



A Sustainable Future for Skills

The Report of the Screen Sectors Skills Task Force

November 2023

Contents

Foreword	3
In Summary	5
Introduction	9
Proposals	19
Proposal 1: Strengthen Pan-Industry Strategy & Partnership	22
Proposal 2: Build Sustainable Growth and Sustainable Careers	30
Proposal 3: Put Work Based Learning at the Heart of Skills Development	35
Appendix	41

Foreword



Georgia Brown

Chair of the Screen Sectors Skills Task Force

The screen sectors have seen significant growth in the past decade, with record revenues reached across the industry in 2022. We are a dynamic part of the UK Creative Industries, where the UK government identifies potential to generate an additional £50 billion per year by 2030. Although we are currently facing a tougher market than in recent years, as an innovative, world-leading centre for film and television production there remains a major growth opportunity in the decade ahead.

The Task Force recognises that a pan-sector commitment to prioritising skills are vital to unlocking this potential. The screen sectors are making a major investment into skills with more than £100m committed in 2022 by our Task Force members alone. We can also see excellence in skills development and diversity initiatives across the UK, many illustrated in this report. But despite this significant commitment, there remains a burgeoning disconnect between an increasingly strained, insufficiently diverse workforce and the demand for skills that the industry makes of it.

A bespoke survey of our members skills investment shows that only 27% was invested in mid to senior

level development despite it being an area of high priority for many of our members and an area where we see major obstacles to career development. These obstacles are reflected in the latest report from Diamond, the TV industry system for collecting diversity data, which shows challenges including a decline of women in senior roles. Diamond also reports the continued under representation of disabled people and Black, Asian and Minority Ethnic people on and off screen. Although DEI targets are attached to 64% of our members' skills investment, a more impactful and strategic approach is required to reduce barriers - to entry and within the workplace - and to create a truly inclusive workforce. We need to consider the distribution of our investment at all levels across the UK if we are to solve the longstanding skills challenge for the screen sectors.

This report represents a significant moment. For the first time, members from across the screen sectors have come together intent on finding a long-term resolution to this challenge. Together, we must accelerate the innovation needed to make meaningful change if we are to retain our position as a dominant force within the global creative

Foreword

industries. In examining the underlying causes of our skills challenge, the Task Force has heard a consistent message: we were unprepared.

Demand alone has not resolved our skills needs. Too often delivery of skills development is defined by competition for resources and recognition rather than meaningful collaboration. We have too little understanding of the impact of our collective investment, or its value contribution to our future needs. Our approach has been too fragmented, too disjointed, too inward facing and too reactive. In aggregate, it is not effective enough.

To create the skilled, diverse and sustainable workforce required for the future, we need radical transformation from the ground up, balancing the impact of a shared sector vision with the focus and insight that comes from local and organisational delivery. To mitigate further fragmentation, it is critical that we have one strategic body for the UK wide industry, responsible for bringing the screen sectors together; for providing the data and insight needed to confidently build a future facing, diverse and sustainable workforce; and for demonstrating the value and impact of our skills investment in

a more cohesive and pan-sectoral approach. We must be clear about our priorities, collaborate in building scale and effectiveness, and provide consistency of experience in skills, diversity, and career development. It is critical that we make the screen sectors a more compelling and fulfilling career option for current and future generations, that we nurture and support our workforce at all levels throughout their careers, and that we strive to tackle the systemic skills challenge together with a long-term approach to driving meaningful change across the UK.

The Task Force was established to respond to the BFI Skills Review, published in the summer of 2022. While we agree with many of its findings, we are no longer at the peak of the market that informed its recommendations. Our three proposals - to strengthen strategy and partnership; to support sustainable growth and sustainable careers; and to put work-based training at the heart of skills development - are designed to move the sector beyond a reactive response to the immediate challenges and economic climate, and instead work together to seek long-term resolution of the skills challenge in the screen sectors. The Task

Force is committed to building an approach to skills that will deliver the sustainable growth of the screen sectors over the next decade. Our proposals are set out in detail in the following pages.

I have been incredibly fortunate to chair a Task Force that has willingly embraced collaboration. As well as representing their own organisations, brought together from across the sector, our members have worked together in the interests of the screen sectors as a whole. They have done so with a determination to address the challenge head on and to aim for our long-term success. This continued partnership is critical to our future success. I would like to thank our Vice-Chair, John McVay and all of those that have contributed to the work of the Task Force. I am grateful to them for giving their time, their expertise and their goodwill - and I am grateful for their commitment to fulfilling the collective potential of the UK screen sectors.

Georgia Brown

November 2023



In Summary

Our Vision for Skills

**Our vision for skills
will support the UK
screen sectors in
realising their full
potential as a world
class industry of the
future**

- An innovative, diverse and future facing workforce at the forefront of global film and television production.
- A commitment to developing skills that deliver sustainable growth for the UK screen sectors and sustainable, fulfilling careers for those that work in them.
- A truly inclusive workforce that reflects the diversity and geography of the UK.
- A strategic, collaborative sector focused on the skills and partnerships that deliver long-term success.

Addressing the Skills Challenge

The work of the Task Force addresses key challenges in developing screen sector skills.

1 Sustainability

Dynamic market change, from recent rapid growth to current market challenges, requires us to move beyond a primary focus on skills shortages and prioritise the sustainable long-term growth of screen sector skills.

This also means developing more sustainable careers with increased opportunity, adaptability and inclusion.

2 Diversity & Inclusion

The screen sectors have much further to go to create the truly diverse and inclusive workforce we need for our future.

Meeting our objectives for diversity and inclusion will require us to take pro-active steps to deliver opportunity and change and to be clear how these steps deliver effective outcomes.

3 Obstacles to Skills Priorities

Persistent obstacles are holding the sectors back in addressing key sector skills needs. These include mid-career development; scaling apprenticeships; and improving workforce diversity and inclusion.

Increasing access to work-based training is critical to tackling these challenges.

4 Complexity & Fragmentation

Complexity and fragmentation in the screen sectors' skills development landscape is inhibiting impact and effectiveness.

In future the sector needs to develop a more cohesive, data-informed, pan-sector approach to skills development strategy and delivery.

5 Partnership

More effective partnership is needed to deliver our objectives for screen sector skills development across the UK.

We intend to strengthen partnership within and beyond the screen sectors including with the education sector and with local, regional and national government.

Our Proposals

Our proposals are designed to meet the challenge and deliver our vision for screen sector skills.

1 Strengthen Strategy & Partnership

Our first proposal establishes the structures and partnership approach that embed screen sector collaboration for the long term.

- A new remit for pan-sector skills strategy and partnerships.
- A new approach to industry skills data and analysis including skills development impact assessment.
- A new approach to partnership with the education sector.
- Commitment to implement a new sustainable funding model for pan-sector investment.

2 Build Sustainable Growth & Sustainable Careers

Our second proposal prioritises actions and investment that support the long-term sustainability of screen sector growth and screen sector careers.

- A new focus on transferable skills to enhance employment opportunities.
- Greater support for job mobility including return to work and industry transfer programmes.
- Extended pilots to support wider roll out of flexible and inclusive working patterns.
- A dedicated sector plan for future skills.
- A joined-up skills strategy across physical and digital production.

3 Put Work Based Learning at the Heart of Skills Development

Our third proposal recognises the vital role of work-based learning in screen sectors' skills development.

- Apprenticeship reform to unlock sector apprenticeships at scale and a broader, more diverse pool of talent.
- Increased priority for work-based skills development including:
 - More placements to increase sector diversity and inclusion.
 - More placements to build experience and capability at mid and senior career level.
- Strengthened delivery of work-based skills development with additional support for trainers.

A group of five young women are gathered around a table, raising their champagne glasses in a toast. They are all wearing elegant green dresses. The setting is a warm, dimly lit room with string lights and a large floral arrangement in the background. The women are smiling and looking at each other, creating a festive and celebratory atmosphere.

Introduction

The Skills Task Force

The Screen Sectors Skills Task Force was convened in Spring 2023 to produce an industry response to the [BFI Skills Review](#). Our remit has been to consider the development of physical production skills in the screen sectors – both film and television – and across genres. Digital production – post-production, animation and VFX – is subject to a separate BFI Skills Scoping Study, to be published before the end of the year, but production is an integrated process and our proposals are intended to have relevance across physical and digital production¹.

The members of the Task Force come from across the screen sectors – broadcasters, streamers, studios, unions, membership bodies, screen agencies and skills organisations. The work of the Task Force is therefore the product of sector collaboration, forged from the insight and experience of the needs of industry and those working within it. Our members bring perspectives from their own organisations, but they also come together in acknowledgement of the power of their collective action in developing the skills and workforce that will be critical to the screen sectors' future success.

