



Scottish **Arts** Council

# Amb:IT:ion

scotland

## Programme Guidelines

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# Introduction

## What is Amb:IT:ion Scotland?

Amb:IT:ion<sup>1</sup> Scotland is a change programme for the arts and cultural sector. It is aimed at helping organisations achieve sustainable organisational change and improve their capacity for audience engagement, through implementing integrated IT and digital development.

There are essentially three different ways you can engage with and benefit from the Amb:IT:ion Scotland Programme – by being **involved** with it or by applying for funding, leading to either **association** or **partnership** with the programme. These guidelines are intended to explain the overall programme, including what is meant by these terms; and, provide information on how to apply for funding.

A significant part of the programme involves ensuring widest benefit for arts organisations across Scotland by providing a series of events and online material. Sharing the learning and knowledge amassed from the pilot programme run in England and the journeys that develop independently in Scotland in an ‘open source’ manner, is intended to build digital capacity in arts organisations whether they apply for funding from the programme or not.

You are strongly encouraged to join the programme and to become involved in the learning and sharing activities planned, even though you may not be applying for funding. Full details on the programme of free events and online material will be made available in the coming months but an outline is provided in these guidelines (see page 6). Use the ‘sign up’ feature on the Amb:IT:ion Scotland page of our website to express your interest in the programme and to be kept informed of developments.

Amb:IT:ion Scotland also includes a competitive fund to which you can apply with your ideas for digital development. We believe that digital development is a key driver to sustaining resilient 21st century arts organisations. It is critical that the cultural sector not only keeps up with digital developments but that it successfully develops its own, suitable to its content, audiences and aspirations. The significant impact of technological change on audience engagement and its growing importance to audiences needs to be recognised.

The Scottish Arts Council is in the midst of a process of transition toward becoming part of a new organisation, Creative Scotland, due to be formed in Spring 2010. As part of this transition, we aim to undertake our own Amb:IT:ion journey to improve our own use, understanding and engagement with digital technology. We intend to review the way we use technology across the organisation and allow staff the opportunity to develop their digital knowledge and skills.

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<sup>1</sup> Amb:IT:ion Scotland is modelled on a pilot programme which ran in the North West and East regions of England from 2007-2009 and was supported by Arts Council England. The Scottish Arts Council gratefully acknowledges Arts Council England’s granting of permissions on the use of assets and intellectual property belonging to Amb:IT:ion.

# Vision, Aims and Planned Outcomes

## Vision

Our vision for Amb:IT:ion Scotland is to generate a critical mass of arts organisations that proactively consider digital development as key to business, operational and artistic growth and sustainability.

## Aims

The overall aim of Amb:IT:ion Scotland is to support digital development and effect change in the arts sector. The core aims of Amb:IT:ion Scotland are to:

- support organisations with ambitious, holistic, digital development aspirations
- encourage organisations which are looking to improve their offer and competitiveness in a 21<sup>st</sup> century market
- raise the overall level of the digital technology base in the arts sector in Scotland
- prepare the Scottish arts sector as digital content producers in their own right and partners to other creative industries
- ensure that good practice in digital development becomes embedded: included in strategic, artistic and organisational development thinking; revenue budgets; and capacity planning

## Planned Outcomes

We have developed an approach intended to support arts organisations through a managed process of organisational change to enable them to use digital technology in an effective and integrated way (across artistic, organisational and business practices).

Organisations admitted to the funding element of the programme will define their own outcomes, aided by the input of specialist advice and development of a business case.

