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Cover: The Black Cuillin hills on the Isle of Skye from the road to Glen Brittle, Inner Hebrides. Photo: Ian Paterson/Scottish Viewpoint

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Peter Mullan and Freya Mavor
in *Sunshine on Leith*

Photo: courtesy of Black Camel Productions
In April 2014 we published Creative Scotland’s 10-year Strategic Plan, Unlocking Potential, Embracing Ambition, presenting a shared vision for the arts, screen and creative industries for the next ten years. At its heart is a set of ambitions and priorities that will focus and inform our work as well as our funding guidelines and decisions over the period 2014-2017; it reflects what we aim to achieve in collaboration with others. Through discussion with individual sectors and the specialist knowledge of our staff, we also produced a suite of Companion Pieces developed to be read alongside our Strategic and Annual Plans.

We have said that Creative Scotland’s remit across the arts, screen and creative industries creates opportunities for us to:

- act as a conduit for cross-sector connection and learning
- understand the wider cultural system and economy and identify where to act in order to strengthen them
- position the work that we fund at the heart of creative, artistic, cultural, social and economic development, stimulating future growth for public investment in arts and culture
- help develop and diversify income streams for the arts, screen and creative industries, maximising opportunities from intellectual property and stimulating collaboration between commercial creative companies, artists and creative practitioners.

While the focus of this strategy is film, it is framed in the context of the screen sector as a whole including those individuals and organisations whose work spans or overlaps with the film and television value chain, such as facilities and post-production houses, digital technology companies, animation companies and games companies. We have appointed a new Director of Film and Media to lead our team of specialists with the aim of giving a clearer focus to Creative Scotland’s work in the sector in future. We will translate this strategy into a work-plan and identify clear responsibilities within the team for each element of it.

Through a sharper focus within the organisation, matched with constructive collaboration with the sector and stakeholders, Creative Scotland will be a driver and advocate for film in Scotland. We will review and refresh our application and assessment processes, make funding decisions with a sense of confidence in filmmakers based in Scotland, and ensure that we are engaging at the appropriate stage in the film development and production process.

This strategy identifies our priorities for the film sector over the next three years and explains how we will work with the sector and public partners to achieve the ambitions set out in Creative Scotland’s 10-year Strategic Plan. It reflects a dynamic and changing sector and, as such, we will be responsive to changing sector needs and priorities in the implementation of this strategy.

Scotland has a strong international reputation for film; our filmmakers and both on and off-screen talent are highly-regarded and internationally recognised. There has been a steady output of films with some exciting recent successes.

However, the sector has faced challenges, some that are systemic and others as a result of the growth in new viewing technologies, the continually shifting international market for film and the global financial crisis.

The UK Government and the European Union provide financial support for film in the UK through a variety of channels. The BFI Statistical Yearbook 2014 notes that:

- total measured public funding for film in the UK in 2012/13 was £363 million, a decline of just under 1% on 2011/12
- the principal sources of public funding for UK film in 2012/13 were the film production tax relief (57%), the National Lottery (18%) and grant-in-aid (8%) from the Department for Culture, Media and Sport
- film development and production received 71.2% of total UK public funding for film
- of the total UK public funding for film, the 2012/13 net film spend by Scottish agencies with a responsibility for film (including film expenditure on the part of Creative Scotland and the Scottish Screen Archive – part of the National Library of Scotland) represented £6.9 million (1.8%).
The objectives and aspirations set out in the Film Sector Review were translated into a Draft Film Strategy reflecting Creative Scotland’s 10-year Strategic Plan, Unlocking Potential, Embracing Ambition.

The Draft Film Strategy was published for consultation on the Creative Scotland website on 1 July 2014. We received responses from a range of individuals and organisations working in school education, further and higher education, film production, film distribution and exhibition, as well as from sectoral representative bodies. Around three-quarters of respondents were working in some capacity in film production.

A core theme of the consultation responses was that Creative Scotland’s Film Strategy must support the whole film value chain from education and skills development, through film development and production, to audience development and exhibition.

There was also a call for explicit acknowledgement that the film sector in the UK depends on public funds for developing cultural film and economic incentives to support commercial filmmaking. We accept this and will do everything within our power to influence new public investment in film.
Agyness Deyn in *Sunset Song*

Photo: courtesy of Hurricane Films
The ambition envisaged by this strategy is to generate the conditions necessary to position the film sector at the heart of Scotland’s economic and cultural life.