As well as the knowledge and expertise of our members we have drawn on the insight and experience of a wide range of sector stakeholders including freelancers. Our work is also supported by existing research, including the findings of the BFI Skills Review and the reports published by ScreenSkills and the Industry Skills Funds. In addition, we have conducted our own survey of Task Force members' skills investment². This shows the significant investment we are making in skills, but also poses a question about how our spend is prioritised, for example in the large difference between our investment in early and entry stage skills and our investment in mid-career and senior level skills.

Our survey has given us a valuable insight into our collective action but workforce and skills data for the screen sectors remain relatively scarce. We agree with the finding of the BFI Skills Review that the sector needs to improve the quality and extent of data in support of its skills strategy and skills investment.

Despite data scarcity, the issues, themes and priorities for skills are well understood and widely shared by the Task Force members. Many of the issues are persistent and long-standing. In addressing them, the Task Force intends to put in place the foundations of a long-term approach to



Content Academy, Sky



skills that supports the sustainable growth of the screen sectors and sustainable, fulfilling careers for those that work in them.

The Screen Sectors: A UK Success Story

2022 was a record year for UK screen production. Commercial revenues for the UK TV sector rose to £17.3bn – £4.5bn higher than in 2017³. At £6.27bn⁴, spend on film and high-end scripted television was nearly £2bn more than before the pandemic. The UK's vibrant and entrepreneurial independent production sector achieved revenues of £3.9bn⁵ – up 21% on the prior year. The screen sectors are growing around the UK: in Scotland production spend grew by 55% between 2019 and 2021 reaching £617.4m⁶; in 2021 screen sector turnover in Wales was £575m, up 36% on the prior year⁷; in Northern Ireland screen production contributed £330m to the region's economy between 2018 and 2022⁸.

The success of UK production is a global as well as domestic success story. Inward investment in UK production has been a major factor in sector growth and now contributes more than 80% of film and high-end TV revenues⁹. The creativity and craft of the UK sector stands at the forefront of global screen production: we are the home of productions

from *Barbie* to *Bake Off*.

Our Future Growth

As we look ahead, the Task Force is confident in the potential of the screen sectors and in their ability to deliver long term success. We see the screen sectors playing a pivotal role in the overall growth of UK creative industries: thriving, future-facing industries at the centre of the UK economy. We share the optimism and ambition set out in the [Creative Industries Sector Vision](#)¹⁰: creative industries growth of £50bn by 2030; a pipeline of talent in the creative industries that delivers a million extra jobs; enriching our lives and creating pride in place.

Skills at the Heart of Success

Skills lie at the heart of the screen sectors' success – and at the heart of their potential. The UK screen sectors workforce is world-renowned for its creativity and craft, for its deep knowledge and experience, for its ingenuity and innovation.

Screen production is rich in the breadth and variety of roles that it offers. There are electricians and camera operators; make up-artists and line producers; writers and VFX artists; accountants and set builders; animators and archive researchers.

The screen sectors offer high-quality, high-skilled work – with opportunity for those from a diversity of backgrounds and for those with a variety of education and training paths.

In the future we will need more of these skills: growing sectors, with a growing workforce; job opportunities across the breadth of roles and disciplines; better reach to under-represented groups and a broader pool of talent.

World Leading & Globally Competitive

Despite their strengths, we cannot take the skills of our sectors for granted. UK screen production is world class – but to remain so it needs its workforce to remain competitive on a global stage. It needs to demonstrate the strength and depth of skills in the UK in relation to production sectors across the world - from Australia to France; from Canada to South Africa. The sector also needs to ensure it delivers the skills of the future. The history and creativity of the screen sectors is entwined with technological development. Embracing new technologies – such as AI driven content creation platforms or virtual production - can bring us new opportunities. To realise them we need the skills base and truly inclusive workforce that makes them happen.



The Screen Sectors Workforce & the Freelance Model

Ours is a project-based industry, with a large proportion of freelance workers. This is particularly true in physical production which has a higher proportion of freelancers than digital production. Our freelancers bring their skills to each film or television project, regularly moving between employers as they do so. Our freelancers are therefore a shared sector workforce in which members of the Task Force hold a common interest. The freelance model has been critical to the dynamism of the screen sectors but the characteristics of the model, including self-employment as well as project-based work patterns, also raise challenges for the sectors as they consider their long-term skills requirements and the path they need to take to develop skills for future growth.

The Immediate Challenge for Skills

The rapid growth of the sector through and beyond the pandemic showed the huge demand for UK screen production, but the rapidity of growth was also characterised by the extent - and consequences - of skills shortages. These shortages formed the backdrop to the BFI Skills Review.



Into Film Screen Careers Programme, supported by the BFI awarding National Lottery funding

Now, as the Task Force's report is published, the immediate situation has changed. The screen sectors are facing a new set of economic challenges, including from a tough advertising market and from the rapid evolution of sector business models. In addition, strikes by the WGA and SAG-AFTRA unions in the United States have impacted productions reliant on members of these unions, including by reducing inward investment in UK screen production. As a result, many in this part of the industry have been left without work during the course of this year. The impact of these economic challenges is likely to last into 2024.

As well as the exceptional impact of the strikes, it has become harder to find work in unscripted production during the course of 2023. Freelancers affected by a reduction in work are facing lost earnings and uncertainty. For some, current work shortages exacerbate the impact on their earnings caused by the pandemic – and leaves them questioning the longevity and sustainability of their careers in the screen sectors.

Sustainable Growth

In this context, the question for the screen sectors in considering its strategy for skills development is not only how to increase the size of the screen sector workforce: it's also how we do so sustainably and inclusively.

Our growth depends not just on bringing new people into the sector from a broader and more diverse pool of talent, but on retaining the people that work within it already. Data from [Diamond](#), the television industry system for recording diversity data run through the Creative Diversity Network, shows that in 2021-22 only 21.9% of off-screen contributions were from over 50s, compared with 31% of over 50s in the UK workforce as a whole¹¹. Using data from the previous year's Diamond report, the Film and TV Charity estimated there were between 24,000 & 35,000 over-50s 'missing' from the television workforce¹², illustrating the scale of the retention challenge for the screen sectors.

Inclusivity & Diversity: Fundamental to Future Success

The career sustainability challenge for the sector extends beyond consistency of employment; there is a wider challenge of inclusion. Barriers to inclusion remain widespread and include working patterns that can be incompatible with childcare and other caring responsibilities; barriers to accessibility in the working environment; impacts on wellbeing and mental health, in particular from long hours; impediments to developing a freelance

career, without guaranteed income, for those from lower socio-economic backgrounds; challenges to sustaining a career in local areas where sector infrastructure is less established.

The screen sectors have made progress in increasing diversity, but Diamond data for 2021-22 also illustrates how much further the sector still has to go to develop a truly diverse and inclusive workforce. Key findings of its latest report¹³ show that only 6.5% of off-screen contributions were from disabled people, compared with an estimated 18% UK wide population with disabilities; Black, Asian and Minority Ethnic people were underrepresented in almost all senior roles; off screen representation by those identifying as South Asian was low and falling. If we are to continue to compete for skills on a global basis, if we are to remain relevant to the needs of our audiences, we need to draw on the widest possible pool of talent available to us. That must include those from under-represented groups including deaf, disabled and neurodivergent talent, those from ethnic backgrounds, and those from lower socio-economic backgrounds. In looking to the future of our workforce, diversity and inclusion aren't just aspirational: they're imperative.

Skills & Good Work

While the Task Force's scope has been to address physical production skills in the film and TV sectors,

we know that skills don't exist in a vacuum. As well as developing skills, delivering sustainable growth will also require the screen sectors to develop a working environment in which skilled workers can flourish and sustain their careers. The Policy & Evidence Centre's [Good Work Review](#) set out 4 priorities for advancing Good Work in the creative industries. The Creative Industries Council's Good Work Review group are now creating an action plan in response to it. We look forward to their recommendations and will consider how they can best be implemented in the screen sectors' approach to skills strategy and planning.

Our Investment in Skills

While the growth opportunity for UK production presents a long-term strategic challenge for skills development, the screen sectors are already making a significant investment in skills. Collectively, the members of the Task Force invested over £100m in skills development in 2022 – more than the 1% of production budgets recommended by the BFI Skills Review.

Our analysis of our members' investment suggests that we could be using it more effectively. While some of our priorities were reflected in our aggregated investment – for example 64% of investment had diversity, equity and inclusion targets attached – there were also priorities that

⊕ £100m+
Total Investment

Aggregate investment in skills by Task Force members was over £100m in 2022.