The intended key outcomes of the Amb:IT:ion Scotland Programme are:

1. Increased **organisational effectiveness** in arts organisations through:
  - significantly raised technology capability and integrated ICT implementation
  - changed working practices, job roles and organisational / operational structures following the implementation of digital development
  - efficient, integrated, digitally-based customer relationship management systems; ticketing systems; websites; fundraising and other databases
  - trained staff, 'digitally literate' boards and skilled senior management teams in the implementation of new technologies, business and artistic practices
2. Improved levels of **public engagement** with the arts through:
  - organisations acquiring better knowledge about existing audiences
  - organisations developing more attractive content that potential audiences can easily find
  - organisations being enabled to provide equitable access to content for anyone with a connection to the internet, including those with mobility, hearing and sight impairments
  - audiences being able to participate and communicate with arts organisations effectively and deeply online

## General Information

Amb:IT:ion Scotland is made possible through National Lottery funds. The programme will have an overall budget of £800,000. Part of this budget will be used to fund the wider programme of events, online material and dissemination of learning. Part of it will be used to pay for specialist advice and programme management and part of it will support grants to arts organisations for the delivery of digital developments. It is anticipated that no single grant award will exceed £50,000. National Lottery funding must be for the public good so if you are a commercial organisation and wish to apply for funding, you can do so but need to prove that the project is 'not-for-profit'.

Amb:IT:ion Scotland will be led by the Scottish Arts Council in partnership with Glasgow Grows Audiences (GGA). GGA will work with Rudman Consulting (the agency which led the Amb:IT:ion pilot programme in England) to project manage implementation of the Amb:IT:ion Scotland programme.

Representatives of the network of audience development hubs (ie agencies and initiatives) across Scotland will form a Reference Group to oversee development and delivery of the programme. Membership of the Reference Group comprises:

- The Audience Business (Edinburgh)
- Glasgow Grows Audiences (Glasgow)
- Hi-Arts (Highlands and Islands)
- Growing Audiences North East (Aberdeenshire and the North East)
- Audiences East Scotland (East of Scotland), and
- Rudman Consulting (independent specialist)

It also includes representatives from the Scottish Arts Council Audience & Organisational Development and Lottery departments. The group will work at a practical level to oversee development and delivery of the Amb:IT:ion Scotland programme.

We will be undertaking a comprehensive evaluation of the Amb:IT:ion Scotland programme which will include individual projects as well as the overall programme. You should be aware that all applicants for funding may be approached to be part of that evaluation, whether successful or not.

# Involvement with the Amb:IT:ion Scotland Programme

Amb:IT:ion Scotland is a resource open to any arts organisation in Scotland. If you are considering digital development or are interested in how to use technology for the benefit of your organisation and your audiences, you are encouraged to register your interest now by using the sign up feature on our website.

Involvement with the programme enables access to workshops, events, online material and case studies free of charge. You will have the opportunity to contribute to and draw on the knowledge base generated by the programme from its inception in Scotland and from the original information and network created through the English pilot programme.

## How do I get involved?

You can get involved by using the sign up feature on the Scottish Arts Council website. When you sign up you will be asked for your name, the name of your organisation, an email address and contact telephone number. In doing so, you are simply registering your interest in participating in the wider programme of activity and events. We will use your details to contact you by email in due course to keep you updated on developments.

You will have the opportunity to see how the programme develops and once the Amb:IT:ion Scotland website goes live later in the year you will have the option to join the network and confirm your interest in participating further with the programme.

## What are the benefits of involvement?

Details of the full programme of events and online material will be made available in Autumn 2009. In summary though, your involvement with the Amb:IT:ion Scotland programme can benefit you through access to a series of events running from autumn 2009, throughout 2010. The events will offer practical hands-on sessions, pragmatic case study based learning sessions, networking opportunities, access to a wide knowledge base about the use of digital technologies in the arts and creative industries and advice at a strategic level on the use and development of digital technologies.

There will be introductory 'Getting Digital' events in the latter part of 2009, including a leadership development briefing. A series of webinars<sup>2</sup> are planned to run throughout 2010 and there will be Amb:IT:ion Scotland roadshows in the North, South, East and West of the country, with a national advocacy event early in 2010. There will also be a series of publications produced on the subject of 'Getting Digital' alongside other themed events in 2010.

