



CELEBRATING 10 YEARS OF THE
HIGH-END TV SKILLS FUND

HIGH-END TV SKILLS FUND
10 Year Review
2013-2023

Welcome

Following in the footsteps of the amazing Christine Healy, I have a lot of expectations to live up to. I've realised over the years working with crews, going from job to job, from company to company, the one thing binding us together is the training that HETV has funded. You can start off with your first ever job, and you could then be stepping up to being a producer, and that will have been supported by the HETV Skills Fund. It's the glue that holds us all together and provides a benchmark.

The success of the HETV Skills Fund is not only because the industry's been so successful, it's also what it provides. The annual research by the HETV Skills Fund and the input of the industry, through working groups, means we have the data to help us understand what is needed, how the industry has grown and where it's possibly going to.

The expansion has meant lots of technology changes with the democratisation of how content is made and how it is distributed. All of a sudden we're getting into a world where we might actually be a bit more democratic in who gets to work in the industry. It's still an industry that is massively dependent on who you know, and one of the most important things the HETV Fund does is constantly bringing new people into the industry in as diverse a way as possible. I think that's the most important thing it can do in the future.

The Fund is an essential tool for freelancers as they plan their careers. It's also a massive incentive and support to producers and independent production companies, who don't have the capacity to train their staff or the ability to provide the support that someone needs to start and maintain a career path throughout the industry. And that's the essential thing we're all reliant on, skilled personnel.

I don't know whether the production boom in the past few years would have been sustainable without the ongoing support of the HETV Skills Fund.

This report will reflect further on the successes, where we can do better, what else we need to do into the next ten years, and what impacts our work has had. The reflections are from all sides, production companies, broadcasters, streamers and independents, as well as those we have trained over the years. Whilst we can celebrate the success to date, our next task is to guide the ship for the future.

Introduction

The next 10 years

2023 marks the tenth year of the industry-led High-end TV Skills Fund, an incredible milestone that I'm hugely proud to be a part of. Ten years is a long time in the rapidly evolving world of television so it's only right that we celebrate the Fund's tenth anniversary as we also look to the future.

It represents an opportunity to reflect on the past 10 years, acknowledge those whose support has proved so vital to the Fund's success, and look forward to the new opportunities up ahead.

It was industry who, 10 years ago, had the foresight to understand the value of collective skills investment and created the HETV Fund to support freelancer skills

development, to ensure the UK had an evolving and growing workforce and that, collectively, industry could be greater than the sum of their parts.

The Fund over the last 10 years has steadily grown in scale, directly impacting thousands of individuals as they start or progress in their careers and opening the door to future generations of talent. This skilled and globally respected workforce has enabled so many first-class, globally renowned dramas, comedies, and unscripted productions to be made in the UK.

I think first of the people whose careers have been supported and improved by the Fund, the initiatives that it has built and the talented workforce it has helped develop across the UK.

Our new entrant programmes like Trainee Finder and First Break offer those vital first steps in the industry. Our long running mid-level progression programmes such as Leaders of Tomorrow and Make a Move, are designed to help professionals step-up and progress to the next stage of their careers, helping fill vital skills shortages. Our suite of Skills for All training, that provides freelancers at all stages of their careers with the tools to manage their teams, support positive mental health on productions and support those who have had a career break to return, whether that be full time or via a job share. There is also access to bursaries to help individuals finance specialist training, driving lessons or access requirements.

Each investment results in tangible progress in peoples' careers and provides real change and growth for our industry.

Everything the Fund delivers is a direct result of the relationships and collaborations we share with a phenomenally engaged industry. Industry inform all of the Fund's investments via our dedicated Skills Sub Committee and Council, to ensure the Fund delivers priority needs and exceptional value for money through collective skills investment. It's also reflected in our UK wide industry Working Groups whose on-the-ground expertise and experience guides each of our key skills gaps and shortages training programmes, ensuring each one is designed to meet a targeted need, whilst ensuring our industry is truly diverse, inclusive and reflective of the whole of the UK's production landscape.

The 100% industry led approach is testament to the success of the work of the Fund and evidenced in some of the numbers from across the past decade. Numbers like 1,090 of productions contributing to the Fund in that time, investment of £36,051,102 in these programmes – 331 training programmes delivered by the Fund to date. Of course, this has all been made possible – thanks to collective contributions from production companies into the Fund and their commitment to supporting workforce growth by utilising the skills programmes created.

The continued support from broadcasters, streamers and UK wide indies forms the lifeblood of the Fund's good work. Commitment to the Fund allows us to continue to offer trusted, targeted and result focused opportunities for the future industry's workforce. Our thoughts are already focused on the next 10 years and the work needed to maintain and build upon everything that has been achieved to date to ensure this industry thrives.

There will be new areas of focus, such as further investment in future skills including virtual production and new technologies. Widening our Skills for All portfolio will ensure we are further supporting the industry to retain and find new talent – from increasing our job share programmes to further opportunities for people with learnt

skills from other industries to apply them to a new career in TV.

So we mark this milestone with thanks, to the contributors, the Council and Working Groups who guide the investments, our UK-wide partners and a host of skilled training providers who've helped achieve this vision. I would also like to thank the four HETV Council Chairs who have so brilliantly steered the Fund during each of their tenures, and of course all of the talented and brilliant people who work and have worked in the team here at ScreenSkills for their dedication and first-class delivery for industry year on year.

And we end with a pledge, a pledge to continue to deliver for the industry and ensure that the next 10 years are just as successful as the first.

Our story so far

“It was very apparent that Britain and the UK was going to be a focus for inward investment as well as our local broadcasters, so the sector needed to ensure that there was a skilled supported freelance community, because as a sector we are very much held up by freelance workers.” Christine Healy, COO Keshet TV, outgoing Chair of High-end TV Council.

As part of the consultations with the Government to secure high-end TV tax relief in 2013, representatives of the TV production industry agreed to start a high-end TV levy. It was agreed that all high-end TV productions intending to take advantage of UK high-end TV tax relief would contribute to a skills fund, now known as the High-end TV Skills Fund, managed by ScreenSkills.

The intention was for productions benefitting from tax rebates to reinvest a portion of this into creating a sustainable skills funding legacy for the UK workforce.

Productions that benefit from UK tax relief for high-end TV productions contribute 0.5% of their production budget spent in the UK into the High-end TV Skills Fund. This is currently capped at £73,300 for production with a budget of less than £5 million per broadcast hour and at £110,500 for those with a budget higher than £5 million per broadcast hour.

