

## FLEXIBLE FUNDING ASSESSMENT

<b>Applicant name:</b>	Goat Media Ltd	
<b>Application Reference number:</b>	G201001068	
<b>Amount Requested (Year 1/Year 2)</b>	£170,000	£88,000
<b>Officer's recommendation</b>		
<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>		
<p><b>Comments:</b>            Goat Media is an independent production company specialising in dance and the moving image created and run by the award-winning creative team of Katrina McPherson (choreographer/ video dance-maker/producer) and Simon Fildes (editor/visual artist/producer).</p> <p>Strengths</p> <ul style="list-style-type: none"> <li>• Goat are pioneers in the field of screendance</li> <li>• Goat has strong artistic vision and leadership</li> <li>• Developing programme that will reach the whole of Scotland and further</li> <li>• Creative track record of the company strong – Creative Scotland award winner</li> <li>• Meets criteria listed for this fund</li> <li>• Meets Dance Department priority for developing choreographic practice, production and touring</li> <li>• Consolidation of work combined with new artistic projects proposed</li> <li>• High quality work presented ( supporting evidence)</li> <li>• Company holds reserves</li> </ul> <p>Weaknesses</p> <ul style="list-style-type: none"> <li>• Company would need to establish protocols and operating procedures to support larger company – reporting structure, staff appraisal, etc</li> <li>• Salary levels low for artistic director and manager, so may have problems attracting the right person</li> <li>• No contingency if funds from Scottish Arts Council not achieved or at lower level than requested</li> <li>• No marketing plan – needs developed by new manager</li> </ul> <p><b>Fit with FXO criteria:</b></p> <p>1 Excellent artistic vision and leadership; role within sector/support to artists - met            Goat has been leading the development of dance and screen in Scotland over many years and Katrina McPherson received a Creative Scotland award to write a book about the field. This book is now a text for many academic courses. Goat provides support to artists through its educational collaborations – opensource videodance 2006 and 2007, and by offering mentorship to young artists.</p> <p>2 Improving your engagement with the public - met            Goat has led the way in opening up dance work on the world wide, so attracts an international audience to many of its works. Websites are developed to RNIB standards.</p> <p>3 Good practice in the governance and management – met in part            While there is outline practise stated within the Business plan, there is no great detail, so this would</p>		

need developed. Past projects have always been delivered on time and on budget.

4 Practical implementation of your equal opportunities policy; widening access - met  
Goat has done much work with dancers with disabilities. Its websites and the move-me booth are developed to RNIB standards. The statement within the application indicates a good understanding of equalities, but there is no equalities section within the business plan. Help would be needed to develop an Equalities scheme.

5 Raising other income at least 25% - met overall  
25% match funding not met in first year – however, overall funding requested 68.9% of total projected income over two years

Dance Priority - development of choreographic practice, production and touring - met  
This is demonstrated in the proposed programme, most strongly in the Energy Sculpting project.

Potential threats

- Partnership funding, venue income
- Collaboration longevity – Ricochet has lost long-term funding from ACE, so may become insolvent, thereby limiting Goat’s ability to tap into ACE funding
- Technical downtime

Artistically the organisation is one which is leading the field in screen dance and as such I would place it as high priority for support. However, because of the definitions of the priority levels, I have to mark it down as organisationally the company needs support.

<b>Officer’s overall priority recommendation</b>		<b>MEDIUM</b>
Lead Officer signature:		Date: 22/1/08 Revised: 20 March 2008
Print name:	Susan Hay	

<b>Stage 2: Heads of Departments prioritise applications with advice from Specialist Advisors</b>	
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?	
<p><b>Comments:</b> The panel of dance specialist advisors who considered this application included Dawn Hartley, Ian Spink, Lucy Mason and David Williams. The panel commented:</p> <p>They recognised <b>Goat Media Ltd’s</b> pioneering role in screen dance but were not convinced that the business plan was sufficiently focussed on delivering their artistic ambitions. The role and relevance of the artists/ choreographers listed in the application was unclear. Although the panel appreciated the number of people the company is engaging with through their web-based work, they were concerned about the depth and impact of that engagement.</p> <p>The panel rated the application as low priority for support.</p>	

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:**

Goat Media Ltd is a production company working in the field of dance, moving image and new technology led by Katrina McPherson and Simon Fildes. The company has been in receipt of project funding and Katrina is a previous Creative Scotland Award winner.

1. *Fit with FXO criteria:*

1.1 *Excellent artistic vision and leadership; role within sector/support to artists*

Goat strongly meets the FXO criteria of 'artistic excellence' and the company demonstrates a strong commitment to artistically innovative practice and is working between the boundaries of performance, moving image and new technology. The company has an international reputation and is at the forefront of developments in dance and new technology.