A bespoke Amb:IT:ion Scotland website is planned and will provide an online resource to disseminate a growing knowledge base about the use of digital technologies in audience, organisational, artistic and business development. There will be examples of best practice, case studies, access to industry research, specialist knowledge and associated relevant networks. We aim for the website to go live around November 2009.

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<sup>2</sup> We use this term to mean live, web-based, interactive conferencing.

# Applying for funding from Amb:IT:ion Scotland

## Key points

- An easy Outline Proposal process with one submission date of **16 October 2009** for organisations wishing to be admitted to the Programme to receive support
- Only an Outline Proposal Form needs to be completed at this stage - no additional information will be required (or considered) at this point
- Maximum word count provided as a guide for completing questions in Outline Proposal form (not to be exceeded)
- Email submission process for completed Outline Proposal forms
- An 8-9 week decision process is involved for admitting organisations and applicants will be informed of decisions by **18 December 2009**
- Admitted organisations will receive specialist advice and become either Amb:IT:ion Scotland **associates** or Amb:IT:ion Scotland **partners**
- For partner organisations, a competitive application process will run for fully developed business cases with decisions on the award of funding from Amb:IT:ion Scotland being made around June 2010

For the opportunity to apply for funding, you must submit an Outline Proposal. Outline Proposals are invited from organisations wishing to pursue organisational change through digital development. Submission of an Outline Proposal can lead to either **Association** or **Partnership** with the Amb:IT:ion Scotland Programme.

## Association and Partnership

We aim to admit up to 50 arts organisations to the programme as a result of the Outline Proposal process. Some of these organisations (around 30-35) will become Amb:IT:ion Scotland Associates and others (around 15-20) will become Amb:IT:ion Scotland Partners.

- **Associates** will benefit from 1 day's consultancy through an appointed specialist adviser who will conduct a mini-diagnostic and help the organisation to develop its ideas further, either to be able to action initiatives within their own resources or seek alternative sources of support to implement their plans. (The word 'diagnostic' is used as short-hand to describe a holistic assessment of the organisation's current digital capacity against future aspirations.)
- **Partners** will benefit from 5 days consultancy with their appointed specialist adviser conducting a more in-depth audit and diagnostic of current digital activity and working with the organisation to develop a business case for digital development. Developed business cases will be submitted to the Scottish Arts Council as a request for funding to help implement the digital developments. Successfully funded partnership organisations will undergo a more in-depth change management programme to support organisational change over a 12-18 month period. Ongoing support from the external specialist consultant should be considered and built in to the business case and bid for financial support from Amb:IT:ion Scotland.

## Admission to the Amb:IT:ion Scotland Programme

You should note that the Outline Proposal is not an application for funding at this stage. It is an application to be admitted to the programme and participate through either Association or Partnership. The Outline Proposal Form asks for information on your aims for digital development, what you have done digitally so far, what opportunities you want to address and other detail around your capacity and willingness to change.

It is important to note that you do not need to be digitally developed already to submit a proposal to Amb:IT:ion Scotland. We expect that the degree of digital development, knowledge, experience and capacity will vary considerably between the organisations that submit proposals. Also, you are not required to have a sophisticated understanding of the terminology associated with technology and digital development and are encouraged to use your own language in completing the Outline Proposal.

We welcome collaborative bids from two or more organisations which would benefit from working together: please refer to the information on *Basic Eligibility* in the section 'How do I apply' for more information on this.

All admitted organisations will receive the input of a contracted specialist adviser with relevant experience and skill in relation to organisational change and / or digital development, within the arts and cultural sector, paid for by Amb:IT:ion Scotland. The advisers will be contracted by Glasgow Grows Audiences / Rudman Consulting, in consultation with the Scottish Arts Council.

A matching process between admitted organisations and suitable advisers will be set up that ensures organisations have some input to which adviser works with them. The specialist advisers are not agents either of the Scottish Arts Council or of GGA and their input is directed at helping you achieve sustainable digital development for your organisation.