Since 2013, the High-end TV Skills Fund has collected and invested just over £36 million in skills and training for the high-end TV industry. Productions that have contributed include *Bridgerton*, *Line of Duty*, *Outlander*, *Sex Education*, *Brassic*, *Ted Lasso*, *Star Wars: Andor*, *All Creatures Great and Small*, *Killing Eve*, *Derry Girls*, *The Chelsea Detective*, *House of Dragon*, *A Spy Among Friends*, *The Rig* and *Happy Valley*.

Alongside independent production companies, the five major UK broadcasters support the Skills Fund on both in-house and commissioned productions, along with streamers including Acorn Media, Amazon, Apple, Disney, Netflix and Warner Media.

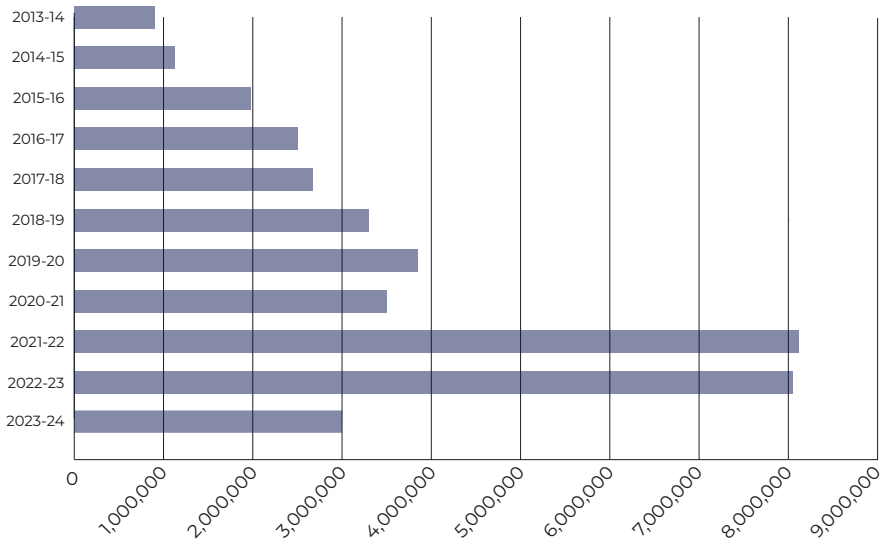
The funds are invested across the UK in skills development for freelance crew and talent with a focus on skills shortages and skills gaps at all levels as well as new entrants.

All investment decisions are entirely industry-led via our working groups, High-end TV Council and sub-finance committee. It is testament to the effectiveness of this work, that so many productions pay into the fund and that number has increased over the years, with the investment figure for this period now over £36,000,000.

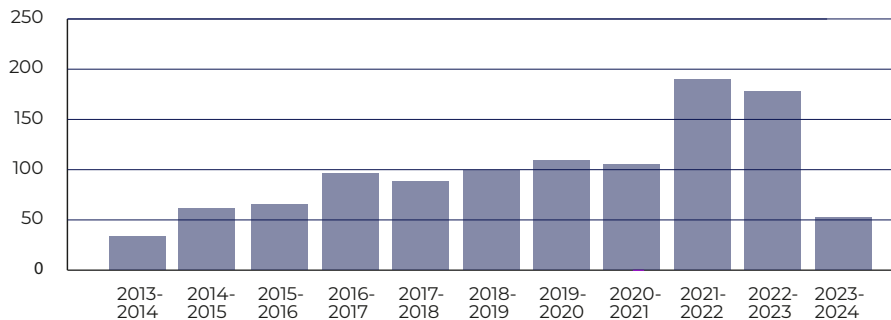
Annual income

By the industry, for the industry

Annual income April 2013 - March 2023



Number of productions contributing April 2013 - March 2023



Total income £36,051,062*

**INVESTMENT TO DATE (*CORRECT AS OF 31 MARCH 2023)*

The industry relies on highly skilled, experienced and knowledgeable crew working in all grades. Over the last 10 years of the Fund, production has increased exponentially, giving rise to skills gaps and shortages that have impacted across the sector. The introduction of the HETV Skills Fund has ensured that collectively the industry has played a key role in upskilling, promoting and supporting freelancers all across the UK.

HETV production is at an all-time high, making the importance of training and support even more crucial. The numbers of productions investing in the Skills Fund evidences the real commitment of the sector to sustain this success model and the vital work undertaken.

Training summary of priorities in 2023

331 training programmes delivered up to March 2023

TRAINING	PURPOSE	OUTCOMES
<p>Back to School</p> <p>First Break</p> <p>Trainee Finder</p>	<p>Outreach to educate those in education as well as teachers and parents about roles in TV</p> <p>Introduction and first steps into the sector for people from a diversity of backgrounds through paid job shadowing and learning sessions</p> <p>Provides training and jobs on productions for a trainee cohort across UK</p>	<ul style="list-style-type: none"> • Engaging with future generations of talent • Widening the talent pool and access to careers across the UK • Increased access and diversity in sector, including addressing socio economic challenges
<p>Make a Move</p> <p>Grade and skills shortage programmes</p> <p>Leaders of Tomorrow</p> <p>Above the Line programmes</p>	<p>Building skills and knowledge through supported programmes to enable people to move up the ladder to higher grades or into new departments and to ensure grade gaps are addressed</p> <p>Diversifying those in leadership roles in the future</p> <p>To provide training and placements for those moving into above the line roles and find new talent</p>	<ul style="list-style-type: none"> • Skills and competencies are highlighted to fill mid-career gaps and shortages for industry • People move up in their careers more successfully • Industry focus on new and future skills • A diversified leadership • Talent is supported and new voices found in above the line roles
<p>Skills for all programmes</p> <p>Industry transfer and return to work programmes</p> <p>Job share programmes</p> <p>Diversity and inclusion focused programmes including Access Coordinator</p>	<p>Supports the enhancement of skills, across a range of areas, technical, creative, leadership, management, bite size e-learning</p> <p>Supports the industry to secure new talent and return talent to the industry</p> <p>Support industry be more inclusive to everyone</p>	<ul style="list-style-type: none"> • Freelancers are abreast of new learning and developments and responsibilities • Qualified people are brought into areas of need • Talent can return and be retained into the industry • Better access and opportunities for all

Targeted, outcome-focused, and diverse training programmes ensure that the Fund meets the needs of freelancers at all stages of their career and supports the industry to build a strong workforce. Annual UK-wide research ensures that industry's wider views and experiences are captured on shortages and issues experienced. Coupled with the expert knowledge of members of the Working Groups and Council, this ensures the Fund is supporting industry priorities year on year and the investment remains adaptable, reactive and future focused.