1.2 *Improving your engagement with the public*

Goat demonstrates a commitment to engaging the public through innovative practice to create new approaches for artists and audiences to engage with dance.

1.3 *Good practice in the governance and management*

Goat is a small and developing company currently with no full-time staff. It operates well within this context but if successful in achieving flexible funding should aim to strengthen its infrastructure. Past projects have always been delivered on time and on budget.

1.4 *Practical implementation of your equal opportunities policy; widening access*

The statement within the application indicates a good understanding of equalities, but there is no equalities section within the business plan. The company will require support and training to develop this in practice.

1.5 *Raising other income at least 25%*

25% matched funding is achieved over the two year period.

2. *Fit with Departmental priorities*

Goat meets the dance department's priority of *the development of choreographic practice, production and touring*.

3. *Fit within Scottish Arts Council aims*

Goat Media Ltd's vision and proposed plan of work contribute most significantly to Scottish Arts Council's Aim: 1 'to support artists to fulfil their artistic and business potential'.

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:**

1.1 *Application rating*

While the accessing officer rated strongly Goat Media Ltd's artistic leadership and innovative approach, the Special Advisors were less supportive and raised concerns about the impact of the company's work which utilises new technology and includes web-based work. While I recognise the Special Advisors concerns, I believe that it is important for the Scottish Arts Council to respond to current developments and support artists who are taking risks and pushing the boundaries of current

artistic practice, which is strongly demonstrated in this application.

I concur with the assessing officer and rate this application as medium priority for support.

*1.2 Reasons for assessing at this rating*

This rating recognises the development areas identified and current operational infrastructure of the company.

*1.3 Strengths of application*

- meets the criteria for Flexible funding and the priority established by the Dance department
- strong artistic vision and recognised internationally as leaders in screendance
- innovative approaches to engaging audiences through new technology and web.

*1.4 Weaknesses of applications*

- Company infrastructure in need of development
- Some budgets low, particularly for management and contingency
- No marketing plan submitted.

*1.5 Specific risks associated with the application*

Recruitment of an experienced and effective general manager will be critical in enabling the company to deliver the plans outlined. Targets for partnership funding are ambitious.

*1.6 Development areas identified*

Development areas include planning and organisational development. If supported I would recommend a facilitated mentoring programme for the Directors in 2008/09 in preparation for becoming a Flexibly funded organisation.

*1.7 Recommended level of support*

Flexible funding would enable Goat Media Ltd to consolidate and develop its work. The company is applying for £170k in 2009/10 and £88k in 2010/11 since year 1 also includes capital costs for the creation of new 'move-me booths'. While I recognise this is an essential element of the company's business plan and programme, an approach which saw this element funded through a one-off project grant maybe more appropriate within the current demands on Flexible funding. I recommend support at the level of £88k in 2009/2010.

**4. Please comment on the geographic reach of the programme**

**Comments:**

*1.1 Where will the activity/programme take place?*

Goat Media Ltd is based in Nairn. The application states that activities will take place in Moray, Dundee and the Highlands.

*1.2 Where will the audience come from?*

The web-based nature of much of the company's work means that its impact is throughout Scotland and is accessed internationally.

<b>Head of Department's overall priority recommendation</b>		<b>MEDIUM</b>
Head of Department's signature:		Date: 12 February 2008 Revised: 26 March 2008
Print name:	Anita Clark	

<b>Stage 3: Collective Heads of Department (Arts Development Managers) make recommendations to Directors (Acting Chief Executive, Depute Chief Executive and Co-Directors of Arts)</b>		
1. Summarise the reasons why the final rating has been made.		
<b>Comments:</b> Good overall fit with FXO criteria to merit strong medium priority but relatively lower in comparison to other applications because of the issues identified in the assessment. In a very competitive funding environment with limited funds available, it is not possible to support all strong medium rated applications. Therefore, not recommended for support.		
<b>Collective Heads of Department (Arts Development Managers) priority recommendation</b>		Strong medium
Chair of Meeting signature:		Date: 2 April 2008
Print name:	Iain Munro	

<b>Stage 4: Directors make recommendations to Joint Board (strategic fit)</b>		
Record the Directors' recommendation and confirm the suggested level of support. If the recommendation differs from Stage 3, please summarise the reasons why.		
<b>Comments:</b> Agree with Stage 3 recommendation.		
<b>Directors recommendations to Joint Board</b>		Strong medium
Acting Chief Executive signature:		Date:10 April 2008
Print name:	Jim Tough	

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

**End of Assessment**