All successfully admitted applicants – whether Associates or Partners - will be required to be involved in the Amb:IT:ion Scotland programme by being prepared to share their journeys online with the wider community. Fuller details on the next stages of the process will be provided to organisations admitted to the programme.

The pilot programme Amb:IT:ion run in the North West and East regions of England, on which Amb:IT:ion Scotland is modelled, supported arts organisations to implement a wide range of digital developments. For examples you may want to reference the existing website from the pilot programme [www.getambition.com](http://www.getambition.com)

It is important to remember that Amb:IT:ion Scotland is not a route just to acquire and use technology: it is intended to be a holistic change programme with digital development at its heart and there are some important things to bear in mind regarding organisational change.

In applying to take part in the Amb:IT:ion Scotland Programme you and your Board are making a commitment to undertake change. You should consider your readiness for organisational change and the challenges involved. So, to achieve success for your organisation through the Amb:IT:ion Scotland Programme, you will require to:

- work with your specialist adviser / digital consultant in a spirit of honesty and trust
- explain the programme to your Board and get their full involvement
- be open by sharing your hopes and fears and allowing your specialist adviser access to documentation, records, etc
- be prepared to question your long-standing beliefs and practices and understand that taking a long hard look at your artistic product(s) may be important
- work to give everyone in your organisation the ability and confidence to collaborate in breaking down resistance to change
- make sure you commit the necessary time to work with the programme

We know from the experience of the English pilot programme, that some organisations may find they can achieve their digital aims at either little or no financial cost and that there is potential for smaller-scale capacity building that could be funded from other sources. We will use the assessment and decision process for Outline Proposals to identify which organisations may benefit from Associate participation in the programme and which are most likely to benefit from Partnership participation. This may change to some degree through the advisory process. The Outline Proposal form asks organisations to indicate their own view on which level of participation in the programme is considered most appropriate for the organisation at this time.

We anticipate strong non-financial benefit for organisations admitted to the programme. However, only organisations who are identified as Partners will be invited to submit an application for funding from Amb:IT:ion Scotland. Specialist Advisers will work with Partner organisations to develop a business case which will form the basis (if you wish) of this second stage application for funding from the Amb:IT:ion Scotland Programme. This application process will be a competitive process with grants up to a maximum of £50,000 (tbc) available for those organisations who are successful.

The second stage application for funding may include a wide range of costs associated with digital development including hardware (ie new equipment), software, digital applications, investment in digital distribution methods, training and skills development, research and development around new and alternative artistic practice. It can also include any costs associated with ongoing specialist advice and / or mentoring throughout delivery of the digital developments. A degree of ongoing support will also be provided by GGA and Rudman Consulting as programme managers.

## **How and when will decisions be made?**

We wish to support proposals from arts and cultural organisations considering digital developments in order to help them be more:

- sustainable
- resilient
- efficient and effective
- attractive to digitally literate audiences
- able to develop digital content
- able to develop artistically because of digital capacity
- capable in a digital sales environment

We will support the development of proposals which we believe provide the strongest evidence of meeting the vision, aims and planned outcomes of Amb:IT:ion Scotland.

We will be judging the broad viability of proposals and the extent to which they demonstrate commitment to change and to participation in the learning and sharing elements of the programme.

Outline Proposals will be assessed by officers in the Audience & Organisational Development department. Some input will be requested from other colleagues across the Scottish Arts Council. Specialist advice will also be sought from the Amb:IT:ion Scotland Reference Group (see page 5 for details of the group's membership).

Decisions will be taken by the Head of Lottery / Co-Director of Arts.

Decisions on the Outline Proposals will be made and communicated to applicants within 8-9 weeks of the published deadline date. We therefore anticipate letting applicants know

whether they have been admitted to the Programme or not by **18 December 2009**. We will advise admitted organisations on whether they have been initially identified for Associate level participation or Partnership participation.