In the context of our 10-year Strategic Plan, we will measure the success of this ambition by the extent to which Scotland has become home to a vibrant, culturally diverse and commercially competitive film sector. The strategy is motivated by a shared ambition to see growth in the number and diversity of films and filmmakers, with an enviable reputation for excellence in filmmaking and as a key destination for international productions. We will be a nation that celebrates the importance of every aspect of film culture.

Through our role as a funder, advocate, development body and influencer, we will lead the necessary change for film in Scotland. We will reinforce our commitment to the promotion of film education, skills and talent development, film production, distribution and exhibition, and we will build on existing successes which recognise Scotland’s wealth of talent, diversity, resourcefulness and vision.

Our key priorities for film in Scotland are:

• the establishment of a sustainable film studio
• increased incentives for film and television production which match – or better – the incentives of other territories
• greater support for writers and script development
• talent and skills development across the entire film value chain and addressing skills gaps through specific targeted programmes

• support for and commitment to Scotland’s production community, in particular documentary-making and animation, through sourcing increased funding for production

• support for and investment across, the distribution and exhibition sector creating better links from production through to distribution and exhibition together with a focus on audience development

• greater emphasis on film and moving image education with clearer, more co-ordinated routes from school to further education and on into the sector, together with development of real professional opportunities and sustainable careers across the screen sector.

Focusing our efforts on these priorities for film over the next three years will mean that Scotland is better equipped to compete on an equal footing with other territories, encourage international ‘mobile’ productions to establish themselves and shoot in Scotland and, at the same time, support the nation’s own film sector. This focus is intended to generate the conditions for a larger number of films to be produced in Scotland each year; both productions from Scotland as well as international mobile productions.

In addition to the associated cultural and commercial benefits that films bring to Scotland, they also raise the profile of Scotland nationally and internationally. This brings additional employment, expenditure and skills development for craft and technical crew; together with business opportunities for production, distribution and exhibition companies. This increase in production in Scotland is also fundamental to the studio facility and maintaining its operation with demand at levels which will make it successful.
Film Education

Moving images dominate global culture and communication. However, despite their ubiquity, social and political influence, artistic value, historical importance, economic role and complex and highly-evolved language, film and moving image education remains relatively marginal in most education systems around the world.

Creative Scotland aims to put film and moving image education where it should be on the learning agenda, in formal and informal education, at whatever age, to help develop discerning audiences. Our ambition is to inspire future filmmakers and for film literacy to be recognised as vitally important so that everyone can be inspired and equipped to understand, appreciate, explore, create and share film.

We aim to drive the improvement of film and moving image education in every context, increasing the reach, depth and inclusivity of provision, including currently under-served communities across Scotland.

Over the next 12 months:

• we will continue to support the strategic development of film learning through the national Moving Image Education programme for 5-19 year olds, in partnership with the BFI, the Scottish Film Consortium, Into Film and Education Scotland
• we will continue to support the delivery of the BFI Film Academy, developing talent among 16-19 year-olds in Scotland
• we will continue to support film education initiatives provided by cinemas, multi-arts venues and other organisations across Scotland.

Over the next three years:

• we will ensure film is a core part of Scotland’s Youth Arts Strategy Time to Shine and Cashback for Creativity programmes, through a range of Youth Arts Hubs and Cashback activities taking place across Scotland
• we will review and develop film learning provision for those outside of the 5-19 years age range
• we will work with European partners on two projects funded through the Creative Europe Film Literacy programme: the development of a European Framework for Film Education and the creation of a catalogue of European films for children and young people
• learning from all of these programmes, we will work with partners to develop a more comprehensive provision of film and moving image education across Scotland.
Talent and Skills Development

Identifying and Nurturing Talent

There are gaps and disconnects across current provision for talent and career development. We aim to ensure that there is a structured and co-ordinated approach to identifying and nurturing talent across the film value chain in Scotland, including development, production, critical appreciation, distribution and exhibition.

