishes. It is during these quiet periods that you should evaluate your marketing strategies and make sure your accounts are in order.

Cash flow forecasting



You need to be aware of **cash flow forecasting**. Money will come in and go out and you need enough available funds at all times to ensure the smooth running of your business. Some clients may pay you immediately after finishing an assignment, where others, especially larger companies require invoicing and then a long wait can commence. If you are working for an agency, the wait may be even longer as they have to invoice the customer then the funds have to clear their bank accounts before they can pay you. If payment is not forthcoming and on time, chase it up immediately. In most cases it is useful to state the payment terms, e.g. 28 days, on your invoice, but be aware of the differences each case may present. Some companies only issue payment on a certain date in the month and if it is missed, you will have to wait another month.

A good cash flow forecast will show how much money is expected to come in and out of your business at a given time. This will help you to plan ahead and inform you of how much money you must take to cover your living expenses and any overheads.

Contingency planning

You should always have a **contingency plan** in case something goes wrong. For example, your car may break down, leaving you without transport to get to work and resulting in a costly repair bill. You may also be waiting to get paid by several customers, but have no immediate funds to sort out the problem. Ideally the funds for emergency work like this should be available. Keep some money in a separate bank account for these eventualities. Regarding getting to work – you could possibly borrow a vehicle, or a hire car may be required. A temporary overdraft may have to be arranged with the bank while you wait to get paid.

Insurance

You are required by law to have **public liability Insurance** and depending on your situation, you may wish to take out additional cover for income protection which will help cover loss of earnings due to illness. Professional indemnity and other insurance will cover loss or damage to equipment and materials. If you take on employees, employer's liability

BEST PRACTICE



- Prior to and when starting up as a freelancer, time your services and record them so you have a realistic idea of how long they will take.
- Practice on as many people as possible until you reach industry-expected speed.
- Make notes about any problems you may encounter

TOP TIP

- Buy a diary or planner which is lightweight and portable, but large enough to fit in all your work details.
- If using computerized records, always keep a paper backup, just in case something goes wrong!

ALWAYS REMEMBER



Time is money!

BEST PRACTICE



As a freelancer, always make sure you have adequate vehicle breakdown cover or enough money for a taxi so you can complete your journey. Set off from home, leaving plenty of time just in case something goes wrong and alert your customer as soon as possible so contingency plans can be made at their end.

DAILY TAKINGS

DATE of Invoice	INVOICE NUMBER	FROM WHOSE	SERVICE	AMOUNT	CASH	CHQ/ CARDS/ BANK	DATE PAID
07/04/2010	123	Spide	Photo shoot	200.00	*		28/10/2010
11/04/2010	124	JCM Proms	Calendar	420.00		*	22/06/2010
12/04/2010	125	Hilary Carty	False nails	25.00	*		12/04/2010
28/04/2010	126	GTV	Filming	1080.00		*	
12/05/2010	127	Marcella Smith	Bridal services	175.00		*	15/08/2010

EXPENSES

DATE	Receipt number	Supplier	Goods and services	AMOUNT	CASH	CHQ/ CARDS/ BANK
06/04/2010	1	Telephone co	Phone bill	40.00		*
07/04/2010	2	IMPS	Insurance	22.00		*
09/04/2010	3	Chemist	Nail varnish	4.00	*	
11/04/2010	4	BP	Petrol	80.00		*
11/04/2010	5	Ma mag	Subscription	42.00		*
	6					
	7					

Freelance accounts

cover will be required. Remember the legal implications regarding health and safety when taking on employees.



To be a team player is an essential characteristic. A make-up designer needs team/artist communication and support at all times. The production in any media type should run like a well-oiled machine, each team member needs to help and support the others in order to make the big picture a complete success. There are often instances that require a team effort when making up artists one at a time, for example, to make use of the little time you may have you could be required to style the actor's hair while another makes up his or her face or body.

Andrea Dowdall-Goddard

Finances



FUNCTIONAL SKILLS

Budgeting

First, write down all your personal living expenses. This will give you a figure that you must exceed in earnings and help you understand how much work you need to generate to survive. (Everybody's financial situations are different.)

Second, you then must account for all business expenses which will include **resources** and overheads such as any equipment, products, telephone, insurance, accountancy, office supplies, postage, bank interest on loans, transport costs such as fuel and repairs, electricity for using your home as an office and cleaning, repairs to and renewal of equipment, advertising, subscriptions to industry bodies and magazines and possibly rental costs if you rent a chair in a salon, etc. In order to calculate what your costs will be you must obtain quotes and ask knowledgeable people and other freelancers.