Admitted organisations will then be matched with specialist advisers in January 2010.

For Partnership organisations, a period of around 8-10 weeks is expected to be needed for the process of audit, diagnostic and business case development with each organisation. We intend to remain flexible about timescales to avoid putting unnecessary pressure on the organisations. We will, however, need to consider all business cases and requests for funding together at one time. We will work closely with the organisations involved and with GGA / Rudman Consulting to determine an overall timescale that is mutually suitable for Partnership organisations and the Scottish Arts Council for the submission of applications for funding. We anticipate this will be around May 2010.

The assessment and decision process relating to consideration of business cases and funding to implement digital change will be detailed in a Process Guide which will be issued to admitted organisations prior to being matched with their specialist adviser.

## How do I apply?

Submitting a completed Outline Proposal form is the way to apply whether you wish to become an Associate or a Partnership organisation of Amb:IT:ion Scotland. You are also encouraged to sign up for Involvement with the wider programme to be kept informed of developments (see page 6 for further information).

### Basic Eligibility

There are some basic criteria that apply in respect of all Scottish Arts Council National Lottery funded projects. These are that:

- funding must benefit the arts in Scotland
- the application must be from a formally constituted organisation
- equal opportunities principles must be adopted by the applicant organisation
- the project would not happen in the way proposed without National Lottery support (this is the principle commonly referred to as 'additionality')

Whilst not an application for funding at this point, organisations admitted to the programme will benefit from paid expert advice and the outcome of this stage may result in an application for funding from Scottish Arts Council National Lottery funds. Therefore, Outline Proposals which are judged not to meet one or more of these basic eligibility criteria will not be considered.

We can only accept proposals from formally constituted organisations. For help on this, our publication *A Short Guide to Constitutions* is available from the Scottish Arts Council's website [www.scottisharts.org.uk/1/information/publications/1000295.aspx](http://www.scottisharts.org.uk/1/information/publications/1000295.aspx) or from our Help Desk.

If you wish to submit a collaborative proposal on behalf of two or more organisations, there are two ways that you can do this:

- you can make a **joint application** but one of the organisations involved will need to take the lead and have the main responsibility for managing the application and any grant. The nominated lead organisation must keep this role throughout the project. Once we have made an award, we cannot change the lead organisation to which the grant has been paid. We may ask you to give us a partnership agreement.

- you can apply as a **consortium**, and you will need to provide us with a formal consortium agreement which clearly sets out the aims and objectives of the consortium, its membership and how the consortium will manage all aspects of its affairs. You will also need to show that there is a dedicated bank account for the consortium.

If your Outline Proposal is successful and you are admitted to the programme, we will need a copy of your constitution or Memorandum and Articles of Association, or other evidence of your status. We will also need a copy of your Equal Opportunities policy and your most recent audited accounts before appointing an Adviser to help you scope your digital developments.

National Lottery funding must be for the public good so if you are a commercial organisation, you can apply but need to prove that the project is 'not-for-profit'.

### Submitting an Outline Proposal

To submit an Outline Proposal to Amb:IT:ion Scotland, download the Outline Proposal form from our website [www.scottisharts.org.uk/1/professional/audiences/ambitionprogramme.aspx](http://www.scottisharts.org.uk/1/professional/audiences/ambitionprogramme.aspx) (Please note that we cannot be responsible for any changes to your computer systems that result from downloading the form.) If you do not have internet access or have any difficulty downloading the Outline Proposal form, please contact our Help Desk and we will provide you with the material by your preferred means (post or email). Please also **ensure you have read these Guidelines** before submitting your proposal.

Please type your Outline Proposal. You may reproduce the questions, with answers, on your own word-processing system if you prefer. However, you must type the questions above your answers and use the same order as on the proposal form. If you hand write the form, please do so using **BLACK INK** and **BLOCK CAPITALS** throughout. Please **do not exceed** the maximum word limit given for each question. Please do not send any additional material with your proposal form as it will not be considered.

