

FLEXIBLE FUNDING ASSESSMENT

Applicant name:	Enterprise Music Scotland Limited	
Application Reference number:	G201001035	
Amount Requested (Year 1/Year 2)	£226,555	£233,352
Officer's recommendation		
<p>Summarise the key points of your assessment and draw out the strengths and weaknesses of the application taken together with any comments you have received from source evidence (portfolio of evidence/ internal / external consultation). Highlight any specific risks <i>Note: The amount of information you provide here should be sufficient for the decision maker to reach a decision. As with all previous commentary boxes please do not exceed 250 words</i></p>		
Comments:		
<p>Enterprise Music Scotland is an organisation that has successfully survived and organisation threatening crisis, but have implemented a strong vision and appointed strong staff to take its objectives forward as a result. This is particularly evident through the application form and supporting material, clearly demonstrating developmental activities in the company. A number of strong initiatives have been proposed, including:</p> <ul style="list-style-type: none"> ▪ partnerships to attract children and family audiences ▪ development workshops to further skill up promoters ▪ mentoring and best practice support for emerging chamber professionals in Scotland <p>The organisation represents a strong level of volunteer promoting activity across the whole of Scotland, benefiting many local communities and large audiences. As outlined, concert promoting standards are often high and there is a wealth of knowledge in the volunteer chamber music promoting sector.</p> <p>However, the business plan is a weaker document and needs to be updated to include more detailed plans, time-lines and roles of responsibilities of activities and in particular the following areas:</p> <ul style="list-style-type: none"> ▪ Marketing plan ▪ Education strategy – I believe that this could be more ambitious ▪ Equalities policy ▪ Partnerships – i.e. with the key promoter's venues and festivals and with the Scottish Arts Council's Chamber Music Forum. <p>The budget increase requested is not unreasonable. However, more detail is needed on what the additional funds will support. Also, the minimum 25% partnership funding is not met and this would require revised budgets to be submitted should any award be made.</p> <p>While I have outlined a number of recommendations for revisions and business plan developments, overall, the organisation and the proposal meet the Music Department's priorities of developing the (volunteer) chamber music sector, and supporting high quality provision for local communities across Scotland. Strong developments are proposed and need clearer demonstrating.</p> <p>I am therefore recommending the application as a strong medium priority with conditions for submitting revised budgets and plans in the areas outlined.</p>		

Officer's overall priority recommendation		MEDIUM
Lead Officer signature:		Date: 30 January 2008 Revised: 20 March 2008
Print name:	Tamsin Mendelsohn	

Stage 2: Heads of Departments prioritise applications with advice from Specialist Advisors

1. What were the strengths and weaknesses of the application identified by the Specialist Advisors? Please summarise their comments below. What were their ratings of the importance of the application in being supported?

The panel consisted of Murray Buchanan, Paul Bream, Jim Gaitens, Rachel Nelken and Susan Nickalls, with ratings received from Marie Fielding by email.

Comments:

- The panel identified that there was no evidence of engagement with the commercial sector. The panel would like to see the organisation being somewhat more ambitious in this regard.
- The panel suggested that Enterprise Music Scotland may need to be more technologically savvy (such as publishing their tour book online, using electronic rather than paper mail-outs, etc) and a closer engagement with the professional promoter's sector, as advised would assist in this regard.
- The panel felt that the nature of artistic programme being put forward by the organisation's member clubs was not clear in the application.
- The panel felt that, as an umbrella organisation imparting advice and guidance to member clubs, the standard should be higher than that laid out.
- The panel noted the modest budget request, and felt that the organisation may be ready for stronger professional development work.
- The panel recommended exploring closer collaboration with Making Music Scotland, if appropriate.

The panel rated the importance of the application in being supported as **Medium to High**.

2. Summarise the role of the organisation within the infrastructure of the sector. Assess to what extent the organisation's vision will contribute to the department's and to Scottish Arts Council's aims: (to fulfil artists' potential, to increase participation, to place creativity at the heart of learning)

Comments: Enterprise Music Scotland (EMS) is one of the music department's key FXO's, having successfully moved from core funding to flexible funding and also having survived a difficult financial crisis, which was dealt with in an exemplary manner by the then board, who are still in place and effectively supporting the work of EMS. Credit is due to them for their intervention then and their ongoing commitment now.

EMS plays a key role in co-ordinating, supporting and developing the promotion of live music, predominantly chamber music, through its network of member clubs and societies. EMS has successfully promoted the careers of young musicians and has also encouraged its members to commission new work and engage with contemporary music. Their network currently numbers 67 clubs and/or societies, which is a significant promotional tool for live music performance. EMS is also wishing to develop a higher profile and identity regarding education workshops and outreach work, but their proposals are really in the embryo stage at this time.

1. Fit with FXO criteria: To a large part.

1.1 Excellent artistic vision and leadership; role within sector/support to artists: EMS supports and underwrites (against loss) its network of music clubs and societies. Support for artists is key.