Flagship programmes

1. Trainee Finder

Trainee Finder is a programme that matches talented new entrants with high-end TV productions.

Throughout the year, trainees are offered placements in their chosen department on productions which pay into the HETV Skills Fund. In addition to placements, they are trained in health and safety, finance for freelancers, carbon literacy, branding and networking and looking after their own well being. They attend industry masterclasses to improve employability and have the opportunity to find a mentor. All trainees are paid at least the national living wage, and for many this is a crucial step to access the sector. Trainee Finder enables people across the UK to enter the sector that otherwise would not have been able to take opportunities either through lack of contacts or financial restrictions. The willingness to accept people at the start of their career, whatever age, whatever background, has secured improvement in diversity, reflecting the population as a whole.

“It enables more people from diverse backgrounds to get into the sector”

Claire Anne Williams, London
Trainee Finder participant 2017, now HMU Designer

2. Make a Move

Make a Move supports the on-the-job training for freelancers identified by a production as ready to move up into a more senior role. The production accesses funding to support the process so that the individual moving up is paid whilst they learn the role. The funding can also be used to access childcare, travel costs, a mentor or wider training. This has been invaluable to those wanting to take a step up in their career with underpinned support, an area that is identified as crucial, especially where people sometimes can step up too soon without the necessary knowledge and support, which impacts on the production and the individual.

“I gained a lot of experience of what it's like to actually be on the floor working hands on in the productions which I wasn't getting in-house. That became completely invaluable to me because from then I moved my way up.”

Chrissie Broadway, London
Make a Move participant 2014, now Production Executive, Look Out Point and Make a Move Working Group member

3. Leaders of Tomorrow

Leaders of Tomorrow was created to meet industry demand for more effective career pathways to encourage increased inclusion and diversity leadership roles in the future. The three-year programme provides each of the cohort with bespoke training, access to senior professionals and tailored support to help them progress to a senior, decision-making role in the future. A senior leader from the industry nominates individuals for a place on the programme.

The programme offers:

- A mentor/champion
- Access to a wide pool of industry experts for tailored one-to-one support and advice
- Up to three part-funded placements per year for up to three years
- Bespoke grade and skills-specific training
- Networking opportunities and introductions

“Leaders of Tomorrow is about you as the individual how you can manage a team, how you can run a team and how you can support yourself. So it’s more personal training, more personal development and more self-directed learning.”

Annie Little, London
Hair and make-up, Leaders of Tomorrow 2021

4. Growing mid-level careers and widening the talent pool

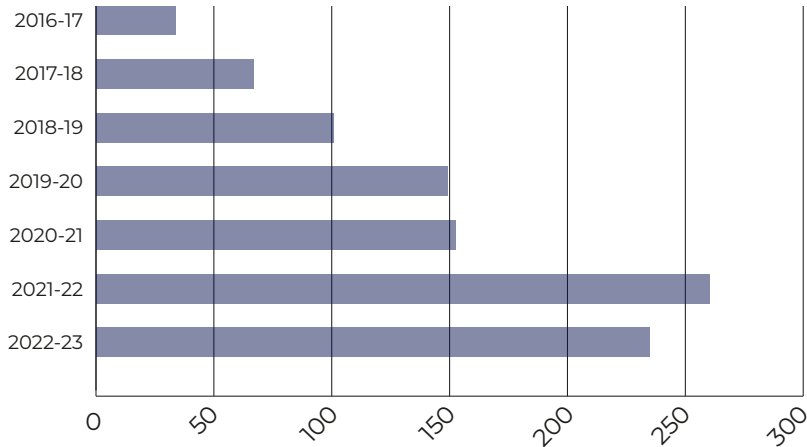
To bridge the grade shortages that exist, it is important to not only continue to support freelancers to move up to new roles, but also to attract new talent from outside the sector. These individuals already have a lot of the skills needed in the industry. Over a number of years the HETV Fund has provided a wide range of industry transfer programmes to deliver to this priority, as well as retaining its focus on supporting freelancers to progress and move up in every grade. Importantly, those trained from early iterations of entry and step-up programmes are now in leadership positions, recognising the value of this support and holding down the ladder for others to come in and up. The Leaders of Tomorrow Programme was developed to prioritise an inclusive approach to enable talent to step into leadership over the longer term, ensuring they have the right skills and support, mentoring and additional funds to build successful careers to ultimately change the make up of those in leadership roles in the future.

“My very own career has benefitted through the HETV Make-A-Move programme which allowed me to make the leap that has led to a successful career of line producing and now producing. The Fund is continuing to allow sustainable growth of the UK creative industry with a focus on quality. The development of the e-learning modules has provided an incredibly valuable resource that is widely accessed for free and sets a great standard across all crew levels.”