Over the next 12 months:

- We are committed to identifying and supporting emerging Scottish filmmakers to reach their full potential and will work with partners in the strategic delivery of talent development initiatives such as Docscene, and the Scottish Film Talent Network (in partnership with the BFI). As part of this approach, we will continue to develop and support short film as a recognised art form and pathway to longer form production.
- We will lead a review of support necessary for emerging talent of all kinds and consider other talent development programmes to address gaps in current provision, in particular in the context of equalities and diversity, for example gender imbalance and under-representation of specific groups of people in the sector.
- We will develop an artistic and creative framework across all the creative work we fund, including film, to help define how we will evaluate excellence and quality and the potential for excellence from 2015 onwards. We have begun this development process, which will include sector engagement as part of its design.

Over the next three years:

- We will facilitate debate and critical thinking across the screen sector, regularly listening to the resulting information and views and working to bring about positive change through leadership within the sector, with the support of the sector.
- We will drive for more high-quality productions to be made in and from Scotland, working with our partners to create opportunities for writers and directors to realise their vision and raise their profiles.
- We will test the potential for better links across the arts, screen and creative industries especially between film, the performing arts and new writing to maximise creative and experimental opportunities for Scotland’s screen sector in all its forms.

Over the next three years:

- We will encourage filmmakers to recognise the importance of digital technologies and platforms for distribution and exhibition and to be innovative in their thinking. This will mean helping them to connect their work to the world to find audiences and identify specific skills training and forums which will develop market knowledge and awareness. All this will enable filmmakers to operate more strategically and investigate potential areas for support.
- We will work to promote a more diverse workforce and create opportunities for disabled people and diverse groups in the workforce by challenging existing approaches to working practices in the screen sector and by supporting inclusive working practices. In particular we will seek to address barriers to access and progression and encourage increased diversity within the sector.
- We will support producers to identify and maximise audiences, exploring the opportunities presented by digital platforms and the tools required to increase and broaden cinema access and programming for as wide and diverse an audience as possible.

Developing a Skilled and Diverse Workforce

The strength of the sector relies on a continuous flow of skilled and creatively ambitious craft and technical crew. The identification, inclusion and development of this workforce is of paramount importance in underpinning the success of the sector. A core strategic priority is to foster real professional opportunities and sustainable careers.

Creative Scotland aims to encourage better co-ordination across all areas of skills development through further and higher education as well as by independent organisations.

Over the next 12 months:

- We will map and review current provision for entry-level training for craft and technical crew.
- We will continue to fund festivals and associated development work across Scotland.
- We will encourage a focus on audience and sector engagement, skills development, cultural exchange and raising Scotland and its filmmakers’ profiles in the international marketplace: in terms of creative output and as a location and production partner.
- We will continue to support Scottish-based filmmakers’ attendance at international festivals, giving them the opportunity to meet potential co-production partners and to access global markets for their work.
- We will direct the collective sector knowledge and experience in our Film and Media Team towards assisting screen sector industries to access global markets for their work, for example, through schemes such as the Market Leaders Scotland initiative for producers. We will review schemes with similar objectives which run outside Scotland and consider how we can work with relevant partners to apply the most successful key elements of those in Scotland.
George MacKay in *For Those in Peril*

Photo: courtesy of Protagonist Pictures
Film Development and Production

Film is a cultural, creative art form as well as a business, and filmmakers in Scotland create a range of content aiming for critical, public and commercial success in forms encompassing commercially or socially-driven features as well as the experimental. This breadth should be encouraged, supported and developed, and artists and filmmakers should be empowered to take risks and create content with the potential to have international appeal.

We want to work in partnership with Scotland’s filmmakers, independent production companies, independent cinema exhibitors, distributors, broadcasters and public sector partners to grow and strengthen Scotland’s screen sector, and will continue working in collaborative ways to achieve this.

We aim to foster a better understanding and awareness of the challenges facing film-related businesses: growth, stability, sustainability and the need for commercially appropriate, well-marketed support.

The Film Sector Review reflected a view that independent cinema is vital for cultural diversity and that alongside commercial filmmaking it is important to encourage the development of film as a cultural medium, one where a range of voices can tell Scotland’s stories. These films should not be judged purely on commercial grounds but on the richness of their contribution to society and our cultural identity. We recognise that cultural film is vital for identity and, as is the case with other art forms, is not financially viable without public subsidy.