⊕ 64%
DEI Targeted

64% of our skills investment had diversity, equity and inclusion targets attached.

⊖ 27%
Mid-Senior Career Skills

Only 27% of investment was targeted at mid and senior skills.

⊖ 1000
New Apprenticeships

Unused apprenticeship levy equivalent to more than 1000 new apprenticeships per year.



Akua Abedi-Boafo, participant in the ESF Creative Skills Academy

were underserved. Despite being a clear sector skills priority, only 27% of our investment was targeted at mid-senior level career development. Nearly 70% of spend – around 2.5 times as much, was targeted at early and entry level skills development. The survey also revealed the lost opportunity for screen sector apprenticeships: Task Force members unused apprenticeship levy payments were equivalent to more than 1000 new apprenticeships per year.

Partnership in Skills Development

Our collective investment is used to deliver skills development across the screen sectors and across the Nations and Regions of the UK. A majority of investment is delivered through Task Force members' own skills development programmes, but the sector also works in partnership, serving the skills development requirements of the wider sector, including the freelance community.

The Industry Skills Funds are a significant part of this: created by industry to tackle the training needs within specific genres, with a particular focus on freelance skills. The Funds draw on voluntary contributions from individual productions, linked to production budget size, or are directly funded by industry partners. Working with and through

ScreenSkills the Skills Funds play a major role in sector skills development. Since relaunching 5 years ago, ScreenSkills has developed its own significant role in screen sectors' skills. It is a key resource for freelancer training, for screen sectors' careers and for developing the sectors' approach to skills development as a whole.

Skills development in the sector is also delivered in partnership with public funding - including through the BFI, screen agencies and national, regional and local government. Public funding is also critical in the development of skills clusters for the screen sectors around the UK. Skills clusters foster collaboration between industry, the public sector and education and is the model currently being supported by the BFI National Lottery Skills Clusters Fund. It is also an approach promoted through the Creative Industries Sector Vision.

A Complex Landscape for Skills Development

Together, those working in the sector are investing in a broad and varied platform of production skills development across the UK. At its best, the sector delivers a range of highly targeted, high impact skills development, deeply connected to the needs of production or of localities. This work reflects the breadth and reach of the screen sectors across the UK. But we also recognize that the landscape for

skills development in the sector is complex and can be hard to navigate.

It can be difficult to discern the collective skills strategy of the screen sectors; partners can find it hard to engage with us and locate a single, coherent voice of industry; the skills development landscape is too often defined by competition not collaboration. There is real opportunity to improve impact through greater co-ordination and collective action.

Navigating Career Paths

This challenge of navigating the skills landscape in the screen sectors is also perceived by those considering careers in the industry. Ravensbourne University recently surveyed young people's attitudes to creative industries careers¹⁴. They found that TV & Film was the area of creative industries that young people were most interested in. But they also found that 42% of respondents wouldn't consider a career in the creative industries: they perceived them as too hard to join. Despite employment in the creative industries having grown 5 times faster in the last decade than the UK average¹⁵, the survey also found that fewer than 25% of young adults had been recommended a career in the creative industries.

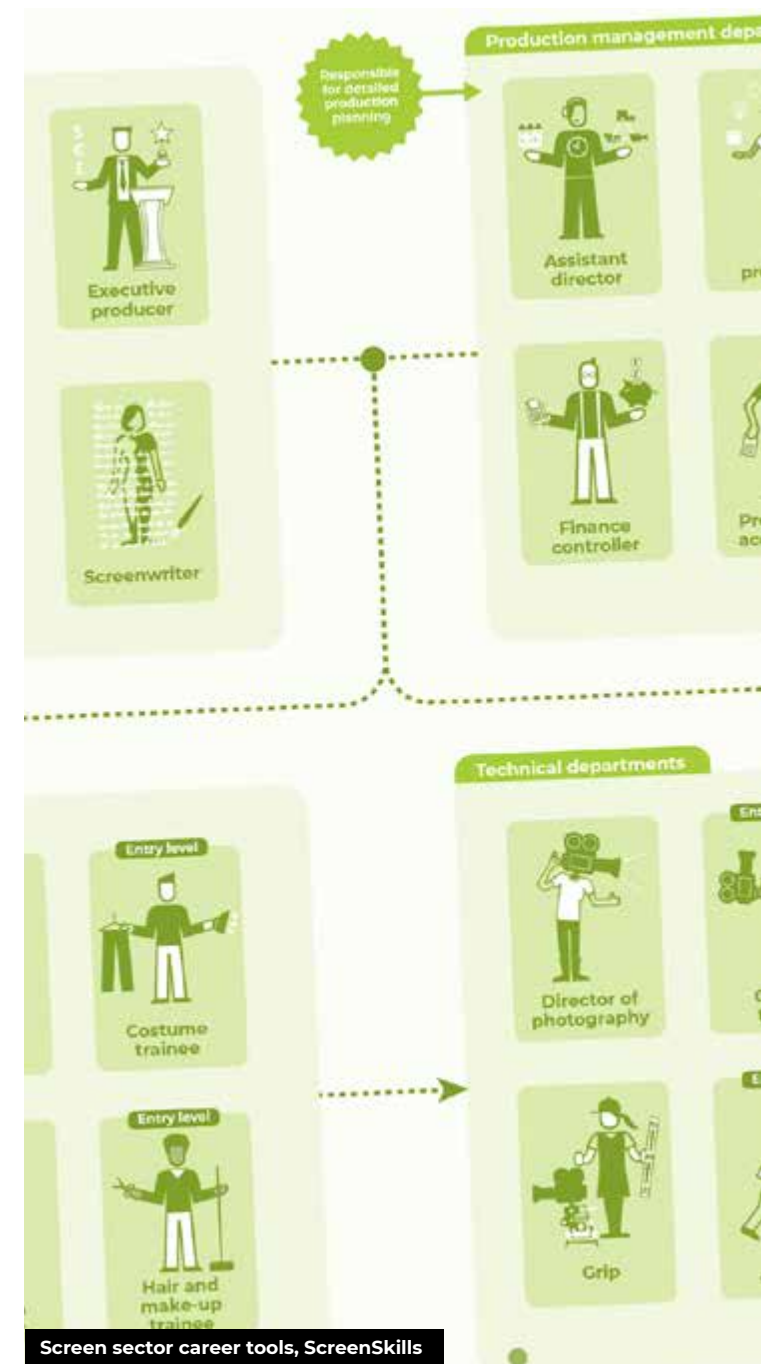
In developing and recruiting its workforce of the future, the screen sectors have much further to go establishing clear career pathways – in engaging with the education sector; in bringing clarity and transparency to career paths; in explaining the career opportunity in the screen sectors to young people and those that advise them.

The opportunities will be there and on a variety of paths. The screen sectors value education and training and we want to partner more effectively with the education sector.

We also place particular value on work-based learning – developing skills and competence on the job; developing capability through experience. This is true across production roles and at all career stages.

The Role of Apprenticeships

With this commitment to work-based learning, apprenticeships should offer real opportunity for the sector and for those looking to start or build their career through paid employment. We recognise the potential value of the apprenticeship model both in developing relevant sectors skills and in offering career choices that support a more inclusive workforce. But the existing apprenticeship model isn't working effectively for



the majority in the screen sectors. The project-based structure of work in the screen sectors makes it hard to deliver the continuity of training required to meet apprenticeship criteria. This is limiting the screen sectors' opportunity to deliver apprenticeships at scale. The challenge of scale is also affected by a shortage of quality and choice in training for sector relevant apprenticeships. As a result, the sector is paying millions in apprenticeship levy that it is unable to use on training apprentices.

We want our apprenticeship levy to deliver more for the sector: to create the jobs, skills and diversity of talent for which it is intended.

With reform, we see opportunity to create 1000 more screen sectors apprenticeships each year, supporting our future growth while providing high quality, highly skilled jobs across the UK and greater access for under-represented groups. We hope to work further with UK and Nations governments to create more opportunity – and more jobs - from screen sector apprenticeships.

The BFI Skills Review

The [BFI Skills Review](#), published in June 2022, set out to understand the skills development needs of film and high- end scripted television production within the screen sectors. Reporting at the peak



Creative Industries New Entrants (CINE) programme,
Northern Ireland Screen

of UK production growth it used recent estimates that there were between 15 & 20,000 new jobs needed to meet sector demand¹⁶. It noted a sector under strain as it tried to keep pace with the sharp expansion. Skills shortages had created several challenges: long hours were affecting wellbeing and retention; skills gaps, in particular as a result of rapid promotion, were having detrimental consequences for employees and employers; the pressures to recruit were impacting diversity and inclusion. The Review also noted some of the wider strategic challenges to the sector including the gap between industry and education and the relative scarcity of data on sector skills.