Adam Knopf, Cardiff
Former Make a Move participant, Chair of Wales Working Group

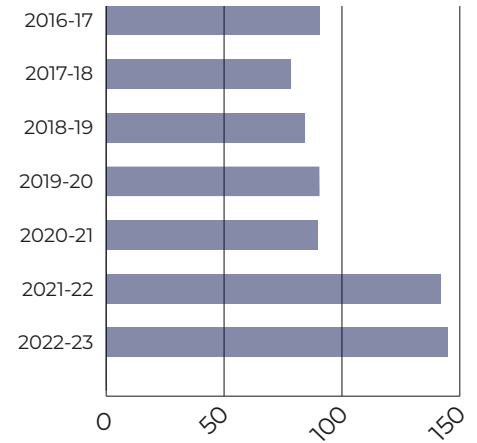
Numbers trained 2016 to March 2023

Trainee Finder 2016 - 2023



Total 1,012

Make a Move 2016 - 2023



Total 686

Widening opportunities

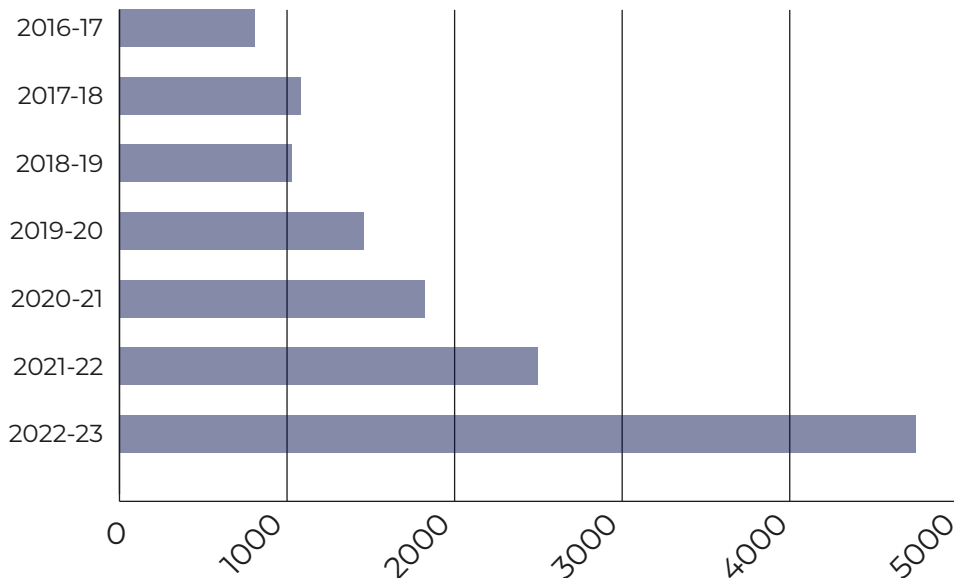
These flagship programmes have enabled a UK-wide approach to finding and developing talent, enabling individuals to sustain thriving careers. As HETV production made in the UK looks likely to remain strong, then so too is the need for strong workforces in all areas of the Nations and Regions where production is increasingly locating. Providing a holistic approach to building the UK workforce helps to build sustainable hubs of talent across the country.

“Trainee Finder has given an access point into the industry for a lot of people. Predominantly it is a freelance industry. It can be quite nerve wracking for people to make that step. What Trainee Finder does is really allow people to have confidence they’ll get placements and they’ll work on productions. People have rent to pay at the end of the day and so that often stops a lot of people coming through and into the industry.”

Alex Jones, Joint Managing Director, Red Planet Pictures, Chair of Trainee Finder Working Group

Annual numbers from April 2016 to March 2023

Supported across step up, grade shortage and new entrant placement:



Total 13,531

The role of the Fund in supporting access to high quality training, delivered by industry focused trainers and professionals, has seen a real impact in developing careers and ensuring the sector has the right people at the right level. Identifying the training needed through an industry led Working Groups model, in consultation with annual industry research, has ensured that programmes deliver to immediate industry need as well as providing joined up and trusted support for freelancers to develop their careers.

“The people that are on the ground that form the working groups will identify the skills gaps and look at the pressure points. We’re very reliant on making sure that we have feedback from both participants and industry. It’s our job to be responsible for ensuring that the Fund is managed correctly and that whatever metrics measurements or KPIs that we put on those programs are being sufficiently fulfilled.”

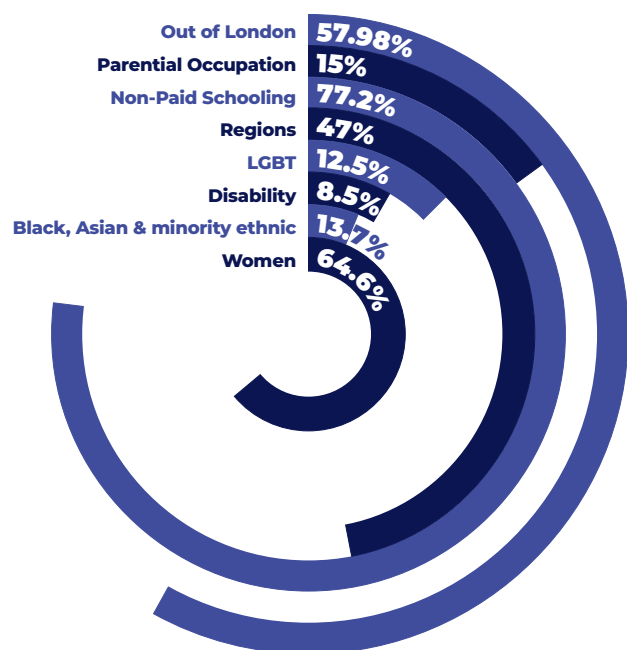
Asha Amster, Chief Operating Officer - Baby Cow and HETV Council member

Crucially, the Fund also supports key industry objectives of diversifying the workforce, as well as improving skills and knowledge that in the fast-paced world of new technologies and ways of working is so important, so freelancers are not left behind. Adaptability has played a major role in the success of the HETV Skills Fund. A clear example of this was during the pandemic, with the move to support people through online training programmes, and the introduction of new roles in the sector, such as Covid supervisors and roles in virtual production. Being agile, and able to adapt to need, has been a key factor of the Fund’s success over the last 10 years.

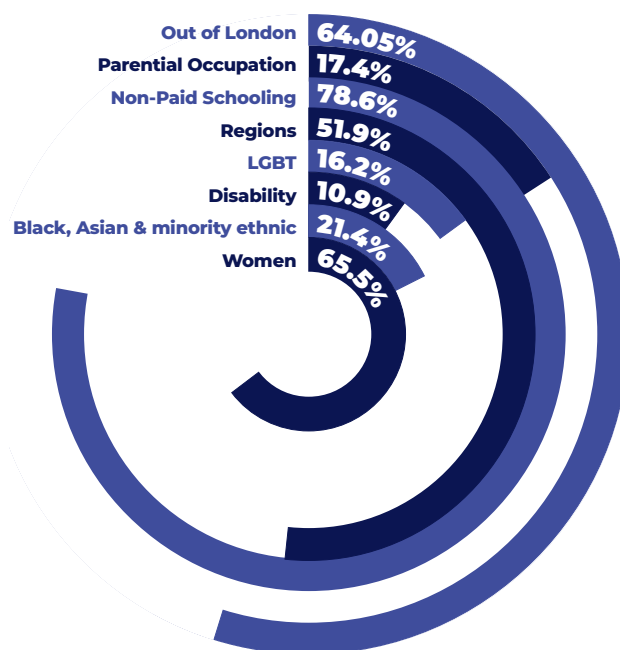
Diversifying the industry

Instigating tracking and EDI targets across all training has helped to increase active participation in the sector from under-represented people.