Over the next 12 months:

• we will work to find the right balance between films cultural and economic impact in the allocation of our Film and Television Funding, giving support to Scottish-based filmmakers and films that reflect or promote Scottish culture, creativity and diversity. We will make our application and assessment processes reflect this more clearly

• through our Targeted Funding programmes, we will prioritise funding for the development and production of high-quality feature films, documentaries and animation from Scottish-based talent. This work should demonstrate the need for public funding, be relevant to Scotland, connect to audiences at home and internationally and have strong potential for UK and international distribution

• as part of our work with Scottish Government and Scottish Enterprise to establish a film studio in Scotland, we will focus on the requirement for the studio to operate in a way that supports and serves Scotland’s own productions as well as international mobile productions

• our Open Project Fund will accept applications to support high-quality and experimental work falling outside the traditional film development and production model. This could include writers and directors developing their creative practice and professional skills to test new ideas and experimental approaches to filmmaking

• Creative Scotland will continue to work closely with Scottish Government and Scottish Enterprise to explore what possibilities might exist for sourcing additional funding through European funds. This is an uncertain route, but every effort will be made and we will maintain our engagement with the sector to keep filmmakers informed about progress

• we will promote opportunities in the Creative Europe funding scheme and specifically through the Creative Europe Desk UK in order to find ways for Scottish-based filmmakers to access its funding

Over the next three years:

• we will lead the dialogue between the film sector and broadcasters, building the case for broadcasters to play more of a role in the film sector in Scotland through talent development, and the development and production of film and television drama projects.

• we will support our partners in creating new opportunities for emerging and established writers, directors and producers to develop and create high-quality work

• we will encourage filmmakers to reflect a diversity of Scottish voices and promote the value of Scottish culture and all of Scotland’s languages through their work for national and international audiences

• we will support a diverse range of talent through all strands of our funding

• we will work with Scottish Government and the enterprise agencies, in particular Scottish Enterprise and Highlands and Islands Enterprise, to foster a better understanding and awareness of the challenges facing film-related businesses in terms of growth, sustainability and stability

• we will review steps necessary to mirror the BFI’s initiatives to strengthen the UK production sector, including the BFI ‘Locked Box’, to help producers in Scotland build their businesses, subject to any necessary State Aid approvals

• we will encourage the development of partnerships between film and digital companies (such as games companies) to add depth and value to their productions.
Robert Carlyle and Ray Winstone
in The Legend of Barney Thomson
Photo: courtesy of Sigma Films
Inward Investment and Co-Productions

Securing inward investment and working through co-production partners is a crucial factor in developing Scotland’s reputation as a culturally and commercially successful filmmaking nation. We recognise the steps that need to be taken and we are already working with key partners to establish this.

Our aim is to develop Scotland’s reputation as a destination for international productions because of its world-class talent, crews and facilities, ensuring Scotland is recognised as a film-friendly nation with unique landscapes and competitive incentives. We will drive for more high-quality productions and co-productions to be made in and from Scotland.

The creation of a film studio has been identified as a key priority in order for Scotland to accommodate high-profile international projects as well as properly supporting and serving Scotland’s own productions. A Scottish film studio would also support and serve connected companies, such as picture and sound post-production facilities, and encourage the growth of digital companies including VFX companies, increasing output and creating employment with the associated economic benefits. With this in mind, Creative Scotland, Scottish Enterprise and Scottish Government are committed to establishing a sustainable studio, working within the European Union’s rules on State Aid.

Over the next 12 months:

- Creative Scotland will continue to work with Scottish Enterprise and Scottish Government to establish a sustainable film studio
- through the right balance in our funding for film and television, we will welcome international filmmakers of high-standing to Scotland with projects that promote Scotland and Scottish talent, crews, locations and tourism, and benefit the Scottish economy
- we will work with the Scottish and UK Governments and international partners to advocate for improved policies, increased tax incentives and to ensure Scotland is viewed on the international production scene as a competitive country to film in. We will also work with the Association of Film Commissioners International and European Film Commissions Network to ensure Scotland remains competitive and informed in an increasingly expanding incentives market
- Creative Scotland’s Locations website will be expanded to incorporate a comprehensive locations database accessible to registered users worldwide
- we will build on the successes of the Film in Scotland brand, which promotes all aspects of Scotland’s screen activity, raising the profile of our creative talent, crew, production facilities and locations. The brand will be promoted nationally and internationally at markets and festivals.