Completed Outline Proposals should be submitted by email to [ambition.scotland@scottisharts.org.uk](mailto:ambition.scotland@scottisharts.org.uk) and must be received by the deadline of **5pm on Friday 16 October** (late proposals will not be accepted).

You will receive an automated e-acknowledgement to confirm receipt of your Outline Proposal. We will need you to send a signed hard copy of the final page of the Outline Proposal form which includes your acceptance of some terms and conditions. Your signature provides us with verification of your identity and your acceptance of the terms described in the Outline Proposal form. Please send your signed statement to the address below within 5 working days of the deadline.

If you do not have access to email and prefer to submit a paper copy of your Outline Proposal, please send it to:

Scottish Arts Council  
Grants Department  
12 Manor Place  
Edinburgh  
EH3 7DD

Please do not bind it as we will need to electronically scan it. We will acknowledge posted applications within ten working days of receipt.

If you require assistance with completing your application for reasons of disability, please contact our Help Desk for advice. This document is available in large print and other accessible formats.

If you have any specific queries regarding the submission process, please contact our Grants Department through our main switchboard number 0131 226 6051. For general enquiries, or if you would like to discuss your project, please contact our Help Desk, which can direct you to a relevant specialist. Our Help Desk can be reached on 0845 603 6000.

## Additional Important Information

### How we work

As a public body, the Scottish Arts Council has a duty to act impartially and with objectivity. We seek to exercise this function in a fair and even-handed manner that ensures we remain transparent and accountable at all times. We aim to be efficient, polite and supportive in everything we do. We are committed to making the best use of resources available to us by making sure we provide high standards of quality and customer care.

We constantly aim to improve our services and welcome your comments and suggestions. If you are unhappy with any part of your contact with us please let us know. You can phone or write to us at the usual address or email [quality.service@scottisharts.org.uk](mailto:quality.service@scottisharts.org.uk) and we will do our best to resolve your concerns as quickly as possible. However, if you are still not satisfied, you can get our complaints procedure from any member of staff, our Help Desk, or from the website at [www.scottisharts.org.uk/1/contactus/complaints.aspx](http://www.scottisharts.org.uk/1/contactus/complaints.aspx)

### Appeals

If you are not satisfied with the way we have handled your proposal you can write or phone us to tell us why you are unhappy. We will discuss your concerns with you and treat all comments you make very seriously. If you are still not happy you have the right to appeal **formally** against how we have reached a decision about your proposal. You must make your appeal using our appeals form and send it to the Chair of the Appeals Committee within 28 days of the decision which you are appealing against. You can get more information about our Appeals Procedure from our website at [www.scottisharts.org.uk/1/information/publications/1000349.aspx](http://www.scottisharts.org.uk/1/information/publications/1000349.aspx)

### Publicity

You will find full listings of all the grants we award on our website at [www.scottisharts.org.uk/1/funding/pastgrantsawarded.aspx](http://www.scottisharts.org.uk/1/funding/pastgrantsawarded.aspx)

### Openness and accountability

For the purposes of the Freedom of Information (Scotland) Act 2002 (FOISA) we are a Scottish public authority and any information we hold (which could include your proposal) could be seen by anyone making a request under the Freedom of Information Act.

We will hold information you supply in both manual and computerised files. We are likely to hold reports from the information you supply within your proposal and from comments made on your proposals by external assessors and staff members on both manual and computer-based systems. We will make the information you supply available to those assessing any other grant applications you make.

Occasionally, we will use the information contained in your proposal for the purposes of research and evaluation, and this may be done by people who are not staff of the Scottish Arts Council.

By submitting your application you waive any right to raise any type of legal proceedings against us as a result of us releasing the contents of your application in response to an information request made under FOISA.