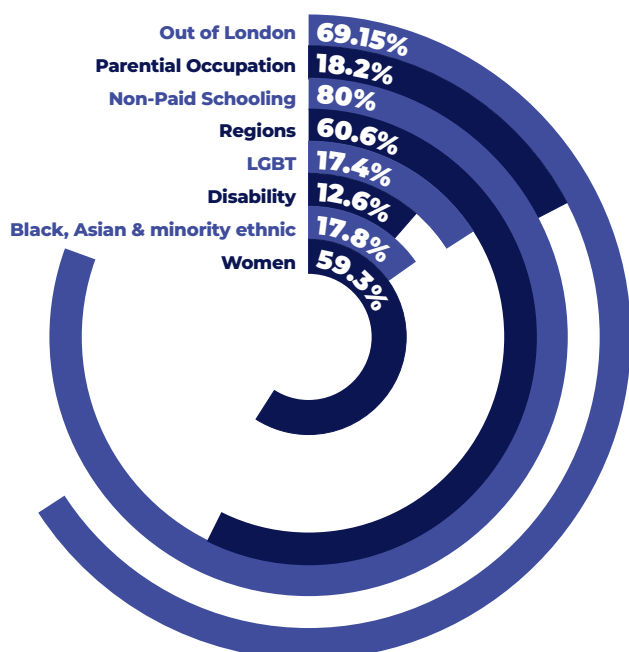
EDI Datasets 20/21 - 3,384 Individuals



EDI Datasets 21/22 - 3,508 Individuals



EDI Datasets 20/21 - 4,437 Individuals



Why Diversity Matters

“In an increasingly competitive global market, we need an inclusive talent pool with the rich mix of skills which are vital for creativity, employability and productivity.”

Seetha Kumar, CEO, ScreenSkills

Our industry is built on storytelling. Those stories reflect the lives of communities across the world, in fact and fiction, whatever genre of content we produce. In a global marketplace, it is vital not only to ensure we have a highly skilled and experienced workforce to make the content, but that the perspectives and voices of a diverse population are heard. Entry level programmes delivered through Trainee Finder and First Break have seen an increase in underrepresented groups entering the sector, and more importantly being supported to stay there, and move up the grades. At mid-career level, Leaders of Tomorrow provides access to individuals from a wide range of backgrounds and underrepresented groups to decision making roles. Senior levels of management in the screen industries are currently less diverse than entry-level staff. By supporting access to training and development we can help individuals from under-represented groups gain the skills and confidence they need to move up in their own careers.

Representation matters, not just in statistics, but in real life, on set, behind the scene, in front of camera, and in the writing, directing and producing roles. This representation means content not only reflects the audiences we hope it will reach, but tells the stories that resonate with diverse communities. In addition to protected characteristics, the HETV Fund also ensures diversity and access by those from lower socioeconomic backgrounds as well as ensuring opportunities across the UK from less well represented geographical locations.

“When I first got into the industry I couldn’t afford to go to makeup school because it was so ridiculously expensive. The industry has been known for being quite elitist because you’ve got to have that certain amount of money to be able to get the jobs. A lot of them in the beginning aren’t very well paid and you’ve got to go to all these different places, get yourself there and sometimes put yourself up. The HETV Fund is really good, in providing paid training and there’s lots of bursaries as well to support access.”

Thea Jones, Trainee Finder 2019

Impact of the fund: Sector support, directed by the industry

The HETV Skills Fund is a beacon of how industry collectively can positively and authentically develop and sustain the workforce. The Fund’s work ensures targeted training programmes improve the skills, knowledge and experience of freelancers across the UK, to meet the ever-changing demands of the sector.

It is an example of how collective investment by industry provides a self-fulfilling virtuous circle of opportunity. The benefits of the Fund are apparent on a number of levels: In early entry, finding and training new talent through programmes that engage with communities traditionally not represented in the sector, opens the door to understanding how the industry works. The wide range of roles available through First Break and paid job shadowing placements, leads to Trainee Finder, providing important paid opportunities for new entrants to successfully start a full career. Access to networks, skills development and wrap around support is vital to growing the numbers of entrants required.

In addition, production companies benefit from the financial support of the Fund, and this encourages more productions to take on trainees, that otherwise may not be able to do so. Training in and of itself is not enough to secure a career, and the HETV Fund opens doors to work that builds a baseline for entrants to connect, gain contacts, access paid trainee roles and secure further work, all the while learning on the job, with the support of industry professionals.

Why the skills fund is so unique and needed

The Fund does not stop at entry level, but continues to support crew at every stage of their career - as they move up the grades, step across departments and also enter from other industries or parts of the sector.

Very few sectors can claim that they have a programme of development that can meet freelancers needs at all stages of their career, and give vital access that not only positively impacts the individual, but the productions on which they work. All this is made possible by industry investment.

The impact on the sector has been manifold:

- **Industry funded** – Demonstrated the strength and impact of collective investment
- **Expert** - Improved all department skills development aligned with job role requirements, trained by industry professionals and directed by industry experts.
- **Collaborative** - Provided financial support to ensure that production companies can support crew at all levels to build upwards and fill core skills and grade shortage gaps.
- **Long term thinking and agile to change** - Ensured that new skills, programmes and technologies are embedded to 'futureproof' the sector, being forward thinking and adaptable to unforeseen issues. Agility of this nature is vital to changing environments and need.
- **Data-informed and outcome-focused** – Delivered trusted industry research that supported thousands of freelance crew to learn, grow and in turn become advocates to support others coming through the process.
- **Inclusive** – Provided clear pathways into the industry and progression for underrepresented groups and individuals all across the UK

The HETV Skills Fund has impacted the industry at all levels, with the outcome not only of crew development, but the support of productions themselves, through vital funds that ensure opportunities are available, benefitting the individual and the production.

“It’s a good source of additional staff and trainees with a wide selection of schemes to help support staff at varying levels.”

Caroline Richards, Head of Production, Big Talk Productions

Championing successful careers

“I was on Make a Move in 2015. I would say it was a crucial step. It gave me a chance to really consider the gaps in my skillset and provided a programme for those gaps under the mentorship of a more experienced colleague.

This was without a doubt a hugely beneficial programme for me personally. Each scheme gives a framework for meaningful and structured training at various levels in crew members careers. The mentorship required for each scheme benefits not just the trainee, but also the mentor, who is provided with an opportunity to articulate and impart the lessons they’ve learnt throughout their careers.

By making the fund part of all productions right from the initial budgeting stage, it makes skills training an everyday part of the process of making films and TV. I think this is a key part of the process. Not just hiring trainees for short contracts, but continuing to invest in the developing skills of the individuals. Training should happen over 3/4 projects to most meaningfully build the capacity for increased responsibility.”

Joel Stokes, HETV Make a Move: production coordinator to production manager 2015, Co-Producer Programme: line producer to co-producer/producer

“The Trainee Finder programme gave me opportunities that I didn’t have. I was getting paid to work and train at the same time which was an absolutely amazing experience...I had worked in make-up from the age of 16 to 25 and then I decided that I wanted to change careers. I went to a make-up school which was expensive, but then after I finished the course, I found it really, really hard to get work, practically impossible because I literally didn’t know anybody... then I saw this ScreenSkills advertisement and I basically went for it

After I finished Trainee Finder I was a trainee on a couple of larger and smaller projects then I moved on to become a make-up artist and then from make-up artist I went on to become a designer. The team has been longlisted for an Emmy for Riches. Even if we don’t get anywhere, I’m still proud.”

