



Scottish **Arts** Council

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| <b>CFO name:</b><br>An Lanntair | <b>Reference number (GMS):</b><br>G200801071 |
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### Lead officer's recommendation

An Lanntair (AL) is now based in a flagship arts organisation in a geographically important area. It plays an important role in delivering all three of our corporate aims.

- It has well thought through ideas for retaining existing audiences and attracting new audiences and is aware of gaps in the current user profile, and elements of the programme which could be developed to attract a wider range of people.
- It has the potential to become an important hub for artists living in the area and further afield, providing opportunities for artists to develop their work. AL is poised to become a leader in the field of Gaelic arts and is developing further its existing contact with other Gaelic agencies. Whilst some artforms are better represented in AL's plans than others, it is early days for the organisation in its new form.
- Education plans are well integrated into the overall programme and have been designed to meet the needs of a wide range of users. AL has an Education Officer who has been seconded to CnES. She has a very strong track record in developing and delivering educational programmes, however it would be helpful to have more clarity on the impact of her work with CnES on AL's educational activity.

Operationally, there are some issues still being addressed, including:

- The Board structures and roles are being revised. Closer contact with AL is recommended in the short term to see how these develop.
- Potentially, some staffing issues to be resolved in order to ensure that plans are achievable.
- Financially, the organisation is weak, both in terms of solvency and reporting and any funding offered should be contingent upon the organisation developing a realistic recovery plan.

In its first full year of operation in the new flagship building, AL has a delicate balance to achieve if it is to maintain its presence appropriately, and start resolving its financial problems at the same time. In order for this to happen I am recommending that Scottish Arts Council increases its offer to AL to enable it to maintain an annual programme while it addresses its financial situation. This may result in a slight reduction to the planned programme to be agreed between AL and Scottish Arts Council Officers. I would recommend that any increase in Scottish Arts Council funding to AL should if possible be conditional upon CnES increasing its offer to the organisation.

I would also recommend that Scottish Arts Council staff attend board meetings more regularly, that the lead officer builds up a closer working relationship with the organisation and that as part of our ongoing commitment to AL we should offer support for staff and organisational development so that it can ensure an appropriate structure and staff profile is in place to deliver what is an ambitious programme in a flagship arts venue.

The section below outlines conditions which should be included in the funding agreement.

| Assessment:   | High<br>X | Medium                       | Low |
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| <p><b>Areas of concern:</b></p> <p>The main areas of concern are as follows:</p> <p>Lack of long term financial recovery plan. This should be drawn up to cover the period of the next three years.<br/>Need for clarification on Education Officer's future remit to ensure education plans can be achieved.<br/>Lack of evidence within the programme to demonstrate a commitment to crafts to match the claims made that the organisation is the arts primary agent in the Western Isles and the aim to appoint a Crafts Development Officer.</p> <p>Under the funding agreement An Lanntair should provide Scottish Arts Council with:</p> <ul style="list-style-type: none"> <li>• Financial recovery plan</li> <li>• Bi-monthly financial progress reports</li> <li>• Annual programme planned including objectives and how events will be monitored. To be agreed with Scottish Arts Council on the understanding that the programme may be slightly reduced while the organisation addresses its financial position.</li> <li>• A clear statement defining the place of crafts in its presenting programme (the objectives, how it will build the audience for contemporary craftwork, and the specific commitment in terms of exhibitions and related education and outreach etc).</li> </ul> <p>If any plans have capital implications, AL should contact our Capital Department at an early stage as these may need to be tempered given the organisation's current financial position.</p> <p>As noted throughout the report, in order to support AL it is important that the lead officer establishes a closer working relationship with the organisation. This should include</p> <ul style="list-style-type: none"> <li>• Quarterly update meetings with Scottish Arts Council covering:</li> <li>• Attendance at a minimum of two board meetings a year.</li> </ul> |           |                              |     |
| <p><b>Development issues:</b></p> <ul style="list-style-type: none"> <li>• Drafting a financial recovery plan, addressing deficit, and increasing income (eg grants)</li> <li>• Developing a Gaelic strategy</li> <li>• Establishing relationships with the organisations mentioned in the application</li> </ul>   |           |                              |     |
| <p>Lead Officer:<br/>Print name: Gillian Shaw</p>   |           | <p>Date: 2 December 2005</p> |     |

