

**SCREEN SCOTLAND**  
**SGRÌN ALBA**

# **JOB INFORMATION PACK**

## **Film Education Officer**

**Closing date for applications**  
**Monday 30 March 2020 at 12 noon**



## Thank you for your interest in the role of Film Education Officer

This is an exciting time to be joining Screen Scotland – the partnership-based agency for the development of film and TV in Scotland.

Scotland’s film and TV talent has enjoyed many recent successes, and Screen Scotland is delivering an ambitious programme of further growth. That means developing audiences, business and market opportunities, production infrastructure and supporting Scotland’s talent pool to do its best work.

In addition to distributing screen funding from the National Lottery, we benefit from strong support from the Scottish Government, including a significant increase in resources, to make this vision a reality.

We’re a small (but growing) team and you’ll need to embrace a collaborative working style, across a range of projects and initiatives. We’re looking for someone with a passion for the promoting the importance of moving image education in Scotland, and who has a strong background working in an educational setting.

You’ll have a successful track of delivering strategic initiatives and projects, and will come to us ready to share your expertise in support of the Scottish sector.

Read on for more details of what the role entails. If you’re excited to join our organisation to be part of Scotland’s growing success story, then we are keen to hear from you.

**Isabel Davis Executive Director**



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# FILM EDUCATION OFFICER

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**Based in Edinburgh**

**Salary: £27,875 - £35,507 (Grade C) plus pension and benefits**

**Permanent Full-time (36 hours per week)**

Screen Scotland is looking for a Film Education Officer to contribute and support the promotion and development of moving image education and creative film learning in a variety of settings across Scotland. Screen Scotland is the public agency supporting the development of the screen sector in Scotland, from education through skills and talent development, to production, distribution and exhibition.

You will play an active role in promoting the importance of moving image education in Scotland and support the delivery of projects and initiatives which help progress the creative film learning in educational settings in Scotland. You will be responsible for gathering data and research intelligence relating to moving image education, and you will need to maintain a national and international overview of your area. Additionally, you will assess and make recommendations on funding applications relating to your specialism.

Our ideal candidate will have experience of having worked in an educational setting and will bring an in-depth knowledge of moving image culture to the role – particularly around filmmaking for beginners. You will have a strong awareness of educational policy and practices, and proven project management experience.

Strong interpersonal skills and team working, the ability to develop and establish partnerships both at home and abroad, and a commitment to our core values are all essential. An understanding of the screen sector in Scotland, and of the relevant public and third sector agencies involved in learning in Scotland, would be advantageous, as would teaching experience in school or early years settings.

**Closing date:  
Monday 30 March at 12 noon**

**Interviews:  
Thursday 9 April 2020**

**If selected for interview you will be expected to be available on this date.**

If you are interested in applying for this vacancy, an application pack can be downloaded from our website at [www.screen.scot/jobs](http://www.screen.scot/jobs)

It is essential that all applicants have eligibility to work in the UK.  
Creative Scotland / Screen Scotland is an equal opportunities employer



© Valentina Bonizzi/Edinburgh International Film Festival

# SCREEN SCOTLAND

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Screen Scotland is the dedicated partnership for screen in Scotland, delivering enhanced support for all aspects of Scotland's screen sector.

Screen Scotland is leading the growth of the sector through increased funding and support for film and television production, an increase in specialist staff and further investment in skills, festivals, audiences and education.

Screen Scotland sits within Creative Scotland and is a partnership with Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, Scottish Funding Council, with funding from the Scottish Government and the National Lottery.

We are funding, developing and growing Scotland's screen sector by:

- Boosting production by increased funding and support to grow the number, quality and diversity of film and television productions from Scotland
- Creating specialist business development provision for screen businesses ensuring that advice and support is appropriate and easy to access
- Developing Scotland's screen talent and promoting Scotland's talent in domestic and international markets
- Improving employment opportunities in the sector through increased and co-ordinated opportunities for work-based learning, training and development
- Improving and expanding the provision of film and moving image education in every context, increasing its reach, depth and inclusivity
- Developing audiences in Scotland by increasing access to a wide range of film and television, and raising the profile of high-quality Scottish film and television among audiences in Scotland, the UK and internationally
- Developing Scotland's reputation as a destination for domestic and international productions and co-productions and developing international markets
- Growing and improving Scotland's screen infrastructure including studio facilities