Claire Anne Williams, London, HETV Trainee Finder 2017 hair and make-up department, Now Hair and Makeup Designer

“I can’t tell you how many times I’ve seen the little caveat not available in Northern Ireland. They’re entirely UK based which was brilliant that they have not forgotten about our little neck of the woods which is not obviously a very booming TV industry, so that was that was a massive factor for me which is amazing. There’s no age restrictions and you don’t need that formal education. The accessibility, everything’s over zoom (training element), because it’s UK so Scotland, Wales, England and Northern Ireland so you’re meeting all of your other trainees as well and you’re joined in that, so the accessibility is brilliant that way as well.

I applied for HETV Trainee Finder when I was 29 so this was a later career change for me. And it’s always the way you always see all of these wonderful opportunities. But they’re not available in your area or maybe you have to be a certain age or maybe to still be in education, and there’s just no bars at all like, it’s just so open and accessible and I find that to be wonderful.”

Megan McAlonon, Belfast, HETV Trainee Finder, 2022

“My background was in film and I wanted to move over to also being able to produce in TV which feels like very similar skill sets, but at the time it felt like different industries. To a certain degree things were merging but it was necessary to get experience working in TV. I was a producer in film, so by working in TV as a co-producer I was able to enhance my skill set and work on productions with support. Taking a step back to gain the experience and then with it eventually being able to run a production myself.”

“Training on the job, being a part of every process from development to the production to post-production, and just seeing the project go from inception to delivery. I was working with the cast, costume, hair makeup, production design. So every facet of the production process I was a part of. It was great because obviously I got to work in South Africa with South African teams who were absolutely phenomenal.

I think the fund really gives you the opportunity to step up. It gives you that backing and support to know that if it’s something you want you can have it”

Rienkje Atoh, London, HETV Make a Move, TV Co- Producer

“I come from a small town in Barrow in Furness, so I’m not city based. So, it was quite hard for me originally getting into the industry because I wasn’t from London and I didn’t have all the contacts. Programmes like Trainee Finder can give you the contacts as well as helping people who wouldn’t have necessarily have the opportunity to get in the industry before.

It’s the best thing in the world to do because they give you the support anytime you need it. There’s always somebody who you can get in touch with if you feel like you need support. Ever since I did my first job with HETV Skills Fund I’ve not stopped really for like two solid years. It really just started my career and it’s kept it going which is amazing. Thanks!”

Thea Jones, Barrow in Furness, HETV Trainee Finder, 2019

“Make a Move was invaluable. Really, it allowed me to have a bit of extra prep time, it allowed for mentoring when you write the training plan you do it with your head of department. So in that instance it was my line producer. That was really great because it allowed us to develop a training plan and then have lots of touch points when she and I would check in with one another, review how I was getting on which was super helpful. It just gave me the funds to help me to do my job and also I have access requirements. So it was also a fund I don't think we actually ended up needing it, but it was also great to know that that would be available to include in the application if it was required.

After 5 or 6 years as a production manager, I did Step up to Line Producer in February 2023 and it was really helpful. It was really good to see if I had any gaps in my knowledge and learn from other people and share experiences, etc. It was really great. I think gaining entry is one thing, but then the continued career development support is something that is often lacking in this industry and that's been really lovely that [the fund] are able to do that. And that they focus on all levels of the industry not just entry level”

Katie Player, London, HETV Make a Move Production Coordinator to Production Manager 2017, HETV Step Up to Line Producer 2023

“The benefits of the HETV program are massive for me. It was a game changer really because it did 3 main things; firstly I got to shadow some incredibly talented drama directors who'd been doing it for years and hear their stories. Then it also gave me confidence. I started in continuing drama and to go on a high-end TV show, and see that it's not that far removed production wise from continuing drama, that it was really incredibly possible for me to do that was a huge confidence booster and removed any intimidation that I may have felt.

Lastly, this was a massive thing, and it was thanks to the generosity of the directors that I shadowed because they gave me scenes with recognisable faces. They gave me scenes that were stunt heavy, I directed some car stunts, I went off and did my own second unit directing. I then ended up with this huge amount of very high end shots for my reel. That then obviously got me in the room to my next job interview. So it was a huge, huge benefit for me and the fact that you're paid as well. I mean that was massive.

I started in LA, I went to film school over there. It's really on unpaid internships, but because I'm not from money I could only really do one week at a time here and there so that didn't really benefit me at all because I wasn't in a production for long enough to get the benefit and really get to know a show and also get to know the exact producers and the show runners, whereas this scheme you're part of the production crew. You know you're absolutely integrated in everything that they do you get to know the show they get to know you they get to trust you.”

Claire Tailyour, London, HETV Director Support, 2018

“The key benefits of the HETV Skills Fund are that every training [opportunity] gives you a little bit more motivation to do more and generally push your career a little bit forward. The training also generally gives you the opportunity to have someone oversee your work and your training. Obviously, this person is usually at a senior level, so they can give you a lot of support and advice, and generally, point you in the right direction.

I think the HETV programmes definitely helped me to progress in my career. And I also think that I was very lucky that I was surrounded by a group of people who supported me a lot and who actually believed that I could do it, that I could step up to a higher role.”

Ola Kaminska-Omazik, Northern Ireland, HETV Step up to Production Accounts, Make a Move 2016, Leaders of Tomorrow 2021

“The HETV mentoring program just came totally out the blue for me. I was just this dope in Liverpool who’d written a spec script and sent it to a production in Liverpool and one day not long after I had sent it in, Jimmy McGovern popped in the office and saw the script, read it and give me a ring and said ‘you want to come out for a pint? I just thought ‘-oh my god!’ We went out, we had the drink and we talked about what I’d done before and who I was. Then at the end of the drink, he said that he’d been approached by the HETV Skills Fund and explained there was money that could give me an opportunity to just be secure for a couple of months and concentrate on writing something. And that was the start of my journey.

I often think The Fund gave me access to people like Jimmy McGovern. He’s been there and you know he’s got all the BAFTAs. Not just one! Being in their company gives you confidence and it makes you feel like you deserve to be in there, that you could do this for a living. It lifts you in many ways.”