Over the next three years:

- as a partner in the Scottish Locations Network, we will work to promote Scotland as a filming location, raising awareness of crews and production services across the country, and encouraging productions to work in all regions of Scotland
- as a partner in the Scottish Locations Network, we will lobby for local incentives and improved delivery of local authority services and policies in all regions of Scotland
- to improve filming policy across Scotland as a whole, we will work to create a national film advisory board with our national partners, including VisitScotland, National Trust for Scotland, Historic Scotland, Transport Scotland, ScotRail and Police Scotland
- in partnership with the sector, Scottish Government and UK Government, we will work towards a review of the policies and issues surrounding co-productions, international film and high-end television drama production, and energetically press the case for increased tax incentives
- combining the data analysis and research capabilities at Creative Scotland with sector insight, we will work with the Scottish and UK Governments to develop Scotland’s image as a destination for productions. We will promote Scotland’s reputation for excellent and ambitious filmmakers and a pro-active, skilled and adept approach to filmmaking.
Caitriona Balfe in Outlander

Photo: © Sony Pictures Television
**Distribution, Exhibition and Audiences**

We aim to broaden cinema access and programming in Scotland for as wide and diverse an audience as possible and to encourage and deepen audience engagement with film. While there is world-class cinema programming and provision in Scotland’s key cultural venues and festivals, we recognise that work is required to support distribution, exhibition and audience development.

A number of responses to the Draft Film Strategy consultation focused on the need to encourage collaboration and a connected approach between programmers and exhibitors, particularly when developing new initiatives and supporting best practice. There was also a call for Creative Scotland to prioritise ‘support for and investment across the exhibition sector’, including creating better links from production through to exhibition and audience development.

**Over the next 12 months:**

- through our funding routes we will support audience development initiatives that increase and broaden cinema access and programming for as wide and diverse an audience as possible
- we will continue to fund filmmakers and projects which are using digital innovations in film distribution and exhibition to encourage better access to film. This includes developing new audience experiences and cinema-going opportunities throughout Scotland, especially beyond the major cities
- we will review and identify opportunities for the development of an integrated network of high-quality modern cinema provision available to all
- we will engage with the sector in the context of digital distribution, rights management and discussions over the virtual print fee (the subsidy paid by a film distributor towards the purchase of digital cinema projection equipment for use by exhibitors).

**Over the next three years:**

- we will work with the key film festivals and cultural cinemas across Scotland to provide more opportunities for broadening engagement with film and the moving image
- we will encourage dialogue between cinemas and festivals, BAFTA, online distribution platforms, and sector and audience bodies to cultivate stronger links between Scottish audiences, communities and filmmakers
- we will work with our partners in Government, local authorities and other public and private sector organisations in Scotland to realise the potential for an integrated network of high-quality modern cinema provision available to all
- we will also encourage dialogue between these organisations and producers, and others working in access and talent development
- we will work with local authorities and other partners in the arts, screen and creative industries to support the growth of multi-arts centres, which can act as creative hubs in the community and promote public engagement through their programming
- we will learn from the work of the Promoting Equalities Programme, whose aim is to develop a programme which puts equalities at the heart of the participating cultural and creative organisations. It does this through their structure, policies and practices, programming and customer engagement, and we will encourage adoption of these policies and practices in the screen sector.
Donald Ewan MacKinnon, Debbie MacKay
and Tony Kearney, Bannan
Photo: courtesy of Young Films
Creative Scotland’s Role and Approach

The Film Sector Review identified the need for a public-facing screen presence to work with the sector. There is a distinct, skilled and expert screen-focused group of people in the Film and Media Team within Creative Scotland. The Team applies its film-specific skills and experience to work for, and in partnership with, the screen sector, Scottish Government, Scottish Enterprise and other sector partners. We will make the Film and Media Team more visible to the sector and its various roles more transparent. Over the next year, we will build an identity for Film and Media within Creative Scotland which is internationally recognised.

We will draw on other skills within Creative Scotland, in the Arts, Creative Industries and Business Operations teams, to capitalise on the opportunities presented by the organisation’s multi-arts remit and the potential for cross-sector working and encourage the screen sector to do the same.

We will focus on building trust between Creative Scotland and the wider sector, nationally and internationally, and encourage open communication.