## Screen Scotland Business Plan

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Our Business Plan was developed in collaboration with industry and outlines the key work programmes that Screen Scotland is delivering during 2019/20. We want to ensure Scotland is a leading force for creative excellence, and a nurturing and inclusive, forward thinking and entrepreneurial, well-resourced and culturally stimulating home for world class film and TV talent. Screen Scotland will deliver on this vision through activities which will nurture Scottish talent and enable inclusive progression, extend the range and quality of Scottish film and television and its local and global reach, and achieve production growth and economic success across the film and TV sectors. Delivery of this Business Plan is led by Creative Scotland, and jointly owned and delivered by the Screen Scotland partners: Creative Scotland, Scottish Enterprise, Highlands and Island Enterprise, Skills Development Scotland and the Scottish Funding Council.

You can read the full Screen Scotland Business Plan on our web site:

[www.screen.scot/businessplan](http://www.screen.scot/businessplan)

For more information about our work go to:

[www.screen.scot](http://www.screen.scot)

# JOB DESCRIPTION AND RESPONSIBILITIES

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**Job Title: Film Education Officer**

**Location: Edinburgh**

**Directorate: Screen**

**Reports to: Head of Film Education**

**Salary: £27,875 - £35,507 (Grade C) plus pension and benefits**

**Permanent Full-time (36 hours per week)**

## Job purpose:

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Screen Scotland has an ambitious remit to develop and grow the film and TV sectors. The role will be to contribute to the development of this specialism in support of Creative Scotland's 10-year plan, Unlocking Potential, Embracing Ambition, by providing advice, guidance and support to individuals and organisations across the sector.

This role will contribute to the promotion and development of moving image education and creative film learning in a variety of settings and contexts across Scotland in support of Creative Scotland's 10 year plan by providing advice, guidance and support to individuals and organisations across the sector.

In addition, the role will be to assess and make recommendations on funding applications and coordinates (or leads where appropriate) relevant activities, programmes and projects.

## Specialist Knowledge, Expertise & Experience

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Knowledge and experience of the Screen sector and/or related creative policy areas (e.g. education, disability, cultural diversity and equalities, audience development/marketing, creative industries, etc.) in Scotland, the UK and internationally.

Knowledge and understanding of moving image culture, combined with knowledge and experience of educational policy and institutions, and contexts and processes of learning.

In addition, the role will be to assess and make recommendations on funding applications and coordinates (or leads where appropriate) relevant activities, programmes and projects.

## Key duties and responsibilities:

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*Your job description is intended as a flexible framework which outlines the key areas of activity within your job. Other activities may be required which are not outlined in the list below but which are appropriate to the job grade.*

- You will work collaboratively with a range of internal colleagues, external partners, organisations and individuals in order to develop Screen Scotland's Business Plan and Creative Scotland's annual and 10-year plans and the agreed strategy.
- You will actively ensure that you maintain a national and international overview of your area of responsibility, ensuring that you keep your specialist knowledge up to date in line with the current developments in the sector.
- Support the development and delivery of agreed strategic projects and initiatives that will progress Creative Scotland's ambitions across Scotland, the UK and internationally, specifically in moving image education.

- Supporting the Head of Film Education in the development and delivery of Screen Scotland's business plan and be responsible for agreed aspects within your specialism in line with the priorities set out in the strategy.
- Support Creative Scotland's and our external partners strategic plans for Place, Partnerships & Communities, whilst maintaining an overview and building relationships across local authority areas to aid development and ensure that funding activity is informed by an understanding of local contexts.
- Adopt a proactive approach to EDI where possible by increasing the diversity and access both geographically and socio-economically by improving and extending the reach of film education to all learners.
- Take a lead role in the advocacy and promotion of the importance and value of moving image education.
- Take responsibility for the acquisition and development of research intelligence and data relating to moving image education and pedagogy.
- Contribute to the development, maintenance and management of strategic and operational partnerships with external educational stakeholders.
- Collaborate internally with colleagues across Creative Scotland to progress moving image education in concert with other relevant initiatives.
- Monitor, review and evaluate projects and initiatives.
- Deputise for the Head of Film Education when required.

### **Funding Duties and Responsibilities:**

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- Contribute to the effective development, financing and production of funded projects through to delivery and distribution.