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| <b>Decision and authorisation</b>   |                  |  |  |
| <b>CFO name:</b><br>An Lantair  |                  | <b>Reference number (GMS):</b><br>G200801071 |  |
| <b>Stage 2: Head of Department recommendation within the context of the sector ecosystem</b>  |                  |  |  |
| <b>Category for support</b>   | <b>Essential</b> |  |  |
| <p>An Lantair fits well with our ambition for creative hubs throughout Scotland. Based in its impressive new building in Stornoway the organisation can have an increasingly essential presence in the Western Isles and is potentially an important arts organisation at a national level, through its role as an important touring venue for a number of artforms, its leadership role in Gaelic arts both independently and in partnership with other Gaelic agencies and organisations.</p> <p>This organisation is financially fragile and appears to lack capacity at current staffing levels to operate effectively. In order to assist the organisation address its financial situation and continue to operate at the appropriate level under a standstill budget I would recommend the organisation for additional funding based on tight targets and conditions.</p> |                  |  |  |
| Decision authorised:  |                  |  |  |
| Head of Department  |                  |  |  |
| Date 2 December 2005  |                  |  |  |
| Print name: Caroline Docherty   |                  |  |  |

| <b>Stage 3: Head of Department recommendation within the context of the Corporate Synthesised scenario</b>   |                   |   |  |
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| <b>CFO name: An Lantair</b>  |                   | <b>Reference number (GMS): G200801071</b> |  |
| <b>Category for support</b>  | <b>Foundation</b> |   |  |
| <p>An Lantair is assessed as a Foundation organisation because it provides an important role as a creative hub for a range of artforms in the Western Isles and is poised to undertake a unique role in the Gaelic Arts. Based in its impressive new building in Stornoway the organisation can have an increasingly essential presence in the Western Isles and beyond. The organisation fulfils an essential role in our priority areas and demonstrates a considerable impact in terms of arts and education and audience development.</p> <p>This organisation demonstrates high artistic values but in terms of management and governance, its financial fragility could compromise its future ability to operate effectively given the importance of its role especially in the development of Gaelic arts. In view of this funding is recommended at an enhanced level.</p> |                   |   |  |
| <p>Recommendation authorised:</p> <p>Head of Department<br/>Date 14.02.06<br/>Print name: Caroline Docherty</p>  |                   |   |  |

| <b>Stage 4: Group Heads</b>   |                   |   |  |
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| <b>Recommendation and authorisation</b>   |                   |   |  |
| <b>CFO name: An Lantair</b>   |                   | <b>Reference number (GMS): G200801071</b> |  |
| <b>Category for support</b>   | <b>Foundation</b> |   |  |
| <p>Agree with the recommendation for Foundation status with any increase in grant for 07/08 contingent on lead officer approval of development plans for the artistic programme, improvements in managerial and governance issues, and a clarification of the level of local authority commitment to these plans.</p> |                   |   |  |
| <p>Decision authorised:</p> <p>Group Head<br/>Date 14.02.06<br/>Print name: Jim Tough</p>   |                   |   |  |

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| <b>Stage 5: Creative Arts / Performing Arts Committee</b>  |                   |                                    |  |
| <b>Recommendation and authorisation</b>  |                   |                                    |  |
| CFO name: An Lanntair  |                   | Reference number (GMS): G200801071 |  |
| <b>Category for support</b>  | <b>Foundation</b> |                                    |  |
| Agreed as Manager/Group Heads recommendation with additional comments/conditions: Committee to approve development plans prior to final confirmation of grant. |                   |                                    |  |
| Committee Chair<br>Date 06 February 2006<br>Print name: Jennifer Waterton  |                   |                                    |  |

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| <b>Stage 6: Council</b>   |                   |                                    |  |
| <b>Decision</b>   |                   |                                    |  |
| CFO name: An Lanntair   |                   | Reference number (GMS): G200801071 |  |
| <b>Category for support</b>   | <b>Foundation</b> |                                    |  |
| Approved <b>Foundation</b> funding as per Managers/Group Heads and Committee recommendation |                   |                                    |  |
| Chairman<br>Date 28 February 2006<br>Print name: Richard Holloway                           |                   |                                    |  |

**End of Assessment**