We will focus on working with the BFI’s International team, Scottish Government, the film sector in the UK and internationally, and other key partners, to promote the commercial and cultural interests of Scottish film and the Scottish film sector. Over the next year, we will publish an international strategy spanning Creative Scotland’s work across the organisation which will include specific international priorities for the screen sector.

We aim to help make our screen heritage more accessible to audiences through continued work with the Scottish Screen Archive as it moves into a public facing venue and further enhances its ability to make our digitised film heritage available online.

We will support film productions to measure, report and reduce their environmental impact. Emissions reporting will be mandatory for Regularly Funded organisations from April 2015.

We will work with Creative Carbon Scotland and other relevant organisations to raise awareness of environmental and sustainability issues affecting the screen sector.

One of Creative Scotland’s ambitions is to improve lives in terms of health and wellbeing. We will work to raise awareness of the value of involvement in artistic and creative activity and help communities transform through creativity.

Creative Scotland will work with the screen sector and with partner organisations such as the BFI, to capture qualitative and quantitative information about the consumption of film in Scotland.

We will look at how audiences are engaging with film, and how the sector is performing in economic terms, and in terms of the perception of the sector at home and internationally. More generally, we will assess how film culture is embedded in the wider cultural life of Scotland.

We will monitor progress against the priorities set out in our Strategic Plan, Unlocking Potential, Embracing Ambition, and the Performance Management Framework set out in our Annual Plan 2014-15.

Excellence and experimentation across the arts, screen and creative industries is recognised and valued

We will monitor:
- the number of high-quality feature films being made in Scotland
- the level of investment in film from private and public sources.

Everyone can access and enjoy artistic and creative experiences

We will monitor:
- the percentage of Scotland’s population that engages with film as part of their cultural life
- the total size and diversity of audiences for film in general, and in particular Scottish film, measured across all platforms.

Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity

We will monitor:
- the overall value of the film sector to the economy.

Ideas are brought to life by a diverse, skilled and connected leadership and workforce

We will monitor:
- the uptake of film and moving image learning opportunities
- career progression of creative, craft and technical talent
- the diversity of audiences and the film workforce in terms of ethnicity, gender, geography and disability
- the percentage of key partners including the film sector who see Creative Scotland as an effective lead supporting the interests of film in Scotland.

Scotland is a distinctive creative nation connected to the world

We will monitor:
- the Scottish-based talent receiving screenings of their work at national and international film festivals, and winning major domestic and international awards
- the number of locations enquiries and number of international projects shooting in Scotland.
Halle Berry and Keith David in Cloud Atlas
Photo © 2012 Warner Bros. Entertainment Inc.
Our 10-year plan has four Connecting Themes which are Creative Learning, Equalities and Diversity, Digital and Environment. Everything we do will take these four Connecting Themes into account.

Further information about these can be found at:
Creative Learning Information  
Equalities Information  
Digital Information  
Environmental Information  

A new strategy for the Creative Industries is being developed through our work with Scotland’s Creative Industries Partnership, a joint approach developed across public sector bodies to support creative industries, business and skills development through a shared strategy. It includes clarifying the roles and remits of each agency to provide ease of access for creative companies of all scales and sizes.

Current membership comprises Scottish Government, Creative Scotland, Scottish Enterprise, Highlands and Islands Enterprise, Scottish Funding Council, Skills Development Scotland, COSLA (Convention of Scottish Local Authorities), VOCAL (Voice of Culture and Leisure), SLAED (Scottish Local Authorities Economic Development Group) and Business Gateway.

We will also develop and publish an Arts Strategy during the course of 2015.

Creative Scotland’s Companion Pieces for the Arts, Screen and Creative Industries can be found at:  
www.creativescotland.com/what-we-do/companion-pieces

Further information on Creative Scotland’s Funding Programmes can be found at:  
www.creativescotland.com/funding

Further information about the BFI’s initiatives to strengthen the UK production sector, including the BFI ‘Locked Box’, can be found in Film Forever, the BFI’s plan for 2012-2017 at:  
www.bfi.org.uk/about-bfi/policy-strategy/film-forever

If you want to know more about Creative Scotland and our work across film and television, contact our Film team by email:  
E: film@creativescotland.com
Scarlett Johansson in Under the Skin
Photo courtesy of JW Films