You will support activities relating to Creative Scotland's funding programmes, including;

- Act as Lead Officer for allocated organisations, maintaining positive and effective relationship management.
- Assess applications for funding against agreed criteria and/or provide specialist/expert support to others' assessments, including:
  - Pre-application guidance
  - Feedback on funding decisions
  - Specialist comments for other teams when required
  - Contribute to panel decision making
  - Ensure monitoring and review processes are implemented during the funding period, working closely with colleagues to ensure the effective monitoring of any agreed funding agreements.

### **Operational Duties and Responsibilities:**

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- Manage and co-ordinate the delivery of agreed project related initiatives and activities which contribute towards the achievement of the Screen Scotland's Business Plan and Creative Scotland's ambitions, vision and strategic priorities.
- Contribute to the evaluation of agreed projects or assigned programmes and participate in cross organisational groups when required.
- Provide support, advice and guidance to several key partnerships within your areas of responsibility.



Photo: Duncan McCallum

# PERSON SPECIFICATION

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## Experience/knowledge:

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- Knowledge of the wider public and voluntary sector in support of the creative sector and arts in Scotland and an understanding of Creative Scotland's role as a national arts agency, its relation to central government and local government, and how it interacts with other public agencies.
- Experience of working in a relevant sector in a professional capacity in an administrative, co-ordination or project lead role.
- Broad knowledge of the other art forms, creative policy areas/ relevant functional area of expertise.
- Track record of successful project planning and delivery, ideally with experience of managing several projects concurrently.
- In-depth knowledge and understanding of moving image culture.
- Experience of film-making technologies and creativity at 'beginner' levels.
- Experience of leading learning in a particular context or contexts.
- In-depth knowledge of educational policy and practices in a particular context or contexts; experience of teaching in school or early years settings would be advantageous.
- In-depth knowledge of educational policy and practices in a particular context or contexts.
- Experience of carrying out detailed assessment of proposals, options appraisals and producing analytical reports and recommendations.
- Experience of budgeting and budgetary control.
- A successful track record of working positively and collaboratively with customers, stakeholders and partners and the ability to broker new relationships.
- An understanding of equalities, diversity and inclusion with some desired experience of implementing EDI within your specialism.
- A demonstrable track record of working positively with stakeholders and partners.

## Qualifications:

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- Either a relevant undergraduate degree or equivalent professional experience in terms of the intellectual, reasoning and analytical requirements of the job.
- A postgraduate qualification in education, community learning or similar would be advantageous.

## Skills/attributes:

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- Effective interpersonal skills including, communication, influencing, negotiating
- Effective project and resource management skills
- Plain English (business) report writing skills
- Highly organised, with ability to self-plan and prioritise workloads
- Excellent IT skills (particularly Microsoft Office) including creative technologies
- Excellent decision-making skills
- Adaptive resilience



Matthew Macfadyen and Sarah Snook in *Succession*, courtesy HBO / Graeme Hunter

# CREATIVE SCOTLAND AND SCREEN SCOTLAND

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Screen Scotland sits within Creative Scotland, and if you want to know more about Creative Scotland and what we do you, take a look at the following information on our website:

## **Creative Scotland's 10-year plan - *Unlocking Potential, Embracing Ambition***

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Published in April 2014, our **10-year plan** sets out a shared vision for the arts, screen and creative industries in Scotland. The plan outlines the ambitions and priorities for Creative Scotland's work which focuses on four things:

- **Funding:** we distribute funding from the Scottish Government and the National Lottery, through Regular, Project and Targeted funding routes. You can read an overview of our funding, and details of all our current funding programmes [on our website](#).
- **Development:** we work in partnership to create the best conditions possible for artists, creative people, organisations and companies to thrive.
- **Advocacy:** we work with others to raise the profile of Scotland's arts, screen and creative industries sectors to promote their excellence at home and abroad.
- **Influencing:** we use our overview of the arts, screen and creative industries, our research and our knowledge to help others to work with these sectors to everyone's benefit.

## **Connecting Themes**

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There are four **connecting themes** that run through all aspects of our work to varying levels. They are:

- **Creative Learning:** increasing the role and influence of the arts, screen and creative industries in wider society through lifelong learning.
- **Equality and Diversity:** putting equalities, diversity and inclusion at the heart of everything the organisation does to support the continued growth of a diverse culture across Scotland.
- **Digital:** encouraging and supporting the creative sectors to utilise the benefits of digital tools fully to create, connect, innovate and distribute across a range of platforms.
- **Environment:** encouraging everyone we work with, internally and externally, to operate in the most environmentally sustainable manner possible.