1.2 Improving your engagement with the public: Through its membership, yes.

1.3 Good practice in the governance and management: As per my comments, the board is strong and supportive.

1.4 Practical implementation of your equal opportunities policy; widening access: This area will improve when the EMS fully engages with the professional/commercial promoter's sector.

1.5 Raising other income at least 25%: Must be done and not evidenced in the application.

2. Fit with Departmental priorities: As key members of the Chamber Music Forum, EMS are actively playing a leading role in sector forum development and the provision and distribution of high quality music.

3. Fit within Scottish Arts Council aims: Effectively developing their network is fulfilling the first aim in terms of their creativity and business potential with an increasing participatory role.

3. Based on the lead officer's assessment and the subsequent meeting with Specialist advisors, please rate the application (High, medium, low) summarise your reasons for assessing the application as you have (drawing out the strengths and weaknesses of the organisation and highlighting any specific risks)

Comments:

EMS is requesting a modest uplift in funding from their current levels (£226,555 and £233,352 respectively) which is certainly a reasonable request to maintain and develop their work.

I am in no doubt, as were the Specialist Advisor's panel, that this organisation now needs to move forwards and take a more pro-active lead with their member clubs. This is regarding marketing and promotion, repertoire, the types of artists engaged and full interaction with the professional promoters where there has been no developments, to date. This would also include potential consortia of venues that would enhance and potentially expand the available programme, especially when bringing to Scotland significant internationally acclaimed artists. There has also been no engagement with the TuneUp programme, to date.

Whilst accepting the crucially important role that the board played in ensuring the survival of the organisation, now is the time to invest in more FTE professional management and an equally professional and disciplined approach to the members, which EMS serves so well. The business plan is short on detail and needs more finite plans for development. The budgets also need to evidence where the additional 25% of matched funding will come from as clearly shown in the assessing officer's report (Tamsin Mendelsohn).

I agree with the assessing officer's concerns that further development is needed in marketing, education, equalities and partnerships. The business plan should clearly outline the core business of the company, but I am confident that with our support, EMS can address these concerns positively with additional professional input that will compliment the current part-time staffing quotient.

It is now time for the board to assess and re-evaluate its role and potentially recruit new members who can assist in an equally important review of current staffing provision and all related activities. EMS can and has a great opportunity to develop into a significant promoter, not just for the chamber music sector, but across many musical genres and styles-worthy of our continuing support.

1.1 Application rating: Medium

I agree with both the assessing officer's comments and with the Specialist Advisor and rate this application as a very strong medium, almost high.

1.2 Reasons for assessing at this rating: The importance of the work EMS brokers and supports out through its members, the modest request for funding and the desire, demonstrated in the application, to move the organisation forward.

1.3 Strengths of application: To consolidate and develop current activities with a newly appointed development officer.

1.4 Weaknesses of applications: More engagement with the commercial promotion sector.

1.5 Specific risks associated with the application: Must match the 25%.

1.6 Development areas identified: A closer engagement with the professional music industry and a more comprehensive and professional marketing plan.

1.7 Recommended level of support: £225,000 and £230,000.

4. Please comment on the geographic reach of the programme

Comments:

1.1 Where will the activity/programme take place? By its very nature (ie network of membership clubs) EMS has a wide geographical distribution and with further professional guidance and more interaction with the commercial promoters, venues and indeed festivals, could play an even more significant role without sacrificing any of its principles regarding its funding and support for its member societies, guilds and clubs.

1.2 Where will the audience come from? Currently dependent on the individual club and/or society, but mostly from the western classical traditions.

Head of Department's overall priority recommendation		MEDIUM
Head of Department's signature:		Date: 12 February 2008 Revised 21 March 2008
Print name:	Ian Smith	

Stage 3: Collective Heads of Department (Arts Development Managers) make recommendations to Directors (Acting Chief Executive, Depute Chief Executive and Co-Directors of Arts)		
1. Summarise the reasons why the final rating has been made.		
Comments: Good overall fit with FXO criteria. The amount reflects development areas identified, the competitive funding context and assessment recommendation. Support of £225,000 annually is proposed.		
Collective Heads of Department (Arts Development Managers) priority recommendation		Strong Medium
Chair of Meeting signature:		Date: 2 April 2008
Print name:	Iain Munro	

Stage 4: Directors make recommendations to Joint Board (strategic fit)		
Record the Directors' recommendation and confirm the suggested level of support. If the recommendation differs from Stage 3, please summarise the reasons why.		
Comments: Agree with Stage 3 recommendation. Support of £225,000 annually is proposed.		
Directors recommendations to Joint Board		Strong Medium
Acting Chief Executive signature:		Date: 10 April 2008

Stage 5: Joint Board's decisions		
Record the Joint Board's recommendation. If the recommendation differs from Stage 4, please summarise the reasons why.		
Comments: The Joint Board accepts the Stage 4 recommendation.		
Joint Board Final Decision		APPROVE
Date: 24 April 2008	If approved for support, enter sum awarded	£225,000

End of Assessment