



<b>CFO name: Tramway</b>	<b>Reference number (GMS): G200801027</b>
--------------------------	---

### 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):**

Tramway has a significant and unique role to play in Scotland's cultural landscape. It acts as a network hub for arts organisations in the city, the UK and internationally. The organisation's reputation extends beyond Glasgow and Scotland and is the only venue in Scotland that operates internationally across contemporary visual and performing arts. It is part of an international network of contemporary arts venues that exchange and co-produce work.

The organisation's development has been hampered by weaknesses in the operation and management of the organisation. Glasgow City Council's renewed commitment to Tramway and in implementing a restructuring are welcome. The potential of the organisation is immense, particularly with the Scottish Ballet developments and the collaborations being developed with the National Theatre of Scotland. Tramway also has incredible potential as a centre for engagement in the arts with the development of an ambitious integrated approach to education and audience development, building on the current programming.

Tramway rates High in the Strategic performance criteria and the Aims of Audiences and Artists but lower in the Operational performance criteria. The overall rating is Medium as there are a number of development areas, particularly in relation to the re-structuring that need work.

<b>Assessment:</b>	<b>High</b>	<b>Medium</b> ✓	<b>Low</b>
--------------------	-------------	--------------------	------------

### Areas of concern:

The staffing re-structure and appointment of a Chief Executive will be critical and need careful handling. There would be concern if the timetable for this was not adhered to. The Lead Officer (Head of Dance) and Head of Visual Arts would like to discuss the job description of the Chief Executive with the organisation prior to advertising. It is essential that this post provides artistic leadership for the organisation, as well as strong managerial experience.

Concern was expressed by the Head of Visual Arts that that the balance between international work / established practice and Scottish based artists/ emergent practice appears to shifting, with less clearly identified opportunities for Tramway to commission leading international artists. It is important that Tramway is a leading venue in commissioning international artists as it is a unique space for the Visual Arts, in the UK and beyond. The importance of Tramway's ability to commission international artists in the Visual and Performing Arts should be fundamental to the funding agreement.

**Development issues:**

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)

**Management:**

- Completion of the 5 year business plan
- Staffing restructure and recruitment of a Chief Executive
- Establishment and working of the advisory group

**Artistic Programme:**

- Present a year-round programme of high quality international visual arts and performance alongside work by Scottish-based artists, maintaining a commitment to 50% international work and 30% new work.
- Continue to develop collaborative programming opportunities with the Hidden Garden, Glasgow International, National Theatre of Scotland, Scottish Ballet and other artistic partners.

**Audiences:**

Deliver the objectives and targets identified in the Marketing Plan by –

- In partnership with Glasgow Grows Audiences, research the interests/needs of new customers to enable the development of programming during the year with the target of increasing audiences by 3%,
- Develop specific initiatives to targeting Tramway's 'neighbours'

**Development/Education:**

Tramway aims to redefine its approach to Education activity and move towards an integrated approach to education and participation.

- Develop an Education policy and plan of action.
- Identify staff with responsibility for developing Education activity as an integral part of the programme for the building.
- Develop a 'Family Friendly' approach to all aspects of the building and a specific stand of programming targeted at families.

**Capital:**

- Support Scottish Ballet in their capital development for completion in 2008.
- Develop collaborative planning to ensure the most effective operation and artistic collaboration within the new development.

Lead Officer:

Date: 25 November 2005

Print name: Anita Clark, Head of Dance

**Stage 2**

<b>Decision and authorisation</b>			
<b>CFO name: Tramway (Glasgow City Council)</b>		<b>Reference number (GMS): G200801027</b>	
<b>Stage 2: Head of Department recommendation within the context of the sector ecosystem</b>			
<b>Category for support</b>	<b>Essential ✓</b>	<b>Important</b>	<b>Partial</b>
<p>Based on the lead officer's assessment and match with the department ecosystem, summarise your reasons for assessing the application as you have (drawing out the strengths and weaknesses of the organisation and highlighting any specific risks). Identifying development areas.</p> <p>Tramway is an international arts organisation working in contemporary visual and performing arts. It is a centre for the presentation, promotion and development of contemporary Scottish and International work – particularly which is ground breaking, innovative and uses Tramway's unique environment. Tramway has a unique role to play in the development of contemporary art form practice across the performing, live and visual arts. Through a programme of commissions and residencies, the Tramway engages with individual artists and companies, often enabling them to present their work within an international context for the first time.</p> <p>The management of Tramway has caused concern in the past and in 2003 a Strategic Review of the organisation was commissioned. Following this, Glasgow City Council made a strong commitment to maintaining their management of Tramway, but to begin a process that would deliver the recommended re-structuring of staff and business planning to ensure move effective operational management, cost effectiveness and governance. A Business Plan for Tramway is still underdevelopment and this restructuring process is in progress. Future funding agreements should continue to identify timetables and targets for the delivery of the plan for change.</p> <p>The opening of the Hidden Garden has had a dramatic impact on visitors to Tramway. The major capital initiative will be the re-location of Scottish Ballet to the Pollockshields end of the Tramway building in 2008.</p> <p>Tramway is of high strategic importance and is essential to both the Visual Arts and Dance scenarios within Optimum, Reduced and Standstill funding. It is recommended that Tramway should be supported by Scottish Arts Council at a level that enables truly ambitious international work of a scale appropriate to Tramway.</p>			
Decision authorised:			
Head of Department:	Dance	By: 2 December 2005	
Print name:	Anita Clark		
Date:	1 December 2005		

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

**CFO name: Tramway (Glasgow City Council)**

**Reference number (GMS): G200801027**

**Category for support**

**Foundation ✓**

Tramway is a centre for contemporary performing and visual arts in Glasgow, run as part of GCC Cultural provision and a key organisation in the dance, drama and visual arts scenarios. Through its facilities and programme, it plays a significant role in the supporting artists and creators across visual and performing arts, placing the work of Scottish artists in an international context. There are management and governance issues which need to be addressed before Tramway will be able to meet the standards that are required of Foundation Organisations.

I recommend funding is at an Optimum level of £300k in 07/08.

Recommendation authorised:

Head of Department    Dance  
Print name:             Anita Clark

Date 14.02.06

By 14  
February  
2006

<b>Stage 4: Group Heads</b>			
<b>Recommendation and authorisation</b>			
CFO name: Tramway (Glasgow City Council)		Reference number (GMS): G200801027	
Category for support	Foundation ✓		
Agree with the recommendation for Foundation status with any increase in grant for 07/08 contingent on lead officer approval of developments plans for improvements in managerial and governance issues.			
Decision authorised:  Group Head Print name: Jim Tough			Date 14.02.06  By 14 February 2006

<b>Stage 5: Creative Arts / Performing Arts Committee</b>			
<b>Recommendation and authorisation</b>			
CFO name: Tramway (Glasgow City Council)		Reference number (GMS): G200801027	
Category for support	Foundation ✓		
<p>Agreed as per Managers/Group Heads recommendations with additional comments/conditions: The funding decision is to come back to Committee for final sign off. The appointment of an Artistic Director is crucial and Committee wishes to see a negotiated plan and to monitor closely.</p> <p><i>Post meeting Note:</i>  <i>At the next meeting, committee will be asked to clarify whether Artistic Director was meant, or Chief Executive as discussed and referred to throughout the application and officer assessment.</i></p> <p style="text-align: right;"><i>Anita Clark</i>  <i>Head of Dance</i>  <i>6/04/2006</i></p>			
Committee Chair Print name: Jennifer Waterton			Date 06 February 2006

<b>Stage 6: Council</b>			
<b>Decision</b>			
<b>CFO name: Tramway (Glasgow City Council)</b>		<b>Reference number (GMS): G200801027</b>	
<b>Category for support</b>	<b>Foundation ✓</b>		
Approved <b>Foundation</b> funding as per Managers/Group Heads and Committee recommendation			
Chairman Print name: Richard Holloway		Date 28 February 2006	

**End of Assessment**