# HOW TO APPLY

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If you are interested in applying for this vacancy, an application form can be downloaded from the Screen Scotland website: [www.screen.scot/jobs](http://www.screen.scot/jobs)

You should complete and return your application form to us before the deadline. Please note we cannot receive any applications after this time. All completed application forms must be sent to: [recruitment@creativescotland.com](mailto:recruitment@creativescotland.com)

In your application we will ask you to outline a series of competencies and behaviours which allow you to tell us about your previous experience and demonstrate your suitability for the role. For more information on our Competencies and Behaviours, see the next section.

# COMPETENCIES AND BEHAVIOURS

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## What are Competencies and Behaviours?

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Competencies and Behaviours are the underlying characteristics that lead to superior performance in an individual's job. They include qualities, skills, attributes and traits that help people to be successful. Our Competencies and Behaviours go beyond the traditional focus on academic qualifications, technical skills and experience, providing a framework for assessing and developing deeper-seated personal skills. Our Competencies and Behaviours are also capable of being developed in people rather than being fixed and immovable.

## Our Competencies and Behaviours themes

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Our Competencies and Behaviours provide clear focus to support the recruitment, development and continuous improvement of employees across Creative Scotland in a clear and consistent way. Each competency has a general description, followed by a list of attitudes/behaviours that indicate competence in the relevant area. They are clustered across three themes – People and Relationships; Delivery and Performance; and Development and Improvement.

## Why do we need Competencies and Behaviours?

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Our Competencies and Behaviours serve several purposes, which together enable Creative Scotland to improve and develop its staff and services. They:

- inform prospective employees what is expected of them
- inform employees of the sort of attitudes and behaviours Creative Scotland encourages when carrying out their duties
- shape and define a culture based around strong principles such as creativity, collaboration, accountability, continuous improvement and equality
- support staff at all levels in their development in order to maximise their potential.

## Our Competency and Behaviour themes

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|--|---|--|
| <b>Theme 1<br/>People and Relationships</b> <ul style="list-style-type: none"><li>• Collaborative Working</li><li>• Leadership</li><li>• Communication</li></ul> | <b>Theme 2<br/>Delivery and Performance</b> <ul style="list-style-type: none"><li>• Understanding the Vision</li><li>• Accountability</li><li>• Decision Making</li><li>• Performance</li></ul> | <b>Theme 3<br/>Development and Improvement</b> <ul style="list-style-type: none"><li>• Building Knowledge and Expertise</li><li>• Continuous Improvement</li><li>• Adaptable and Flexible</li><li>• Strategic Thinking (Senior Leadership Team only)</li></ul> |
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# OUR COMPETENCIES AND BEHAVIOURS

## Theme 1: People and Relationships

These Competencies and Behaviours are about how we build and manage relationships with people, internal and external, to Creative Scotland.

| Competency and Behaviour               | For Creative Scotland, this means we...   | Effective people are likely to:   | ... and effective leaders are also likely to:  |
|--|---|---|--|
| <p><b>1.</b> Collaborative Working</p> | <p>provide and seek support from colleagues and engage with all partners to better understand their requirements. It involves being connected and ensuring people view Creative Scotland as experts; it's also about building rapport; using our positive influence; working effectively together; and recognising the roles we all play.</p> | <ul style="list-style-type: none"> <li>• build and maintain mutually beneficial and deep-rooted internal and external relationships</li> <li>• work well with colleagues, support others and take a partnership approach</li> <li>• build and maintain mutually beneficial relationships</li> <li>• actively build rapport with new people and work to build and develop on going relationships</li> <li>• maintain positive relationships and partnerships</li> <li>• use their positive influence to grow partnerships externally and internally</li> <li>• be responsible for identifying and working with the wider sector, brokering connections.</li> </ul> | <ul style="list-style-type: none"> <li>• build and maintain mutually beneficial and deep-rooted internal and external relationships</li> <li>• encourage their team to build strong relationships with others internal and external to the organisation</li> <li>• be responsible for identifying and working with the wider sector, brokering connections</li> <li>• work across teams to deliver projects and solve issues.</li> </ul> |