With this as its backdrop the Review made 5 key findings in identifying priorities for screen sector skills development:

1. An Industry-Led and Localised Approach to Investment in Training.
2. A More Formalised Approach to Hiring, Workplace Management and Professional Development.
3. Stronger Bridges into Industry from Education and Other Sectors.
4. More Comprehensive Careers Information, Profiles and Pathways.
5. Better Data to Support Policy and Action.

The Task Force shares much of the BFI Skills Review's analysis of the challenges for skills development in the screen sectors. We have seen the impact created by skills shortages and skills gaps in our own organisations; we see continued evidence of the challenge in research conducted since the survey; we see the extent of the impact across genres and disciplines.

Our proposals incorporate many of the recommendations of the Skills Review - including on industry strategy, ways of working, professional development, partnership with education and improved data.

The Task Force Vision for Skills

The Task Force is clear about its vision for skills:

An innovative, diverse and future facing workforce at the forefront of global film and television production.

A commitment to developing skills that deliver sustainable growth for the UK screen sectors and sustainable, fulfilling careers for those that work in them.

A truly inclusive workforce that reflects the diversity and geography of the UK.

A strategic, collaborative sector focused on the skills and partnerships that deliver long-term success.

If we are to create this vision, we need to go much further in taking the actions that will create it. We need to address not just a shortage of skills, but also an approach to workforce development that delivers skills growth sustainably. In delivering sustainable growth we will also need sustainable careers and a more inclusive workforce.

We need to be clearer about our priorities – using our significant investment in skills more effectively in delivering greater impact and diversity. We need to work better together to extend the reach and accessibility of jobs in the sector. And we need to establish the framework that can deliver our priorities effectively; a framework that can embed sector collaboration in skills development for the long term.

The proposals set out on the following pages are intended to build the foundations for our vision and to support the long-term growth and success of the UK screen sectors.



Getting to Grips, Bectu Vision

Proposals

Task Force Proposals:

A Strategy for Sustainable Growth

The Task Force's proposals establish a new strategy for sustainable growth in screen sector skills:

1 Strengthen Strategy & Partnership

Our first proposal establishes the structures that embed screen sector collaboration for the long term, harnessing and improving the impact of collective action. It also strengthens the sectors' strategic capability in skills development, improving clarity of shared long-term goals and the actions that will deliver them. This strategic capability will be supported by improvements in skills data and insight.

The proposal improves the way the screen sectors work as partners, recognising that partnership is fundamental to developing the skills we need for the future across the UK.

2 Build Sustainable Growth & Sustainable Careers

Our second proposal prioritises actions and investment that support the long-term sustainability of screen sector skills. This means developing skills that broaden career options; improving adaptability and mobility within and beyond the screen sectors; and creating more options to work in a way that supports inclusion, accessibility and changing life circumstances.

Sustainability also means equipping the workforce with the skills of the future, keeping the UK screen sectors at the forefront of global screen production.

3 Put Work Based Learning at the Heart of Skills Development

Our third proposal recognises the vital role of work-based learning in screen sectors' skills development. Work-based learning is a critical tool in addressing some of our most pressing skills challenges including in improving diversity and inclusion and in developing capability and capacity at mid-career level.

We also want apprenticeships to play a key role in sector skills development, but we will need to work with UK and Nations governments to unlock the changes that the sector needs to deliver apprenticeships at scale.

Actions that Deliver Our Proposals

Our first set of actions puts in place the structures that will enable the screen sectors to deliver an effective long-term skills strategy.

Our second and third set of actions address our strategic priorities for skills development.

Proposal 1: **Strengthen Pan-Industry Strategy & Partnership**

- A new remit for shaping pan-sector skills strategy and partnerships.
- A new approach to industry skills data and analysis including skills development impact assessment.
- A new approach to partnership with the education sector.
- Commitment to implement a new sustainable funding model for pan-sector investment.

Proposal 2: **Build Sustainable Growth & Sustainable Careers**

- A new focus on transferable skills to enhance employment opportunities.
- Greater support for job mobility including return to work and industry transfer programmes.
- Extended pilots to support wider roll out of flexible and inclusive working patterns.
- A dedicated sector plan for future skills.
- A joined-up skills strategy across physical and digital production.

Proposal 3: **Put Work Based Learning at the Heart of Skills Development**

- Apprenticeship reform to unlock sector apprenticeships at scale.
- Increased priority for work-based skills development including:
 - More placements to increase sector diversity and inclusion.
 - More placements to build experience and capability at mid and senior career level.
- Strengthened delivery of work-based skills development with additional support for trainers.

Proposal 1:

Strengthen Pan-Industry Strategy & Partnership

Embedding Sector Collaboration for the Long Term

The Task Force is necessarily limited in its time and scope. While we hope that the work of the Task Force provides the foundations for delivering our ambition for skills, long term success will not be delivered from this or future one-off interventions. Building careers is a long-term task. For success, we need to embed a sustainable approach, backed by a long-term commitment to sector-wide collaboration.

The Task Force believes that there are significant opportunities to be seized in greater sector partnership: aligning to shared long term sector skills strategy and objectives, building deeper understanding of the overall impact of sector skills development, using the power of our collective action to deliver future facing skills and growth that fulfil the sectors' potential.

A New Remit for Pan-Sector Skills Strategy

To deliver - and sustain - this collaboration we are proposing a new approach that would give one organisation the remit and responsibility for bringing the sectors together in creating a pan-sector skills strategy and the workforce plan that deliver it. This organisation will play a leading role in key strategic skills partnerships with the ability to act as a shared, representative sector voice when the sectors need it.

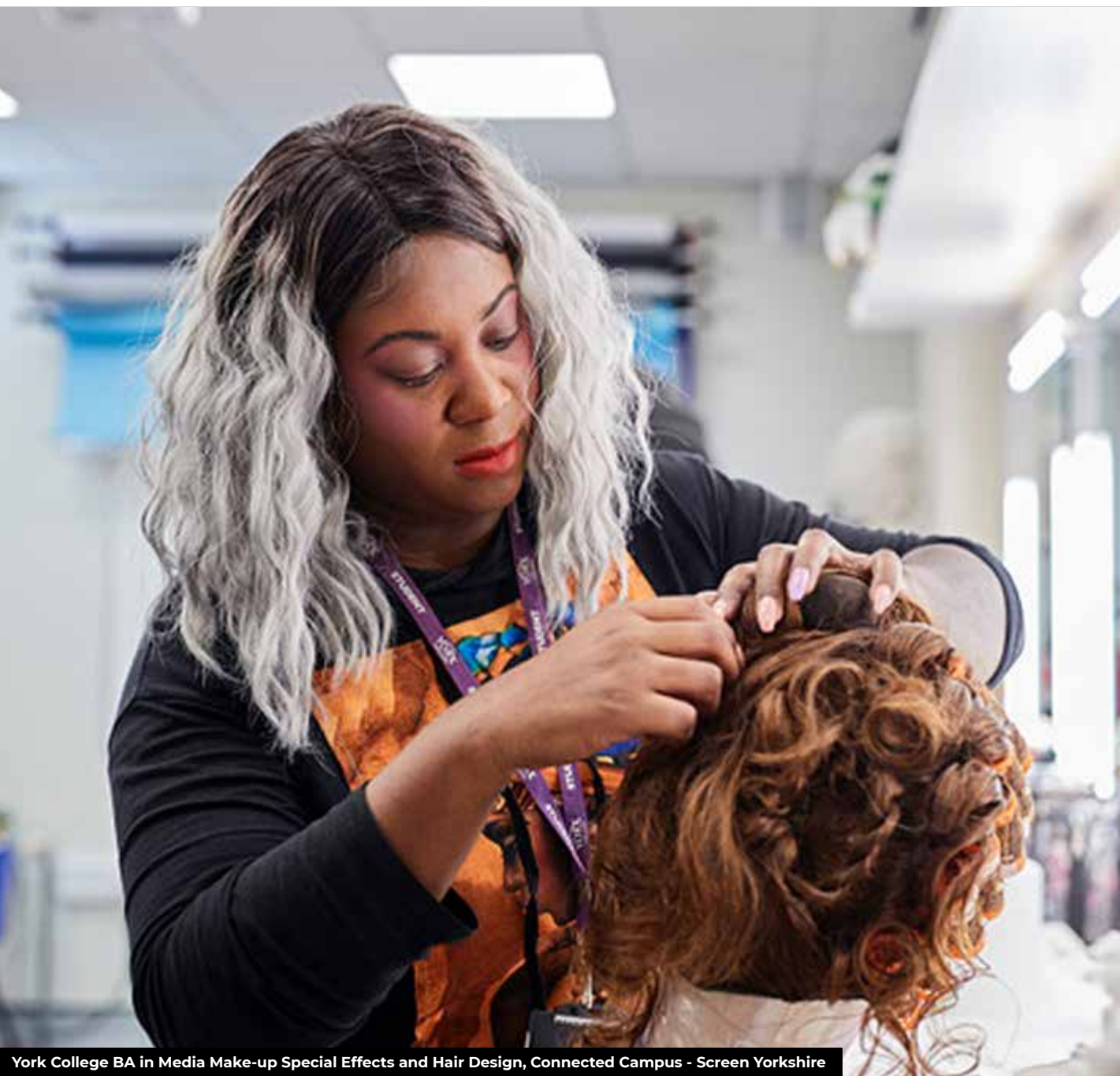
A new approach to pan-sector skills strategy, backed by data and partnership.