### **Information that we may release**

If your proposal is successful we will release the following information from your funding application if we receive a FOI request:

- your name
- your 25 word project description

If more detailed information is requested, we will consider this request under FOISA and follow the Act's exemptions and the public interest test appropriately.

If we need to release more detail from your proposal we will contact you and let you know about this, although this may not always be possible. We will only release information on proposals that are successful. We do not release information on unsuccessful proposals.

For more information on the FOISA please see the Scottish Information Commissioners website at [www.itpublicknowledge.co.uk](http://www.itpublicknowledge.co.uk) or read the FOISA guidance on our website at [www.scottisharts.org.uk/1/information/freedomofinformation.aspx](http://www.scottisharts.org.uk/1/information/freedomofinformation.aspx).

### **Data protection**

We use data you supply for the following purposes

- to assess proposals
- for contacting you
- to report statistics

The details of your proposal may become public information (see *Openness and Accountability* above). However, your personal details will be held within our computer and paper files, and only our staff, appointed auditors and individuals or organisations who may help us assess or monitor grants will have access to them.

You have a right under the Data Protection Act 1998 to see the information we hold on you. You can do so by completing a Subject Access Request form available on our website at [www.scottisharts.org.uk/1/information/dataprotection.aspx](http://www.scottisharts.org.uk/1/information/dataprotection.aspx). By signing your proposal form you are agreeing that we can use your information as shown above.

For more information on the Data Protection Act 1998 see [www.informationcommissioner.gov.uk](http://www.informationcommissioner.gov.uk)

## Amb:IT:ion Scotland programme in action

### Involvement in Amb:IT:ion Scotland

Sign up online to note interest for **involvement** in the programme, using the sign up feature on the Amb:IT:ion Scotland page of the Scottish Arts Council website (you can also submit an Outline Proposal for Association or Partnership).

Full details of the programme of events and online material will be made available in the coming months but in outline will comprise:

#### **Autumn / Winter 2009:**

Getting Digital Introductory events

Leadership development briefing event

Amb:IT:ion Scotland website goes LIVE!

Case studies and tools from English pilot programme available online

#### **During 2010:**

Series of Webinars

Roadshows across country (North, South, East and West)

Getting Digital Guides published

National Advocacy Event

Getting Digital events

Online blogging and case study development – sharing the journeys of Scottish organisations

#### **Early 2011:**

Evaluation of programme published

### Association and Partnership with Amb:IT:ion Scotland

Submit an Outline Proposal by deadline of  
**16 October 2009**

(you can also sign up for involvement)

Decisions on up to 50 Associate and Partner organisations to be admitted to programme made by

**18 December 2009**

#### Associate organisations (Est 30-35)

##### **Jan 2010:**

Matched with specialist advisors

##### **Feb 2010 (est):**

1 day consultancy with mini-diagnostic, recommendations for digital development and alternative funding sources identified

##### **Through 2010:**

Involvement with wider programme ongoing

Practical implementation begins

Changes integrated with sustainable digital development embedded in future practice

#### Partner organisations (Est 15-20)

##### **Jan 2010:**

Matched with specialist advisors

##### **Feb-Mar 2010 (est):**

5 days consultancy with full audit, diagnostic and recommendations for digital development

##### **Mar-May 2010 (est):**

Development of business cases and submission as request for funding from Amb:IT:ion Scotland

##### **Jun-Jul 2010 (est):**

Funding confirmed and practical implementation begins

##### **Through 2010:**

Involvement with wider programme ongoing including sharing journeys online

##### **2011 onwards:**

Changes integrated with sustainable digital development embedded in future practice

## Acknowledgement

The Scottish Arts Council is delighted that Amb:IT:ion Scotland represents a partnership arrangement with Arts Council England which has granted permission on the use of assets and intellectual property belonging to the Amb:IT:ion pilot programme.

We look forward to the opportunity this partnership presents in enabling closer cross-border relationships with our colleagues at Arts Council England and gratefully acknowledge its support for the roll out of Amb:IT:ion Scotland.