Keeping accounts

Whatever kind of business you run, you are required by law to keep financial records relating to it. These records must be kept for 6 years. You need to keep an organized accounting system. This can be daunting for many people, but if kept organized and up-to-date can be not only interesting but will save you time and money in the long run. You must start as you mean to go on and keep all paperwork together in a filing cabinet or box.

When starting up as a freelancer, you may find you don't have sufficient funds to hire an accountant, and you can do your own book-keeping and self-assessment at the end of the tax year. As your business grows, you can employ an accountant on a regular basis or just to do the end-of-year accounts. You can use yearly accounts books available from stationers and office suppliers or keep computerized records using a specialized accounts package.

You will need to keep records of the following:

Any **income** from services or sales:

- copies of numbered invoices sent or given to clients and customers
- a written or computer generated list of the invoices.

Any **outgoings**:

- File away receipts in date order into monthly envelopes. You will need two per month, one for receipts for goods and services where you have paid cash, and a second envelope for any non-cash receipts where you have paid by card, cheque or direct debit.
- A written or computer-generated list of the numbered receipts is also useful.

BEST PRACTICE



To avoid confusion at a later date:

- Keep personal and business money separate.
- Circle or underline business expenses on receipts that are not solely for business use. For example, while doing your supermarket shop you may pick up products needed for your business. Try to remember to put any items on the checkout before or after the rest of your shopping and get a separate receipt where possible.
- If receipts don't list specific items/services, write in what they are for before you forget! You can not claim for anything that you cannot prove is a business expense.
- Always seek professional advice on financial matters from an accountant.

You will also be required by law to keep any:

- remittance advice slips
- purchase orders
- cheque book stubs
- cancelled cheques
- bank paying-in books
- bank statements
- delivery notes
- till rolls
- copies of payments made or received using online banking systems.

Recording the type of expense will help you when filling in your annual tax return. You will need to be able to distinguish between 'allowable' expenses and 'non-allowable'

Note: See Guidelines and Explanation contained in this file, for instructions on the completion of this cash flow projection.
Checking: See cell A55 for checks that spreadsheet is calculating correctly.

Monthly cash flow projection														
Enter company name here														
Enter date here														
	Pre-Startup	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
1. CASH ON THE PREMISES [Beginning of month]		-	-	-	-	-	-	-	-	-	-	-	-	
2. INCOME														
(a) Cash sales														-
(b) Collections from credit accounts														-
(c) Loan or other cash injection														-
3. TOTAL CASH RECEIPTS [2a + 2b + 2c=3]														-
4. TOTAL CASH AVAILABLE [Before cash out] (1 + 3)														-
5. OUTGOINGS														
(a) Purchases (merchandise)														-
(b) Gross wages (excludes withdrawals)														-
(c) Payroll expenses (taxes, etc.)														-
(d) Outside services														-
(e) Supplies (office and operating)														-
(f) Repairs and maintenance														-
(g) Advertising														-
(h) Travel expenses (including deliveries)														-
(i) Accounting and legal														-
(j) Rent														-
(k) Telephone														-
(l) Utilities														-
(m) Insurance														-
(n) Taxes (real estate, etc.)														-
(o) Interest														-
(p) Other expenses [specify each]														-
(q) Miscellaneous [unspecified]														-
(r) Subtotal														-
(s) Loan principal payment														-
(t) Capital purchases [specify]														-
(u) Other start-up costs														-
(v) Reserve and/or escrow [specify]														-
(w) Owner's withdrawal														-
6. TOTAL CASH PAID OUT [Total from 5a to 5w]														-
7. CASH POSITION [End of month] (4 minus 6)														-
ESSENTIAL OPERATING DATA														
[Non-cash flow information]														
A. Sales volume [pounds sterling]														-
B. Accounts receivable [end of month]														-
C. Bad debt [end of month]														-
D. Stock on hand [end of month]														-
E. Accounts payable [end of month]														-
F. Depreciation														-
CHECKING (calculation verification)														
[See Guidelines worksheet for details]														
CHECK #1														Verified
CHECK #2														Verified
CHECK #3														Verified
CHECK #4														Verified



ACTIVITY **FUNCTIONAL SKILLS**

Work out your personal survival budget

Do some market research to find out what other freelancers charge.
Contact agencies and diary services to find out their charges.