This proposal will:

- address fragmentation in the skills development landscape.
- have responsibility for developing a pan-industry skills strategy and policy, and a shared industry voice for skills. Our lead option is to deliver this through a transformation of *ScreenSkills*.
- strengthen partnerships including between public and industry skills development investment.
- improve impact and value for money, including through use of better data.
- improve outcomes in delivering our goals for a diverse and inclusive workforce.
- renew our partnership with the education sector and develop clearer career pathways into the screen sectors.
- identify and implement a new sustainable funding model for pan-sector skills investment.

Timeline:

- This proposal will be in place by the start of April 2024.



York College BA in Media Make-up Special Effects and Hair Design, Connected Campus - Screen Yorkshire

Improved Data and Insight

To support sector strategy we will also develop more extensive data, analysis and insight about the screen sectors' workforce and sector skills requirements. This will inform strategy and investment decision making across the sector. Data will also be used to improve our assessment of skills development impact – delivering greater quality and value for money.

ScreenSkills

In *ScreenSkills*, the sector already has an organisation with the foundations to take on the strategic role we are looking for. It has played a significant part in sector skills since its relaunch 5 years ago. While the foundations are there, we believe delivering our proposal would require a significant transformation of *ScreenSkills*. This would mean a new governance model to reflect a pan-sector role with a focussed operating model that puts partnership at its heart. We believe this transformation could deliver the clear data-informed, pan-sector approach to skills strategy and planning that we are looking for. It could also deliver a new depth of transparency on goals, impact, progress and value, building sector confidence in our direction and in our collaboration.

For these reasons, the transformation of ScreenSkills is our lead option for taking on this role.

As members of the Task Force, ScreenSkills have been closely involved in the development of our proposals. We have also worked constructively with the board of ScreenSkills who are now developing more detailed proposals for delivering this change. We expect to see these proposals before the end of the year.

Partnership key to success

We also recognise that this new approach will require a transformation in the way that we work across the sector. The sector will need to work together to support a new pan-sector strategic body in delivering its remit and in developing the shared sector voice that we are asking for.

Effective partnership will also be fundamental to delivering scale and impact from our skills development strategies. Key partnerships include those with skills agencies and skills clusters; with government at local, regional and national level; and with the education sector.

Renewed Partnership with Education

Our partnership with education has a particular role in our future success: bringing new generations to the industry and forging the skills we need for our future development. We agree with the BFI Skills Review: more needs to be done to strengthen the link between industry and education and to provide clearer career pathways into industry. This includes developing a clearer proposition about how career pathways link to the wide range of qualifications that provide sector specific education and training – from boot camps to Masters degrees.

Strategic Funding

The screen sectors invested over £100m in skills development in 2022. The majority of investment was made by individual organisations, with important contributions also made by the Skills Funds, the industry mechanism for funding collective sector investment in skills through contributions from the production sector.

While delivering a wide range of sector relevant skills development, the genre focus of the

Skills Funds means that there is currently no specific collective funding for pan-sector skills development, nor an agreed long-term mechanism by which pan sector funds can be raised.

Delivering a joined-up pan-sector skills strategy will need us to agree an approach that secures the ongoing funding of the sector skills body and creates provision for delivering strategic pan-sector skills development activity, including some of the actions proposed in this report. We are committed to delivering an agreed and equitable approach to pan-sector skills funding by the end of March 2024.

Delivering the Task Force's Proposals

We intend the actions recommended in this proposal to take effect from April 2024. To support the next stage of delivery, the Task Force has agreed to extend its work until the end of March 2024. In this next stage the Task Force will develop the strategic funding model and support further work in implementing a strategic skills body, including by providing continuity between the work of the Task Force and the future remit of the skills body.

Action 1:

A New Remit for Pan-Sector Strategy

We will create a new remit for a pan-sector strategic body for skills. The strategic body will be responsible for developing a long-term pan-sector skills strategy as well as a workforce and skills plan that can deliver the strategy.

This strategy and plan will provide overarching direction to the sectors, identifying opportunities for partnership and collective action, while recognising the core role of individual organisations and devolved responsibility for skills across the UK.

Timeline for implementation:

April 2024.

The strategic skills body will have a sector wide role in skills. Its remit will include:

- **Development of Pan-Sector Skills Strategy:** Bringing the sectors together in the creation of a long-term vision and strategy for sector skills and for workforce development.
- **Long-Term Work Force Planning:** Workforce planning to support delivery of the long-term strategy, with a particular focus on how collective sector investment and strategic partnership delivers the plan.
- **Improving Industry Training Provision:** Support for the sector in developing choice and quality in training provision.
- **Delivering DEI goals for Sector Skills:** Identifying and delivering effective outcomes in increasing diversity and inclusion in the screen sectors' workforce.
- **Pan-Sector Policy Development:** Policy development on skills issues that require collective industry input or response.
- **Shared Voice in Partnerships:** Representing the collective voice of industry in major strategic partnerships where the sector requires it. Key partnerships may include those with public funding bodies such as the BFI or Nations screen organisations; national and regional skills organisations including skills clusters; the education sector across schools, FE, HE; at UK, Nations, regional and local level.
- **Bringing the Sector Together:** Convening power to bring stakeholders from across the screen sectors together on a regular basis, improving collective action and impact.

Action 1: (continued)

A New Remit for Pan-Sector Strategy

Core Principles

The sector skills body will embed core principles in the way its remit is delivered, supporting our objectives for developing the screen sectors' workforce.

Our Lead Option

Our lead option is for a new pan-sector strategic body for skills to be delivered through the transformation of *ScreenSkills*.

We have been working collaboratively with the *ScreenSkills* board who are now developing detailed proposals for delivering the new approach we are looking for.

Core principles will be embedded in the delivery of pan-sector skills strategy:

- **Transparency:** a commitment to transparency, with published KPIs, regular performance and impact reporting and accessible data.
- **DEI:** a commitment to including the voice of under-represented groups in the development of skills strategy and policy.
- **Pan-UK:** a commitment to work across the UK, including in partnership with clusters and screen agencies in the Nations and Regions.
- **Good Work:** a commitment to address the outcomes of the Creative Industries Councils' Good Work Review Group in sector skills strategy and planning.

A transformation of ScreenSkills is our lead option for creating a new pan-sector strategic body for skills. To meet our goals this transformation would need to demonstrate:

- **Pan-sector governance:** a new governance model that engages more widely across the sector and reflects a pan-sector strategic remit.
- **A focussed operating model:** a new operating model that is lean and focussed and supports the cost- effective delivery of sector skills investment.
- **A partnership approach:** an approach that puts partnership at the centre of organisational culture and ways of working.
- **Accountability:** a new level of accountability that creates clarity and confidence in the delivery of the strategic remit.

Action 2:

A New Approach to Data & Assessment

The sector will invest in data, insight and analysis to support the development of skills strategy and planning.

Assessment of the impact and value of pan-sector skills investment will also be strengthened with regular tracking and reporting of activity and outcomes against key performance indicators.

This action would be delivered through the strategic skills body.

Timeline for implementation:

Scope and implementation plan to be agreed by Summer 2024.

In future the strategic skills body will develop a new, enhanced approach to data, providing greater depth of evidence to inform sector strategy.

