



CFO name: WASPS	Reference number (GMS): G200801099
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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):

WASPS is the main provider of affordable studios across the country and it has an important role to play in supporting artists to fulfil their creative and business potential. WASPS is recognised as an expert in the field of property management/ development for the arts and there is a growing demand for the organisation to be involved in initiatives across the country. It would be keen to build staff capacity to respond more effectively to this demand.

WASPS is effective in brokering new partnerships and quick to seize opportunities for development. The organisation is skilled in project management and has a reputation for bringing in projects on budget and to time.

The organisation is seeking to raise its profile in Scotland and the Open Studios initiative is beginning to increase public participation. This development will continue to evolve in response to feedback/ evaluation.

There are plans to develop new initiatives that will directly support the artists that rent studios. These include a partnership with the Cultural Enterprise Office to deliver professional development seminars, an exchange with a studio complex in Dusseldorf and improved communication through newsletters and emailings. The Board is also keen to have better artist representation to inform future plans.

WASPS is financially stable and continues to work towards its goal of becoming self sustaining over time.

- Strengths**
- Highly skilled Board
 - Extensive network of studios across the country
 - Many opportunities for growth
 - Success in brokering new partnerships and levering in funds for the capital programme
 - Motivated staff team
 - Developing a higher profile/ increasing public participation

- Weaknesses**
- Need to strengthen communication with artists and studio holders
 - Need to articulate clearly policies for selection and stay of tenure in face of extreme demand
 - Limited staff capacity to manage demand for growing the network

- Risks**
- Capital projects are, by their nature, risky
 - If Scottish Arts Council withdraw or reduce funding at this time it may result in an increase in rentals or a reduction in the studio maintenance programme which could impact on compliance with health and safety/ access legislation

Assessment:	Medium
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Areas of concern:

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)

There are no areas of concern

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)

Development of a communications strategy and improved relations with artists/ studio holders

Clear and public articulation of policies for selection and stay of tenure

Recruitment of additional artist Board member

Review of Studio Reps attendance at Board meetings

Work with Glasgow Sculpture Studios to agree future management of the Briggait

Lead Officer:

Date: 2/12/05

Print name: Amanda Catto

Stage 2

Decision and authorisation			
CFO name: WASPS		Reference number (GMS): G200801099	
Stage 2: Head of Department recommendation within the context of the sector ecosystem			
Category for support		Important	
<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>WASPS is the main provider of affordable work spaces for artists in Scotland. It has an important role to play in supporting artists to fulfil their creative and business potential. The organisation is extremely well managed and it has established a reputation for bringing in projects to budget and on time. The Board is highly skilled and supports a motivated staff team. Communication with artists needs to improve and there are plans in place to address this. Policies for selection and stay of tenure should be articulated more clearly.</p> <p>The organisation is financially stable and generates a large proportion of its income from studio rents. The long term goal is for WASPS to be in a position to operate without public subsidy and as buildings are acquired this becomes more of a reality. However, the organisation has argued that there is still a need for public subsidy and has requested an uplift to build staff capacity. The Optimum scenario has shown WASPS receiving this increase in funds.</p> <p>However, with the challenges of standstill funding the Department has indicated that it would need to consider a reduction in funds to WASPS in 2007/08 and a withdrawal of funds in 2008/09. While accepting that this may cause the organisation problems and that there is a risk that such a move would impact on rents and the planned maintenance programme the Department believes that such an option must be given serious consideration. It would hope that WASPS would still be in a position to benefit from Lottery funding to support the development of its network which underpins its plans for self sufficiency in the longer term.</p>			
Decision authorised:			
Head of Department Print name: Amanda Catto		Date 2/12/05	

Stage 3: Head of Department recommendation within the context of the Corporate Synthesised scenario			
CFO name: WASPS		Reference number (GMS): G200801099	
Category for support			Neither
<p>WASPS is the main provider of affordable work spaces for artists in Scotland. It has an important role to play in supporting artists to fulfil their creative and business potential. The organisation is extremely well managed and it has established a reputation for bringing in Capital projects to budget and on time. There has been significant Lottery investment to date. The Board is highly skilled and supports a motivated staff team. The organisation is financially stable and generates a large proportion of its income from studio rents. The long term goal is for WASPS to be in a position to operate without public subsidy and as buildings are acquired this becomes more of a reality.</p> <p>Within the context of limited funds it is recommended that WASPS does not receive revenue or programme support from the Scottish Arts Council beyond 2006/07. The organisation would still be encouraged to apply for Capital funding to support its development programme. It is recommended that WASPS is awarded an element of organisational development funding to support a change programme that will help it to address the loss of public subsidy.</p>			
Recommendation authorised: Head of Department Print name: Amanda Catto			Date 15/2/06 By 14 February 2006

Stage 4: Group Heads			
Recommendation and authorisation			
CFO name: WASPS		Reference number (GMS): G200801099	
Category for support			Neither
<p>WASPS is an important organisation for the visual arts and crafts in Scotland, and Scottish Arts Council's previous and potential support through significant capital awards is the most significant means by which we can appropriately support their work, impacting on their revenue viability (capital grants minimise the cost of any borrowing from other sources) as well as the viability of individual capital projects, and helping to secure other partner funding. In this context we agree with the recommendation, but would reinforce the proposal for transitional funding during 06/07 to help in the implied changes.</p> <p>As an important provider of facilities for artists, we would want to retain a monitoring role in the longer term. Our role as a Lottery Fund investor would permit this.</p>			
Decision authorised: Group Head Print name: Jim Tough			Date 14.02.06 By 14 February 2006

Stage 5: Creative Arts Committee			
Recommendation and authorisation			
CFO name: WASPS		Reference number (GMS): G200801099	
Category for support			Neither
<p>Agreed as per Manager/Group Heads recommendation with additional comments/conditions - committee agree with need for transitional funding to allow Scottish Arts Council to maintain monitoring role. Committee recognises concern that rent increases should not be passed on to artists.</p>			
Committee Chair Print name: Jane Jeffrey (Vice Chair)		Date 24 February 2006	

Stage 6: Council			
Decision			
CFO name: WASPS		Reference number (GMS): G200801099	
Category for support		Flexible (project)	
<p>Approved as per Managers/Group Heads and Committee recommendations</p>			
Chairman Print name: Richard Holloway		Date 28 February 2006	

End of Assessment