BEST PRACTICE



CPD stands for 'continuous professional development'. Allow time to attend exhibitions, courses and read up about new developments or else you will be in danger of others getting ahead of you.

“ The appearance of a make-up artist should be well presented at all times and it should reflect the quality of work to be expected from that artist.

Andrea Dowdall-Goddard

BEST PRACTICE



As a student, you can offer your services for free and assist other freelancers in order to gain experience and make contacts. Be aware though that it is bad practice to do this indefinitely, as it is not good for the industry as a whole and you must start to earn a living at some point!

expenses. For example, you cannot claim travelling expenses to a regular place of work. An accountant will be able to advise you further on these matters.

It is important to check the individual entries in your cash book with the bank statement to pick up items such as bank charges, interest or credit transfers paid directly into your bank account. If you pay by cheque, you should also check that these have been properly credited by your suppliers.

Cash flow forecasts can be set up easily on the computer and help enormously in the planning of your finances.

You must put in place a system for chasing late payments so that you are aware as soon as a payment becomes overdue. You may have a thriving business, but if the money isn't coming in, how are you supposed to pay your bills? The longer the situation is left with a customer owing you money, the more awkward the situation can become. Money can be a sensitive issue and you don't wish to appear desperate or petty, but you must chase it up! If you let things slip, it also sends out a message that late payment is acceptable, when it is not, as this is the reason so many small businesses go bust.

Be clear about your payment terms, decide how much leeway you can give, then follow up with a telephone call as a reminder. You may find the customer pays up immediately. However they may be waiting for another client to pay them first before they can make your payment. You must always be upfront and clear about your fees and payment terms, and respect other people's situation.

Remember all companies must have an efficient cash flow to survive, one company not paying can have a devastating knock-on effect on many more down the line.

Business development

You should always look at ways to improve and develop your business, keeping up with, and ahead of, your competitors. Attending exhibitions and regularly checking Internet sites should keep you abreast of any new developments and their costs. Some freelancers allow a certain percentage of their profits to be used on these business development costs, which may include new products and equipment and training in such, employing staff, new vehicles, website development and updates, further marketing, etc.

Rates

Your fees (going rates) can be checked by researching other freelancers' prices. You can find these, by looking at their advertising material, through telephone calls, information on union and individuals' websites, etc. Only you can decide how you wish to price your services and/or products. For services, it is useful to price individually depending on costs involved, or have an hourly, half-day and full-day rate. When comparing yourself to your competitors, consider:

- experience
- location
- target customers
- services you can offer
- and the present financial climate.

Depending on the job, the customer may offer to pay all your expenses – sustenance (food and drink), accommodation and travel, or you may be expected to quote for it yourself and include it as part of your fee. Accommodation estimates will vary depending on region, number of nights' accommodation required, etc., but again you will need

to telephone or check out details from websites. Travelling expenses can be worked out per mile to estimate the amount of fuel used, however, you should also take into consideration wear and tear of your vehicle. In some cases it may prove more cost and time-effective to travel by public transport, as long as you can easily carry your kit! There may also be instances where a taxi is required. Any estimates can be worked out through making telephone calls, by email or via websites.

Negotiating contracts

Always be prepared to negotiate your contract in terms of:

- price
- services
- expenses
- time allowed
- outcomes.

Contracts should be clear and contain details of the above plus deadlines and payments terms. A contract can be written, oral or implied. It is important as it sets out rights and obligations agreed between the contractor and customer.

If you are trying to build up your portfolio and working on a photoshoot, you may want to ask the photographer for a photograph as part of your payment.

You must find out where you will be working and make sure that the environment and your **working practices** comply with relevant health and safety legislation. You may be required to recruit other workers. If so, employment legislation will come into force. You may be given a budget that you need to stick to or you may be asked for a quote.



FUNCTIONAL
SKILLS

Example task

You have been asked if you can find and coordinate make-up artists, hairstylists and nail technicians for a fashion show. The client has requested one invoice from yourself for all services and wishes you to quote for the job.

Questions you need to ask:

- 1 What is the date, time and location of the show?
- 2 What time can you and others involved arrive at the event?
- 3 What are the working hours and what happens if you go over the agreed hours?
- 4 How many models will be present?
- 5 What is the **design specification** for the models?
- 6 What is the working environment – light, electricity supply, sinks, seating, etc?
- 7 When and how will payment be made (remember you will have to relay all this information to others)?