- **Workforce Data:** Regular reporting and forecasting on key workforce and skills metrics. This would include both quantitative data (e.g. workforce size, diversity, location, gaps) and qualitative data (e.g. workforce attitudes).
- **Outcomes:** Long-term tracking of training outcomes, including career progression.
- **Impact Assessment & Metrics:** Improved assessment criteria for assessing return on investment and value for money in skills development investments and interventions.
- **KPIs:** Performance tracking of pan-sector activity against key performance indicators, with regular and transparent reporting.
- **Accountability:** Arm's length review and assessment of sector performance in delivering its strategy and plan and in the effectiveness of its investment.



Action 3:

A Renewed Partnership with the Education Sector

We will renew our partnership with the education sector, based on a sustained collaboration that creates clear career pathways and strengthens industry relevant learning and skills development.

We will also work with education partners to support development of industry future skills, including in collaboration with CoStar.

The Task Force will continue developing the partnership with the education sector in its next stage of work. In the longer term we expect the strategic skills body to take on responsibility for the partnership.

Timeline for implementation:
Continuing work of the Task Force.

Strategic Partnership with Sustained Long-term Collaboration

The screen sectors will work closely with the education sector to forge a new strategic partnership that closes the current gaps between education and industry while harnessing examples of current best practice. This will require a sustained commitment to partnership, with sector wide support, underpinned by continuing dialogue and shared objectives.

Industry Ready Skills & Learning

Collaboration on curriculum development will be central to our partnership, with a focus on ensuring latest industry practice and a breadth of workplace skills are reflected in learning. There will also be collaboration to support student work placements and for continuing professional development for teaching staff.

Career Pathways

We will improve visibility of screen sector career pathways in schools, colleges and universities, strengthening awareness of screen sector careers and support for screen sector careers advice. We will also address diversity and inclusion, including through increasing the reach of careers advice. Fundamental to this will be a clearer proposition for the wide range of routes into screen sector careers through further and higher education and through work-based learning routes such as apprenticeships.

Across the UK

The education sector has a vital role to play in supporting the development of the screen sectors across the UK. We will harness the power of regional partnerships, including those already established in regional skills clusters, to strengthen links between the screen sectors and education and to support our ambitions for a high skilled workforce across the UK.

Future Skills

Our partnership with education will also be pivotal to the development of an effective future skills strategy. This will include in the development of graduate level skills, for example in digital content production disciplines such as visual effects. It will also require the screen sectors to act as effective partners in research and development for new technologies including through CoSTAR, the national network for screen and performance research and innovation.

Action 4:

A New Mechanism for Pan-Sector Skills Investment

The Task Force is committed to establishing a new approach to funding pan-sector skills activity. Our intention is to agree a long-term equitable solution that can:

- secure the ongoing funding of the sector strategic skills body.
- fund pan-sector skills development priorities, including those proposed by the Task Force.

Timeline for implementation:

The approach and implementation plan will be agreed by 31st March 2024.

A new approach is required to fund pan sector skills strategy and delivery:

- The Task Force believes that the screen sectors need to invest in pan-sector skills activity. This includes providing secure ongoing funding for the strategic skills body and funding pan-sector skills initiatives such as skills transfer programmes.
- The Task Force wants to see a sustainable and equitable model established to fund this collective sector investment. We do not believe a one-off investment will deliver the long-term strategic approach to skills that the screen sector needs.
- We are committed to agreeing an approach to funding and implementation plan by March 31st 2024. The Task Force will continue until this time, with an updated remit that includes delivering this action.



The Universal Below-the-Line Traineeship, NBCUniversal

Proposal 2:

Build Sustainable Growth & Sustainable Careers

Our second proposal focusses on sustainability, with measures to support sustainable growth and sustainable careers.

The screen sectors are on a long-term growth trajectory that will require a larger, more diverse workforce in future. But the sectors have also experienced rapid short-term changes in demand in recent years – moving quickly from skills shortages to job shortages. In growing its workforce, the screen sectors needs to move beyond short term responses to immediate challenges and embed sustainability into its skills and workforce development.

This will mean improving the transferable skills of those working in the sector to create more employment options for them. A wider variety of working patterns can also deliver greater choice in career development, while supporting inclusion and retention. We also need to increase access and accessibility to screen sector careers for those from under-represented groups including those from ethnic backgrounds and deaf, disabled and neurodivergent talent.

A sustainably growing workforce should also be more adaptable, offering career paths to those wanting to return to or transfer into the screen sectors, or to have more mobility in their work – for example between disciplines, genres or regions.

Sustainability also means looking to our future skills needs; we need a specific plan to ensure that the screen sectors develop the skills that make the most of rapid technological change and keep the UK screen sectors at the forefront of the global screen industry.

Overview

This proposal will:

- support sustainable careers and sustainable growth through broader skillsets and a more adaptable workforce.
- improve diversity and inclusion in the screen sectors workforce.
- improve retention rates and make it easier for workers to return to working in the screen sectors.
- create more employment options for those working in the screen sectors, including more options to transfer to or from other industries.
- increase use of flexible working models on production, supporting inclusion and creating more options for sustainable careers.
- ensure we develop the skills we need for the future and across all disciplines within screen production.

Timeline:

- We will seek short term opportunities to begin these actions in the 2024/25 financial year.
- We will embed these actions in the pan-sector workforce plan from 2025/26.



Action 1: Transferability Built into Job Standards

Develop industry recognised job standards with identified transferable skills to support and inform future skills development.

This action will:

- Embed the identification and development of transferable skills within screen sector job requirements.
- Support consistency of skills development across the UK, with clearer role standards that support mobility and transferability across the screen sectors and that align with the development of national skills classifications.

This action will be delivered by:

- The sector skills body through a pan-sector workforce plan.
- We will seek short term opportunities for this action in 2024/25 and embed it in workforce planning from 2025/26.

Action 2: Developing Transferable Skills

Build transferable skills into role specific training in the screen sectors.

This action will:

- Develop the transferable skills identified in sector job standards.
- Increase awareness and understanding of the value of transferable skills in building sustainable careers.

This action will be delivered by:

- Task Force members through their own skills development programmes.
- The sector skills body through a pan-sector workforce plan.
- We will seek short term opportunities for this action in 2024/25 and embed it in workforce planning from 2025/26.

Action 3:

Transfer Programmes

Increase investment in and impact of skills transfer programmes.

This action will:

- Create greater opportunity to expand the size of the workforce through recruitment from other industries or other parts of the screen sectors.
- Increase clarity and visibility of career transfer pathways for those seeking to transfer into or within the screen sectors.

This action will be delivered by:

- The sector skills body through a pan-sector workforce plan.
- We will seek short term opportunities for this action in 2024/25 and embed it in workforce planning from 2025/26.



Crew HQ, Warner Brothers Discovery

Action 4: Returners Programmes

Increase investment in and impact of industry returners programmes.

This action will:

- Create greater opportunity to recruit experienced workers to fill skills gaps or to support industry expansion.
- Increase clarity and visibility of career pathways for those seeking to return to work in the industry.

This action will be delivered by:

- Task Force members through their own skills development programmes.
- The sector skills body through a pan-sector workforce plan.
- We will seek short term opportunities for this action in 2024/25 and embed it in workforce planning from 2025/26.

Action 5: Flexible Working Pilots

Deliver large scale flexible working pilots to develop best practice and improve understanding of impacts.

This action will:

- Increase the screen sectors' understanding and use of flexible working models.
- Support recruitment and retention and increase inclusion in production working practices.
- Create more employment choices in support of sustainable careers.

This action will be delivered by:

- Task Force member pilot programmes beginning in 2024.

Action 6: Workforce Engagement

Establish a working group to address engagement with the screen sectors' workforce including freelancers and under-represented groups.

This action will:

- More effectively link skills development strategy to the experience of the workforce including those from under-represented groups.
- Address impediments and disincentives to freelancer skills development.

This action will be delivered by:

- The sector skills body through a pan-sector workforce plan.
- We will seek short term opportunities for this action in 2024/25 and embed it in workforce planning from 2025/26.



FutureSkills Programme, Lucasfilm/BFI

Action 7: Future Skills

Develop a specific pan-sector future skills strategy within the screen sectors workforce plan.

This action will:

- Create dedicated focus on the goals and requirements of sector investment in future skills development.
- Give clarity of industry direction to key future skills partners including in education and in government.

This action will be delivered by:

- The sector skills body.
- We will identify short term actions to enhance the sectors' approach to future skills in 2024/25.
- The new Future Skills strategy will be developed for full implementation from 2025/26 alongside the pan-sector workforce plan.

Action 8: Digital Content Production Skills

Join the work of this Task Force with a skills strategy for the digital content production sector, building on the BFI commissioned Digital Content Production (DCP) skills scoping study

This action will:

- Support an integrated strategy for skills across production disciplines including the animation, post-production and VFX skills that will be considered in the DCP skills scoping study.

