



<b>CFO name: North Lands Creative Glass</b>		<b>Reference number (GMS): G200801051</b>		
<b>Lead officer's recommendation</b>				
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.				
<b>Assessment:</b>		<b>High v</b>	<b>Medium</b>	<b>Low</b>
<p>The application has many strengths:</p> <ul style="list-style-type: none"> <li>As evidenced by artistic evaluations, the evaluations of participants and the high calibre of masterclass leaders and successive artistic directors attracted to work with the organisation, NLCG has a strong artistic vision which is matched by its programme. It makes an important contribution to supporting not only makers, but other artists to fulfil their creative and business potential.</li> <li>The forward programme sustains the long-term vision</li> <li>As confirmed by representatives of Area Development and Education, the organisation through its subsidiary activities demonstrates serious commitment to regional arts provision and lifelong learning</li> <li>NLCG contributes to Scottish Arts Council policy development areas, especially International, acting as a meeting point for Scottish-based artists and arts professionals and their colleagues abroad</li> <li>The organisation benefits from a well-qualified, active and committed Board and Advisory Panel</li> <li>Day-to day management, including financial, is sound and offers no cause for concern</li> </ul> <p>From the beginning NLCG, although very ambitious, has operated on the basis of steady and sustainable development and there are no real weaknesses. The organisation is aware of the need to modify and strengthen its staffing structure to keep pace with the progress made in its programme and facilities, a process which is already underway guided by its 10-year plan. As this is achieved, some procedures would benefit from being formalised. The Board is also aware of the need to recruit new blood. The main risks are that there may be difficulty in attracting a CEO of appropriate calibre to work in the region and new board members with equivalent high level of expertise and commitment; if additional revenue is not achieved, the continuing dependence on high levels of fund raising may be to the detriment of the programme.</p> <p><b>Areas of concern:</b>  identify areas of concern drawn from the assessment which will inform the funding agreement for 2006/7 and future agreements / 12 month development plan (as applicable)  None</p> <p><b>Development issues:</b>  Identify development issues drawn from the assessment which will inform the funding agreement for 2006/7 and future agreements / 12 month development plan (as applicable)</p> <ul style="list-style-type: none"> <li>Securing capital funding to provide a dedicated outreach studio and exhibition space</li> <li>Pursuing the succession policy to secure new board members of appropriate calibre and range of expertise</li> <li>Further formalising staffing procedures (e.g. staff handbook, mechanisms for appraisal and professional development)</li> </ul>				
Lead Officer:		Date: 25/11/05		
Print name: Helen Bennett				

## Stage 2

Decision and authorisation			
CFO name: North Lands Creative Glass		Reference number (GMS): G200801051	
Stage 2: Head of Department recommendation within the context of the sector ecosystem			
Category for support	Essential v	Important	Partial
<p>NLCG, which in less than 10 years from first steps has become recognised as a national centre of excellence for creative work in glass with strong links into creative and education networks in UK and abroad, is a remarkable success story and a model for future initiatives in other media. It makes a unique contribution to meeting Crafts strategy, the Council's aim of supporting artists to fulfil their creative and business potential, and Council policy development areas, especially International. The organisation is a key player in crafts in Scotland and is regarded as an essential part of the Crafts ecosystem. Although artists' support is NLCG's prime role, it is also important for its regional work to increase participation and place arts at the heart of learning in an area of limited arts provision. A well run organisation, its main development needs are for funds to strengthen staffing to complete the transition to a fully-professional organisation, enabling time spent fundraising to be reduced and marketing improved, the facilities to be used to the full and the offer to artists and the audience improved. A modest level of capital investment is needed to maintain equipment at the high level suitable to work of international standard and to enable the small but valuable education and outreach programme to expand without hindrance to the main programme.</p>			
Decision authorised: Head of Department Print name: Helen Bennett		Date 25 November 2005	By 2 December 2005

**Stage 3: Head of Department recommendation within the context of the Corporate Synthesised scenario**

CFO name: North Lands Creative Glass

Reference number (GMS): G200801051

Category for support

Foundation

NLCG is recommended for Foundation funding for the unique contribution it makes to meeting the Council's aim of supporting artists to fulfil their creative and business potential, and Council policy development areas, especially International. It is also a key player in crafts in Scotland, both nationally and as a resource for artists and communities in the Highlands, and is regarded as an essential element of the Crafts ecosystem. A well run organisation, its main development needs are for funds to strengthen staffing to complete the transition to a fully-professional organisation, enabling time spent fundraising to be reduced and marketing to be enhanced, the facilities to be used to the full and the offer to artists and the audience improved. A modest level of capital investment is needed to maintain equipment at the high level suitable to work of international standard and to enable the small but valuable education and outreach programme to expand without hindrance to the main programme.

Recommendation authorised:

Head of Department  
Print name: Helen Bennett, Head of Crafts

Date 14.02.06

**Stage 4: Group Heads****Recommendation and authorisation**

CFO name: North Lands Creative Glass

Reference number (GMS): G200801051

Category for support

Foundation

Agree with the recommendation for Foundation status and proposed increase in grant to £114k from 07/08.

Decision authorised:

Group Head  
Print name: Jim Tough

Date 14.02.06

By 14  
February  
2006

<b>Stage 5: Creative Arts Committee</b>			
<b>Recommendation and authorisation</b>			
CFO name: North Lands Creative Glass		Reference number (GMS):	
Category for support	Foundation		
Agreed as per Managers/Group Heads recommendations			
Committee Chair Print name: Jane Jeffrey (Vice Chair)		Date 24 February 2006	

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

**End of Assessment**