Tony Schumacher, Liverpool, HETV Writers Programme, 2019

“What I recognised, because I came into the Trainee Finder situation as an older person, was that I had relevant skills from my life before. I realised that as a trainee or a junior there was more that I could give. What I lacked was just working experience in TV, but in terms of leadership or management I wanted to do more of that and that’s where the Leaders of Tomorrow came in for me. Going from Trainee Finder to Leaders was the natural progression I think the next step.

It’s somebody reaching their hand out to you and you can reach your hand back. I think that is really important, otherwise you’re relying on a friend or somebody who knows someone. But I think this way I felt confident going to somewhere because ScreenSkills and the HETV Fund have a reputation I knew that, if I was hired by a production, that production would feel confident because I was supported by something valuable, and they would feel confident in me knowing that I was getting proper support.”

Annie Little, London, HETV Trainee Finder 2019, HETV Leaders of Tomorrow 2021

“I had been in-house as a production assistant and went out to be a production secretary, and gained a lot of experience of what it’s like to actually be on the floor working hands-on in production, which I wasn’t getting in-house, it was just impossible to get that In-house. That became completely invaluable to me because from then I moved my way up to being in-house production coordinator. Then I was able to move on to a different role at a different company as production executive, which is what I’ve done since.

All of that started by me understanding what it’s actually like on productions: what the production teams go through when I’m asking them to do things, understanding their challenges, what support they need, when is a good time to ask something and when it’s not. That’s what I learned from doing the Make a Move scheme.”

Chrissie Broadway, London, Production Executive, Lookout Point, HETV Make a Move 2015 HETV Make a Move Working Group Member

“We all know that without the right tools, the right mentors, and a bit of help, the road can be very bumpy... In that respect, I am very grateful that when I took a new path and stepped up from being a 1st AD to being a producer, I have been able to receive the help provided by the HETV Skills Fund and particularly to benefit from the HETV Make a Move.

Practically, it allowed me to have a longer prep and have more time to learn, digest the novelties coming with my new position and get steady on my own feet to face the challenge. It was made even easier knowing that all along the way, I also had the opportunity to get some support from peers ready to generously advice via the industry led HETV Fund”

David Meanti, London, currently working as a producer for Disney, Former Make a Move participant

View from our training providers and project managers

“When the Fund began, I don’t think many foresaw the overall production spend rising to the levels it has in such a short space of time. The Fund has enabled many to progress, return to and enter the industry that might not have otherwise been able to. It’s been able to adapt to new technologies and roles such as virtual production and intimacy coordinators that didn’t exist back in 2013. The Fund has also adapted to the needs of the individual. It’s not always just a single topic, software or skill – with programmes like Make A Move, the fund forms around the needs of the individual, giving them much more than one day in a classroom.

There are crew who are able to lean on the Fund through various stages of their career too, returning to top up skills, step up to the next level and then give back. In just the last few months, we’ve invited brilliant guest speakers, who we first encountered as trainees, to train the next generation. The HETV Skills Fund benefits every production and supporting the freelance workforce is vital to the success of the industry.”

Matt Gallagher, thecallsheet.co.uk, London, Training Provider on Multiple Programmes for HETV Fund

“New entrants are offered a unique opportunity through HETVSkills Fund. They make industry contacts from the very beginning. In a supported way they can learn and try actual jobs on actual sets. Also, with the financial incentives offered to productions by the Fund, entrants are able to avail of traineeships that may not be there without the HETV Fund funding input.

‘This programme offered a grounding in the skills and duties required in the roll of trainee standby props. Students were equipped with the jargon, ‘set etiquette’ and knowledge to make the most of their future placements with film companies. The programme was very successful, with two applicants currently employed as trainee standby props on HETV productions, and all applicants having been offered positions.

Sarah Speers, Stags Head Prop Hire, Northern Ireland, Stand by Props training provider

“Following the success of the Craft and Tech programme where we paired over 20 freelancers via a networking ‘speed dating’ session, and placed 6 pairs on HETV productions, this current programme has paired over 60 pairs with the hope of placing 40 pairs on HETV shows. Our experience of coaching both job-sharers and the employers that manage them, means we can provide advice based on best practice to ensure the success of the placements.

The Fund incentivises and takes the perceived ‘risk’ out of training freelance crew. The training funded fills the gaps in knowledge for freelance crew that would be provided by companies if their workers were staff. This leads to a better trained more professional workforce. The key to the fund’s success is how it has focused on all stages of career not just new entrants. Providing support through the bursaries as well as looking at Return to Work and Job-sharing has allowed people to stay in and grow in the careers they love.”

Michelle Reynolds, Share My Telly Job, Stroud, Training Provider HETV Job Sharing Programmes

“Our placements on the First Break programme are paid national living wage and we also asked production to provide a small fee as a contribution towards travel, and they are for three weeks and as a rule most of the placements have opted to work the same hours as people in production so that they can really understand the genuine reality of what it’s like to work in production. It’s not a Monday to Friday nine to 5 so they’re really throwing themselves into it.

They also get access to lots of different paid training which is paid for by the HETV Fund in advance of their placement and additional support after their placement, it is over to them. but we still provide that additional support afterwards. I’ve got a few one to ones lined up. There’s a chap that has just finished and we’re going to get together next week to have a look through his CV and I’m going to talk to him about other places where he might be able to find opportunities locally and other opportunities via Trainee Finder which would be a wonderful next stop for him.”

Amy Morris, freelance, Newport, Project manager, First Break, Wales

View from industry experts

“I think the first time I used Trainee Finder was in 2015 whilst on Peaky Blinders Series 3 in Liverpool and have worked with them on pretty much every production I have been involved with ever since.

The Fund has really pushed training to the forefront in HETV. We need to keep training so we have a sustainable industry especially while it is so busy. A lot of crew have stepped up quickly because it has been so busy in the last few years so having the ability to support crew with training courses that best suit their needs or offer placements or shadowing has been brilliant.

The HETV Fund is at the forefront in the UK of increasing access to those that may have normally found it difficult to get a start in the TV industry. The support that is shown to the various ScreenSkills cohorts is phenomenal.”

Suzanne Reid, Producer, Wild Mercury, Scotland, Chair, Scottish Working Group

“I am a huge advocate for the work of the HETV Skills Fund. Their collaboration with industry means the Fund’s use is nimble and relevant, allowing for strategic training and upskilling to directly impact the creative workforce where required. The introduction of regional working groups each with their own training schemes has helped focus this collaboration to support crew even more.”

Adam Knopf, Producer, Cardiff, Chair, Wales Working Group

“As with all ScreenSkills working groups, the decision-makers here are dyed-in-the-wool TV professionals who see shortages on set, on location and in the production office. We know where the real challenges are and where training can have the most impact. It’s great to have a group of colleagues who share their knowledge to ensure that ScreenSkills money ring-fenced for Northern Ireland really does make the industry stronger here.