| Competency and Behaviour        | For Creative Scotland, this means we...   | Effective people are likely to:  | ... and effective leaders are also likely to:  |
|---------------------------------|---|--|--|
| <p><b>2.</b> Leadership</p>     | <p>provide expertise and direction to others so that outcomes are a shared effort, a shared vision and a shared success. This is about supporting colleagues and partners and sharing knowledge in order that they make the right decisions and maximise their opportunities.</p>                               | <ul style="list-style-type: none"> <li>• share expertise, knowledge and experience with colleagues and partners</li> <li>• consider other’s needs and make time for people</li> <li>• build trust and mutual respect</li> <li>• motivate and inspire others</li> <li>• think long term and strategically.</li> </ul>   | <ul style="list-style-type: none"> <li>• motivate and inspire others</li> <li>• lead their team by giving clear direction and guidance</li> <li>• support their team to deliver on their objectives, to plan</li> <li>• ensure the team has the information and knowledge they need</li> <li>• be able to positively influence others to their way of thinking.</li> </ul> |
| <p><b>3.</b> Communications</p> | <p>engage people in our aims and ambitions by listening to others and thinking about style, content and method of communication so that our meaning is understood. It’s about, not only the written and verbal communications, but also about being engaging and using effective non-verbal communications.</p> | <ul style="list-style-type: none"> <li>• use the most appropriate communication method for the situation</li> <li>• use clear language and avoid jargon</li> <li>• be confident in their communication</li> <li>• listen to others</li> <li>• present information in a way that engages people</li> <li>• share information openly and at the right time.</li> </ul> | <ul style="list-style-type: none"> <li>• regularly communicate with their team</li> <li>• evaluate the effectiveness of their communications</li> <li>• encourage open communication between teams and partners</li> <li>• be considerate when communicating difficult messages</li> <li>• use effective communication to build external relationships.</li> </ul>         |

## Theme 2: Delivery and Performance

These Competencies and Behaviours are about performance and how, in order to deliver, everyone should understand the organisation's Vision and Priorities; where and how their role fits and what contribution is required from them.

| Competency and Behaviour           | For Creative Scotland, this means we...   | Effective people are likely to:   | ... and effective leaders are also likely to:   |
|------------------------------------|---|---|---|
| <b>4.</b> Understanding the Vision | have a full understanding of how our contributions support the organisation which helps us all feel part of the organisation. For some in the organisation this area is also about having a breadth of perspective and understanding the impact the organisation has on the wider cultural system and economy, and vice versa.  | <ul style="list-style-type: none"> <li>• be clear on the organisation's Vision and Priorities</li> <li>• know where and how their contribution fits</li> <li>• shows interest in information wider than their own specialism.</li> </ul>  | <ul style="list-style-type: none"> <li>• keep connected with the sector and policy changes</li> <li>• scan the horizon for critical changes and technologies</li> <li>• understand the wider cultural system and economy.</li> </ul>  |
| <b>5.</b> Accountability           | take appropriate ownership of projects, tasks and activities. It involves taking responsibility for decisions and keeping promises and commitments to others.   | <ul style="list-style-type: none"> <li>• take ownership and ensure the end result is delivered</li> <li>• understand the wider impact of their action or inaction</li> <li>• take decisions on time and based on all available information.</li> </ul>  | <ul style="list-style-type: none"> <li>• build a culture of ownership by ensuring the team takes responsibility for its actions and decisions</li> <li>• hold others accountable and challenge when appropriate.</li> </ul>   |
| <b>6.</b> Decision Making          | are objective and use evidence and our expertise to make decisions and give advice. It means we need to understand our areas of expertise and consider and evaluate information before making measured and reasoned choices; for some, it will mean consideration of strategic plans and impact is important. We all use our creative thinking to solve problems and develop solutions. | <ul style="list-style-type: none"> <li>• gather information before making decisions</li> <li>• use their judgement, creative thinking and objectivity</li> <li>• take into account the implications and risk of any decision</li> <li>• involve others when appropriate</li> <li>• be influential in their decision making due to their research and expertise</li> <li>• be able to make and communicate tough decisions.</li> </ul> | <ul style="list-style-type: none"> <li>• justify decisions based on organisational priorities</li> <li>• share information and support their team in decision making</li> <li>• empower others to make decisions</li> <li>• be able to make and communicate tough decisions.</li> </ul> |