Now you must work out:

- 1 yours and others' availability
- 2 whether check every worker is officially freelance as they will have to present you with an invoice

BEST PRACTICE

- When negotiating contracts – listen carefully, speak clearly and take notes.
- Clearly communicate all details to your colleagues so there are no misunderstandings.
- Understand your obligations regarding health and safety and IR35.

- 3 how long each service is going to take
- 4 fees including expenses required: some people may have further to travel and need reimbursing, or they may be expected to pay for it themselves
- 5 the **design plan**
- 6 your commission, if any, for organizing the event.

What you must know:

- 1 the limitations of your workers in terms of what they can create and how long it will take
- 2 any strengths and weaknesses.

Working with the customer

Professional standards of behaviour must be maintained at all times. You must be:

- punctual
- able to manage your time effectively, and
- complete jobs within the required timescale.

“ Make-up artists should be reliable, punctual and happy to work long, unsociable hours. The make-up artists that are employed time after time are those who deliver a good quality of work without complaints!

Andrea Dowdall-Goddard

ALWAYS REMEMBER

Take into consideration:

- If you are running behind schedule – can you make up the time by speeding up your work without jeopardizing the quality?
- If a customer is already highly stressed, be aware that you may be adding to their stress unnecessarily by worrying them with a problem that can easily be solved by yourself or other colleagues. Sometimes it is best not to worry them further.
- If you foresee any problems that you can't sort out quickly and efficiently, then inform your superior/customer as soon as possible and further decisions can be made.

Use your judgement and never wait until it is too late!

The customer must be treated in a professional manner at all times and you must be able to adapt to and respect their ways of working, organizational culture and dress codes, even if it conflicts with your own. You must always be clean and presentable in your own appearance and depending on your work location, your choice of dress may need to be far more practical than fashionable.

Resources – equipment, materials and surroundings, must be respected and used in a safe and cost-efficient manner. You will limit your chances of future work if you are wasteful and disrespectful of other peoples' items. Remember, both you and the customer have a duty to comply with health and safety legislation.

Sometimes a decision must be made that conflicts with being creative, and whether it is actually good for business. For example, you may create a fabulous image, but it may be seen by the customer as too over the top and requires toning down a little, so it will appeal to a wider range of consumers. You must be prepared and happy to make changes if required by the customer.

Remember the customer is always right!



SHUTTERSTOCK/HELENCANADA

Ensure you portray a professional manner at all times

“ You may be required to work outside in all weathers so should be properly and suitably dressed for all occasions.

Andrea Dowdall-Goddard

ASSESSMENT OF KNOWLEDGE AND UNDERSTANDING



Having covered the learning objectives for **freelance work** – test what you need to know and understand answering the following short questions below. The information covers:

- advice and information
- marketing and networking
- planning for yourself
- finances
- negotiating contracts
- working with the customer.

Advice and information

- 1 State where you would find the relevant sources of advice and information on employment, insurance, tax regulations, other small business legislation and VAT.
- 2 State how the Inland Revenue's IR35 can affect you.

Marketing and networking

- 1 What is marketing?
- 2 State what your best and most effective promoting tools are to market yourself and your services to potential customers.
- 3 How would you build up your reputation and take pride in your work?
- 4 How would you make, follow up and maintain contact with potential customers and access work opportunities?
- 5 What sort of people should become part of your personal network, and why is it important to build upon this?
- 6 How would you monitor your progress against initial plans?

Planning for yourself

- 1 What is contingency planning and how would you go about it?
- 2 Why are scheduling and future planning important?

- 3 State how to plan ahead to maintain workflow.
- 4 Why is a cash flow forecast important?
- 5 What are your estimated time requirements for jobs you plan to perform?

Finances

- 1 What is the difference between personal and business budgets?
- 2 What will you need in order to produce and keep simple accounts?
- 3 How do you budget for resources and overheads (e.g. rent, equipment, electricity, telephone, bank interest, etc.)?
- 4 How do you calculate for business development costs?
- 5 Show how you have estimated fees (going rates) for work and resources (such as accommodation and expenses).

Negotiating contracts

- 1 State how to negotiate and agree contracts in line with relevant employer legislation, expected income, time available and established outcomes.
- 2 Why is it important that contacts are clearly communicated (e.g. contain details of deadlines, outcomes, payment terms, and time limits for payment)?

Working with the customer

- 1 State how you would maintain professional standards of behaviour when working with the customer.
- 2 Why may it be necessary to change or adapt your way of working and appearance?
- 3 What is the difference between creative decisions and business decisions?