This action will be delivered by:

- The sector skills body, following publication of the DCP skills scoping study.

Proposal 3:

Put Work Based Learning at the Heart of Skills Development

Our third proposal emphasises the need for a strategic focus on work-based training, recognising it as a cornerstone of screen sectors' skills development.

Across the screen sectors, the importance of building hands-on, real-world production experience is recognised as critical to forging successful careers and developing the deep skills and craft excellence that is the global hallmark of UK screen production.

The sectors highly value the role of work-based training and see it as fundamental to building competence. Work placements are regarded by Task Force members as offering the best return on investment in skills. The actions in this proposal are designed to increase the amount and quality of work-based training, including apprenticeships, unlocking new opportunities across the sector.

Experience building is also vital in increasing the diversity and inclusivity of the screen sectors, with more opportunities needed to accelerate and sustain the careers of those from diverse backgrounds and those with accessibility and inclusion needs.

Our ambition is to create a skills development culture across UK screen production where developing skills for the future is inherent in all of our production work.

Overview

This proposal will:

- improve the value and impact of apprenticeships for the screen sectors.
- support diversity, equity and inclusion through experience building and paid/earning-based skills development.
- address challenges in mid-career skills, recognising the importance of building experience to career development in the sector.
- strengthen the quality and practice of work-based training on productions.

Timeline:

- We will seek short term opportunities to begin these actions in the 2024/25 financial year.
- We will embed these actions in the pan-sector workforce plan from 2025/26.

Action 1: Apprenticeships

Work with UK and Nations Governments to improve the operation of apprenticeships in the screen sectors.

This action will:

- Increase the value and impact of the apprenticeship levy in the screen sectors.
- Increase the number of workers in the screen sectors, delivering up to 1000 new apprenticeships per year. It would also deliver additional work-based skills development to support our wider goals for a sustainably growing workforce.
- Increase diversity and inclusion in screen sectors careers.

Timeline for implementation:

Continuing dialogue with UK and Nations governments.

Our Apprenticeship Proposals:

1. Create scale in screen sector apprenticeships with support for flexible models

We propose that the apprenticeship levy could be used to cover the additional costs of operating flexible apprenticeship models within the screen sectors.

2. Improve the quality of screen sector apprenticeships with particular focus on sector relevance

We propose working closely with the UK and devolved Nations governments to improve the quality of screen sector apprenticeships including through: improving sector relevance in the creation and operation of apprenticeship standards/frameworks; increasing the implementation speed of new standards/frameworks; supporting actions to increase quality and choice in training provision, including changes to apprenticeship funding bands.

3. Increase the number of high-quality, sector-relevant training opportunities with broader use of the apprenticeship levy

We propose that a proportion of the apprenticeship levy could be used for non-apprenticeship work-based skills development tailored to sector relevance.



The Opportunity for Screen Sector Apprenticeships

The Potential of Apprenticeships

We want apprenticeships to work for the screen sectors. They have the potential to deliver the kind of work-based training that the sector values and which supports our goal of greater career sustainability and diversity. They could broaden career development choices, offering a clear and distinctive pathway for those at the start of their careers and those developing their skills at mid- and senior career levels.

Unrealised Potential

But to date the potential has not been realised. Apprenticeships are not operating at scale in the screen sectors. The majority of Task Force members are unable to use all but a small proportion of their apprenticeship levy payments to fund apprenticeship training.

Structural Challenges

The major challenge to scaling apprenticeships in the sector is structural. The project-based, freelance

nature of work in physical screen production does not fit easily with the minimum 12 month - often longer – requirement for apprenticeship training. Flexible apprenticeship models offer a potential solution, but add complexity and cost, while short production lead times make them hard to deliver effectively. The findings from the ScreenSkills apprenticeship pilots¹⁷ describe some of the challenges faced. Together these challenges are inhibiting scale across the screen sectors, and act as a particular disincentive to the SMEs that form a significant part of the screen production sector.

The Need for Relevance

In addition, we face challenges in the delivery of apprenticeships that limit scope to deliver quality apprenticeships at scale. Apprenticeship standards and frameworks across the UK lack sufficient sector relevance to present a compelling training alternative to employers or apprentices. Developing new standards and frameworks is slow, particularly for a fast moving, technology dependent industry like ours. There is also insufficient choice and quality in training provision where lack of scale, lack of sector relevance and the ceilings on funding bands disincentivise new entrants with the required sector knowledge and experience.



Seb Jones, Sgil Cymru CRIW apprenticeship



Opportunity to Scale

We believe that, with reform, the screen sectors can scale apprenticeships and deliver the potential we see in them. Support for flexible apprenticeship models and improvements in delivery can create the opportunity for 1000 more apprentices each year. This would support our ambition for sustainable growth and high-quality employment opportunities.

Opportunity for Diversity and Inclusion

Apprenticeships can also play an important role in our vision for a truly inclusive workforce. Effectively delivered, apprenticeships offer a clear career path and training route that is more accessible to under-represented groups. This includes increasing access to screen sector careers for those from lower-socio economic groups, with the ability to earn while training.

Opportunity for Growth

We also believe there is opportunity to do more for growth and for jobs in the screen sectors through broadening the use of the apprenticeship levy. By using a proportion of the sectors' levy for non-apprenticeship work-based training we can increase the amount of high-quality work-based training that is directly fitted to the needs and opportunities of the screen sectors.

Partnership with Government

We share an ambition for long-term screen sector growth with the governments of the UK and value their existing engagement with this issue. We look forward to working with them closely to make apprenticeships work better for the screen sectors and to make apprenticeships play a stronger part in our growth story.

Action 2: Mid-Career

Increase the number of work-based training opportunities for those at mid-career level across genres.

This action will:

- Address skills gaps at mid-career level that have been a major challenge resulting from recent industry skills shortages.
- Support long term career development and sustainability in the sector as a whole.

This action will be delivered by:

- Task Force members through their own skills development programmes.
- The sector skills body through a pan-sector workforce plan.
- We will seek short term opportunities for this action in 2024/25 and embed it in workforce planning from 2025/26.

Action 3: Diversity & Inclusion

Increase the number of work-based training specifically targeted at increasing diversity and inclusion.

This action will:

- Support individuals from underrepresented groups in accelerating their long-term career development, including those from ethnic backgrounds, lower socio-economic backgrounds and disabled, deaf and neurodivergent talent.
- Support inclusion and career sustainability in the sector as a whole.

This action will be delivered by:

- Task Force members through their own skills development programmes.
- The sector skills body through a pan-sector workforce plan.
- We will seek short term opportunities for this action in 2024/25 and embed it in workforce planning from 2025/26.



First Break, High End TV Skills Fund



Action 4: Best Practice

Develop best practice guidelines for delivering effective, high-quality work-based training in screen sector production.

This action will:

- Ensure that high standards for work-based training is established across screen production, with clear understanding of requirements for delivering quality, impactful skills development.
- Support the development of the culture and practice of skills development in UK screen production.

This action will be delivered by:

- The sector skills body through a pan-sector workforce plan.
- We will seek short term opportunities for this action in 2024/25 and embed it in workforce planning from 2025/26.

Action 5: Support for Trainers

Develop the capability of senior production professionals in delivering and supporting work-based training.

This action will:

- Support the delivery of high-quality work-based training and mentoring, equipping those with responsibility for managing or delivering training to do so confidently and effectively.
- Support the development of the culture and practice of skills development in UK screen production.

This action will be delivered by:

- Task Force members through their own skills development programmes.
- The sector skills body through a pan-sector workforce plan.
- We will seek short term opportunities for this action in 2024/25 and embed it in workforce planning from 2025/26.



Appendix

—

Task Force Membership

Georgia Brown, Chair

John McVay, Vice-Chair

Amazon Studios

Animation UK

Apple TV+

BBC

Bectu

BFI

British Film Commission

Channel 4

COBA

Creative Wales

Directors UK

Disney

HETV Skills Council

ITV

Motion Picture Association

NBCUniversal

Netflix

National Film and Television School

Northern Ireland Screen

Pact

Paramount

The Production Guild of Great Britain

ScreenSkills

Screen Scotland

Sky

Sony Pictures Entertainment

UK Screen Alliance

Warner Bros. Discovery

Acknowledgements

The work of the Task Force was supported by Silbury Consulting: **Oliver Lang** – Consultant to the Task Force; **Naomi Stone** – Administration for the Task Force.

We would like to acknowledge the generous support of **Wiggin LLP** in providing legal advice to the Task Force.

