



<b>CFO name: ENTERPRISE MUSIC SCOTLAND</b>	<b>Reference number (GMS): G200801110</b>
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**Lead officer’s recommendation**

**Summarise your reasons for assessing the application as you have (drawing out the strengths and weaknesses of the proposal and highlighting any specific risks):**

The recommendation should clearly reflect the assessment.

**The overall assessment is Medium, but with some areas of concern:**

- As the only umbrella body co-ordinating the provision of high quality chamber music to voluntary music clubs around the country, the company is in a strategically essential position. Currently provision is adequate but several areas of strategic development are needed that have high and exciting potential for chamber music provision and support in Scotland – audience development, marketing, education and better support for Scottish artists
- However, a police investigation is now linked to EMS. While the board is committed to moving the organisation on and addressing these areas of strategic development, it urgently needs to take stock and prioritise the stability of the company first, before embarking on major new artistic initiatives. The board is currently carrying out all company business and its current budgets are risky with monies diverted from organisational needs into artistic activities – these could be unsustainable or wrong-foot the company when it may need the funds.

**Recommendations:**

- I would recommend that the company stay on a standstill budget for 2006-07 and be requested to re-submit budgets that prioritise organisational and board development over and/or balanced better against new artistic initiatives. Plans should also include a timeline for appointing a (temporary) member of staff to run company business.
- I would recommend that the company be asked to re-apply and resubmit further plans and budgets in a year’s time for activity during 2007-08 and 2008-09

<b>Assessment:</b>	<b>High</b>	<b>Medium X</b>	<b>Low</b>
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**Areas of concern:**

- Board roles – should attend board training
- Organisational stability – should be prioritised and planned before new artistic activity at this time
- Staffing and staff monitoring – policy needs to be put in place by the board
- Board support – should receive regular support (meetings) from SAC

**Development issues:**

- Organisational planning and strategies – Marketing & Audience Development, Education
- Increased income – to be examined in relation to development of above strategies
- Wider support for Scottish chamber artists and sector

Lead Officer: Tamsin Mendelsohn

Date: 01 December 2005

Print name:

**Stage 2****Decision and authorisation**

CFO name: Enterprise Music Scotland/EMS

Reference number (GMS): G200801110

**Stage 2: Head of Department recommendation within the context of the sector ecosystem****Category for support****Essential****Important X****Partial**

In supporting my Lead Officer's assessment, I would underline the importance for this organisation of strong governance, effective and accurate financial reporting and finding the correct method of administration. The board have been presented with two possible options:

- Advertise, find and appoint a full-time administrator with input from us. Establish where he/she should be based and with what amount of administrative support, that would be PTE.
- Draw up a brief for the administration to be delivered remotely by an individual/organisation. This could lead to the employment on a freelance basis of someone with connections in the industry and in particular with touring and distribution of product who can operate in a sector that requires entrepreneurial vision.

There is a need for EMS to engage with the commercial sector of promoters and organisations such as IAMA and PRSF. Many promoters regularly tour their artists in Scotland and there should be one agenda regarding programming that TuneUp could also be utilised for. EMS is an important organisation that is currently on the threshold for growth and expansion, if the above issues are addressed as a priority.

Decision authorised:

Head of Department  
Print name: **Ian Smith**

Date 2/12/05

<b>Stage 3: Head of Department recommendation within the context of the Corporate Synthesised scenario</b>			
<b>CFO name: EMS/Enterprise Music Scotland</b>		<b>Reference number (GMS): G200801110</b>	
<b>Category for support</b>		<b>Flexible</b>	
<p>EMS has undergone enforced organisational change due to the sudden departure of their administrator and the less than satisfactory state of the organisation left behind. The board are to be commended for essentially taking over the running of EMS and we will be speaking to them again this month (Feb/06) to put in place mechanisms for a replacement. EMS serves the community of music clubs in Scotland and will engage more closely with the commercial sector in future. More flexible funding will allow them to utilise the skill base represented by our key promoters and venues and I have confidence in their future.</p>			
<p>Recommendation authorised:</p> <p>Head of Music Department: Ian Smith</p>			<p>Date:15/2/06</p>

<b>Stage 4: Group Heads</b>			
<b>Recommendation and authorisation</b>			
<b>CFO name: Enterprise Music Scotland</b>		<b>Reference number (GMS): G200801110</b>	
<b>Category for support</b>		<b>Flexible</b>	
<p>Agree with the recommendation for flexible funding status from 07/08 from lottery funds.</p>			
<p>Decision authorised:</p> <p>Group Head Print name: Jim Tough</p>			<p>Date 14.02.06</p> <p>By 14 February 2006</p>

Stage 5: Creative Arts / Performing Arts Committee			
Recommendation and authorisation			
CFO name: Enterprise Music Scotland/EMS		Reference number (GMS): G200801110	
Category for support		Flexible	
Agreed as per Managers/Group Heads recommendation.			
Committee Chair Print name: Jennifer Waterton		Date 06 February 2006	

Stage 6: Council			
Decision			
CFO name: Enterprise Music Scotland/EMS		Reference number (GMS): G200801110	
Category for support		Flexible	
Approved <b>flexible</b> funding as per Managers/Group Heads and Committee recommendations			
Chairman Print name: Richard Holloway		Date 28 February 2006	

**End of Assessment**