| Competency and Behaviour | For Creative Scotland, this means we...  | Effective people are likely to:  | ... and effective leaders are also likely to:  |
|--------------------------|--|--|--|
| <b>7.</b> Performance    | focus on delivering the agreed outcomes and goals for our roles; being creative with ourselves and our partners. It's about thinking ahead on what needs done and planning appropriately to ensure timescales are met without compromising delivery, creativity and service. | <ul style="list-style-type: none"> <li>• Think ahead and take appropriate action</li> <li>• plan to deliver excellence at all times</li> <li>• think creatively</li> <li>• deliver quality, on time and, if appropriate, to budget</li> <li>• plan their workload and manage their time</li> <li>• follow due process and corporate governance.</li> </ul> | <ul style="list-style-type: none"> <li>• review and drive the team's performance</li> <li>• plan and give the correct attention to strategy and operational matters</li> <li>• regularly review performance with their team</li> <li>• ensure the team understands and works to processes</li> <li>• understand and work within governance standards.</li> </ul> |

### Theme 3: Development and Improvement

These Competencies and Behaviours are about building an environment of continuous improvement and learning so that the services we deliver are continually improving through our people and our processes.

| Competency and Behaviour                   | For Creative Scotland, this means we...   | Effective people are likely to:  | ... and effective leaders are also likely to:  |
|--|---|--|--|
| <b>8.</b> Building Knowledge and Expertise | have a workforce of continually developing experts. This is about being open to learning and continuing to build and practice our expertise, not only in our specialist areas and the organisation but also in the wider sector; it's about growing our positive influence. | <ul style="list-style-type: none"> <li>• have a desire to learn</li> <li>• be open to the ideas and suggestions of others</li> <li>• strive to be an expert in their specialism/work area</li> <li>• take responsibility for their own knowledge and development</li> <li>• be connected to the wider sector</li> <li>• share information with others</li> <li>• support others to learn.</li> </ul> | <ul style="list-style-type: none"> <li>• encourage the team to build expertise and knowledge</li> <li>• encourage learning, and the practise of new skills within the team</li> <li>• promote learning across teams and sectors</li> <li>• share knowledge, learning and expertise across all partners.</li> </ul> |

| Competency and Behaviour                                    | For Creative Scotland, this means we...   | Effective people are likely to:   | ... and effective leaders are also likely to:   |
|---|---|---|---|
| <b>9.</b> Continuous Improvement                            | <p>are responsive and adaptive and think ahead for future changes and developments. In an ever-changing landscape it is important to stay connected and be pro-active in finding solutions and creating new ideas.</p>  | <ul style="list-style-type: none"> <li>• develop, on an ongoing basis, their service or activities</li> <li>• be innovative and creative in their approach</li> <li>• find solutions to fix problems</li> <li>• make suggestions for improvement.</li> </ul>  | <ul style="list-style-type: none"> <li>• seek feedback in order to support future improvements and decision making</li> <li>• encourage innovation and improvement</li> <li>• work with the team to build a culture of continuous improvement.</li> </ul>   |
| <b>10.</b> Adaptable and Flexible                           | <p>are aware that change is part of our lives and, through being adaptable and flexible, we are responsive and open to these changes and improvements.</p>  | <ul style="list-style-type: none"> <li>• be open to change, both in their team and the organisation</li> <li>• be constructive in asking questions and raising concerns</li> <li>• consider how the change will impact on workload and plans</li> <li>• help colleagues and partners understand the change.</li> </ul>  | <ul style="list-style-type: none"> <li>• help the team recognise and deal with change, through clear communication</li> <li>• consider plans and strategies for change if appropriate</li> <li>• approach change with a positive mind-set</li> <li>• provide leadership throughout any significant change.</li> </ul> |
| <b>11.</b> Strategic Thinking (Senior Leadership Team only) | <p>look wider than the organisation and constantly review the political and sector landscapes. It's about using this long-term and high-level information to plan for the organisation so that opportunities are taken, changes made and influence maximised.</p> | <ul style="list-style-type: none"> <li>• understand the external landscape</li> <li>• set the strategy or high-level plans</li> <li>• translate this strategy into divisional objectives or goals</li> <li>• support their managers in translating these objectives or goals into local team plans, and the communication of these</li> <li>• monitor these plans (supporting their managers), feed back and take action when required</li> <li>• role model the values and behaviours day-to-day.</li> </ul> |   |



ALBA | CHRUTHACHAIL

Screen Scotland sits within Creative Scotland and is a partnership with Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, Scottish Funding Council, with funding from the Scottish Government and the National Lottery.