Market analysis to support the Task Force's investment survey was provided by **Oliver & Ohlbaum Associates**.

This report was designed by **Jamie Hourd** at Pixellove.

Footnotes

1. *Scope of Screen Sector Skills Reviews;*

The BFI Skills Review (June 2022) examined skills issues in physical production for film and high-end television.

The BFI have commissioned a separate Digital Production Skills Scoping Study to assess skills issues in digital production (post-production, animation and visual effects as well as video games and emerging technologies). The study will be published before the end of 2023.

The Screen Sectors Skills Task Force was established to respond to the findings of the BFI Skills Review and to extend its assessment to physical production skills across genres, including unscripted and children's. The Task Force report is also intended to have relevance in digital production and reflects the need for the screen sectors to look holistically at skills development across physical and digital production.

2. *The Task Force Skills Investment Survey;*

The Task Force Skills Investment Survey asked respondents to estimate their overall skills development spend and their spend in key categories, for example by career stage. The survey was completed by Task Force members and by companies represented on the Task Force by Pact and UK Screen Alliance. The survey was conducted on a confidential, arms-length basis by the Task Force consultant.

3. [Media Nations 2023](#); Ofcom, August 2023

4. [Film & Other Screen Sectors Production in the UK: Full Year 2022](#); BFI Research & Statistics Unit, February 2023

5. [Pact Financial Census 2023](#); Oliver & Ohlbaum Associates for Pact, September 2023

6. [Economic Value of the Screen Sector in Scotland in 2021](#); Saffrey Champness & Nordicity for Screen Scotland, August 2023

7. [Welsh Creative Industry sector statistics](#); Welsh Government, May 2022

8. [Outcomes of NI Screen 4 year strategy \(Opening Doors Phase II, 2018-22\)](#); NI Screen, October 2022

9. [Film & Other Screen Sectors Production in the UK: Full Year 2022](#); BFI Research & Statistics Unit, February 2023

10. [Creative Industries Sector Vision](#); Department for Culture, Media and Sport, June 2023

11. [Diamond: The Sixth Cut](#); Diamond/ Creative Diversity Network, July 2023

12. [Absent Friends: Scaling the Film and TV Industry's Retention Problem](#); Film & TV Charity, June 2022

13. [Diamond: The Sixth Cut](#); Diamond/ Creative Diversity Network, July 2023

14. Original survey data from Ravensbourne University and reported in [Design Week](#) and other publications.

15. [Creative Industries Sector Vision](#); Department for Culture, Media and Sport, June 2023. Comparison of employment figures 2011-2021 based on DCMS [Economic Estimates](#).

16. The BFI Skills Review used research contained in [Forecast of labour market shortages and training and investment needs in film and high-end TV production](#), Nordicity and Saffrey Champness for ScreenSkills, June 2022

17. [ScreenSkills Apprenticeship Pilots Summary Findings](#); Screenskills, May 2023

List of Illustrations

The images in this report illustrate the wide range of skills development activity funded by Task Force members and their partners.

Cover: Star Imagine short film incubator, National Film & Television School and Star.

The Star Imagine short film incubator launched by the National Film and Television School and Star (part of the Disney network) gives 6 teams from under-represented backgrounds the opportunity to create new short films to be premiered at the London Film Festival.

Page 5: ITV Academy Trainee Make-Up Artist, Coronation Street

ITV Academy provides development programmes for production staff, including traineeships and entry-level pathways with opportunities to work on ITV productions including Coronation Street.

Page 9: The Buccaneers: Apple TV+ & Screen Scotland trainee scheme

Working with The Forge Entertainment, Apple TV+ and Screen Scotland funded 20 trainees from the Highlands and Islands to work in a range of disciplines on The Buccaneers.

Page 10: Content Academy, Sky

Sky's Content Academy aims to build future skills and to diversify the workforce through 12 month traineeships for young people.

Page 11: Future 30, Pact

Pact Future 30 is a 2 year development programme supporting new and emerging independent production companies across the UK.

Page 12: Becoming a Self-Shooting PD, Glasgow. Directors UK, DV Talent, Unscripted Skills Fund

An intensive practical course giving participants the skills needed to step up into the role of self-shooting Producer Director. Photo by Demelza Kingston.

Page 13: Into Film Screen Careers Programme, supported by the BFI awarding National Lottery funding.

Into Film is the UK's leading charity for film in education and the community. They provide screen industry careers information and advice, support young filmmakers, and bring the power of moving image storytelling into classroom teaching.

Page 15: Akua Abedi-Boafo, participant in the ESF Creative Skills Academy

The ESF Creative Skills Academy, a partnership between Film London's Equal Access Network and Capital City College Group, provides career development opportunities for Londoners.

Page 16: Screen Sector Career Tools, ScreenSkills

ScreenSkills has developed a series of tools aimed at demystifying jobs in the screen sectors for new entrants and developing career progression for those already working in the sectors.

Page 17: Creative Industries New Entrants (CINE) programme, Northern Ireland Screen

Northern Ireland Screen employs 152 trainees through its

CINE scheme, with a focus on promoting inclusion and diversity in the screen and creative industries.

Page 18: Getting to Grips, Bectu Vision

Getting to Grips is a hands-on Grip Trainee training day covering the knowledge and practical skills to feel confident on set as a Grip Trainee. Supported by Screen Scotland, BBC & Scottish Union Learning in partnership with Bectu.

Page 19: Aardman's Animation Academy

Aardman's Animation Academy delivers a wide range of training courses including in partnership with universities and businesses.

Page 23: York College BA in Media Make-up Special Effects and Hair Design, Connected Campus - Screen Yorkshire

Screen Yorkshire's Connected Campus, supported by the BFI, fosters industry-education partnerships in the North, enhancing course delivery, practical training, and transition into regional employment through the Screen Alliance North Skills Cluster.

Page 27: Grierson DocLab In Focus: Unscripted Editing, in partnership with Netflix

This programme, run by Grierson DocLab in partnership with Netflix, aims to equip UK-based people working in editing with the skills, experience and networks to step into editing roles on large scale unscripted shows.

List of Illustrations

Page 29: The Universal Below-the-Line Traineeship, NBCUniversal

The Universal Below-the-Line Traineeship provides on and off-the-job training and mentorship in below-the-line departments across film projects around the world, including in the UK.

Page 31: BBC Production Apprentice

The BBC offers a range of content-making and technical apprenticeships across the UK, including Production Assistant, Media Production Coordinator and Post-Production Technical Operator. The BBC is committed to employing 1000 apprentices across its business by 2025 as a means of providing access to the industry to a more diverse range of voices, representative of the UK population.

Page 32: Crew HQ, Warner Bros Discovery

Crew HQ is an on site training centre based at Warner Bros Studios Leavesden. It works with existing crew and develops career pathways for people of all backgrounds to support the next generation of talent.

Page 34: FutureSkills Programme, Lucasfilm/BFI

The FutureSkills Programme run by Lucasfilm (part of Disney) and the BFI provides alumni of the BFI Film Academy with the opportunity for production traineeships on Lucasfilm, Marvel and Disney productions.

Page 35: We Are Parable Momentum, supported by Sony Pictures Entertainment and Channel 4

Momentum is a 6-month professional development programme for Black filmmakers and content creators. Momentum provides support in mentoring, mental wellbeing sessions and access to industry professionals.

Page 37: Seb Jones, Sgîl Cymru CRIW apprenticeship

The CRIW shared apprenticeship scheme, provided by Sgîl Cymru in partnership with the Welsh Government's apprenticeship team, delivers a flexible apprenticeship model for apprentices in North and South Wales.

Page 38: River City Training Academy, BBC Studios & Screen Scotland

Funded by BBC Studios and Screen Scotland, the River City Training Academy is designed to support upskilling and career progression for production team members.

Page 39: First Break, High-End TV Skills Fund

The First Break programme offers individuals a series of accessible non jargon-led industry information events, practical hands-on TV 'Need to Knows' training day, paid work shadowing, one-to-one career development and bespoke support. It is supported by the High-End TV Skills Fund in partnership with production companies and multiple training providers.

Page 40: Documentary Self Shooters Course, Channel 4, BBC & NFTS

A partnership between Channel 4, the BBC and NFTS, this scheme provides a fully funded week long self-shooting training course for female documentary makers. The

course has been run in Leeds, Glasgow and Cardiff.

Page 41: Participants in Amazon training initiatives, June 2023

Participants in Amazon's training initiatives gathered in June 2023. Initiatives supported by Amazon include NFTS craft trainees and directors' schemes as well as apprenticeships with ScreenSkills and within Amazon.