Our members are ready to make a passionate case for funding people and skills development that will enhance the working lives of everyone already employed in the industry, the careers of those we end up supporting and, of course, the quality of our dramas on screen.”

Louise Gallagher, Scripted Development Executive, Hat Trick (NI), and creative director, Gallagher Films, Northern Ireland, Chair, Northern Ireland Working Group

“As an independent film and TV company with a Sheffield HQ, Warp Films has always looked to produce in the regions and has recognised that the skills shortage is one of the key limiting factors to growing the regional ecosystem. Being involved in ScreenSkills’ Regions Working Group is one of the most effective ways that I can improve the situation. It’s the best way that the industry’s efforts can be co-ordinated to improve skills, which is to everyone’s benefit.”

Niall Shamma, Chief Operating Officer, Warp Films, Sheffield, Chair,

Regions Working Group

“The Fund enables a central pot to service industry with training needs and brings together industry professionals to facilitate this and feed in. It has brought in many people to the industry and encourage productions (particularly when budgets are constrained) to take on Trainees. In addition it has encouraged productions to move individuals up to the next level (Make a Move). It has played a key part in monitoring skills needed each year for industry, with a focus on inclusion.

We must remember how rapid the increase to production has been in a short time and training takes time. The Fund provides vital focus and I have heard globally how much other countries wish they had a body like this to facilitate training.”

Kelly Phillips, Head of Studio, Finance and Strategy UK and EMEA, Netflix, London Chair, LSC

“The training and support provided to the freelancers is based on practical needs, not theoretical. It is an HETV industry wide approach that benefits everyone, regardless of the size of productions they may be working on. The Fund is quick at adapting to the constantly changing training requirements.

It was a great resource for freelancers during the pandemic. It is now one of the first points of call for new entrants in the industry and recognised as not just a training provider for trainees, but also a support for freelancers higher up in their career. It’s been a key factor in opening up our industry which traditionally relied on industry contacts. It’s training for general skills such as Leadership and Management and Mental Health has been invaluable. The Fund can help our industry with long term training for the crew, which is difficult on individual productions which tend to be short-term work only.”

Magali Gibert, Head of Production, Sister, HETV Council Member

“I think the Fund has demystified the industry and access to the industry for a lot of people because I think a lot of people coming out of Uni were interested in getting into the industry but weren’t really clear how to do that and I think that a lot of what the HETV Fund does has helped identify those pathways for people, those access points. I think whereas historically the industry was a bit nepotistic and it was always about who you knew I think there’s been a big shift in that now which can only be a good thing. I think that helps bring more diverse people into the industry, they just need to know that it’s an option for them and that there’s a career available in the various different aspects of the industry.

Trainee Finder has pulled a lot more people into the industry at a time when we really needed to backfill all those people that have moved up. It’s also done this while preparing them for what the industry involves, all the basic training that they get as part of the Trainee Finder Scheme. So I think it means that we have a really robust workforce as we continue to address other issues further up and the various different skills gaps.”

Alex Jones, Joint Managing Director, Red Planet Pictures, London, HETV Council, Chair, Trainee Finder Working Group

“I have been involved in the Fund since its inception, and am extremely pro the work being done. The training provided at all stages of career development is amazing, and has supported the industry to bring more people in at trainee levels, and move them up across the grades. The dedication of the people involved is crucial, this is a rare example of industry supporting the development of crew, and the growth of the fund shows its effective nature.

The future now lies in our ability to promote this work more widely to those who don't know about it, and really shine a light on this work.”

Alison Barnett, Head of Production, Kudos, London, HETV Council Member

“I think the Fund speaks for itself in the amount of money that it is now having to spend every year by production companies. I know we are supposed to invest in the Fund but we don't have to, the point is we are because we recognise that it is very much needed. But also we recognise that the team and who are managing the HETV Fund are doing it so brilliantly.

They can't do it without all of us and we have lots of working teams and everything else. But I think the agility with which the Fund is able to operate, with the support of the working industry is just brilliant. They know that we can work hand in hand on this. I think that its strength is the teamwork between the fund and the industry. And the agility with which they are able to move is brilliant.”

Debbie Vertue, Director of Operations, Hartswood Films, London, HETV Council Member

“I think it's just super important to have that information source and that hub for training and career development for the freelance community and it's also important to note that that's for all levels. So whether you're trying to get into the industry and you don't know how or where to even start or even what jobs might be on offer, what you could do. There's a whole host of different advice and insights up there. If you need that step up the ladder, you can go onto the site or you can talk to someone in person and get some career advice and select courses that you feel might develop and hone your skills, give you the confidence to step up to that next level and for me I still do the refresher courses. So I think it's really important to have that range and that breadth for all levels to support our growing and emerging industry.

We are seeing a real drive and a push to addressing the balance and making sure our work environments are fully diverse and inclusive. You'll see that where people are selected for specific programs like the Leaders of Tomorrow, you've got a real broad range and breadth of people with different backgrounds and that is really important because we are telling very rich and diverse stories on our screens that everyone wants to see hear.”

Amanda Wilkie Sweeney, VP Production Management, Disney UK and EMEA, London, HETV Council Member

“Part of my job is to make sure that every show of ours where relevant has a HETV Trainee but now obviously with the Make a Move schemes and the higher senior management schemes that are in place, we're also making sure that we are taking

on training people who will step up into the senior roles not just the training roles. We have a very good track record of doing so and we have some very lovely staff. That's from shows that have been running such as Outlander and The Crown, for the last ten years, people who have started at one position with HETV Fund backing and have now moved through the ranks and some in quite senior positions.

We have tracked and kept close tabs on a lot of the people which is nice to see how they're doing and what they're doing now and we've been supported very much by the HETV Fund regionally as well as in London and they have adapted sometimes to help us which is just fantastic.

They have helped us when we set up our own little training scheme within the show with Sony money but The HETV Fund also came in and put money there to help in that scheme. So they've been fantastically collaborative actually."

Hillary Benson, Head of Production, Left Bank Pictures, London, HETV Council Member

"I think the HETV Fund is invaluable to the whole industry and I think without it we would be in dire straits actually. I think it's done amazing work in terms of getting new people into the industry, training people, helping people step up, move across and as we all know there's a huge dearth of people out there. The amount of content that we're making I dread to think what it would be like if we didn't have the HETV Fund.

The best is when I've ended up with a mentee or a trainee who's come in at the very bottom maybe in development. And they have decided that they wanted to move across into the art department and with the Make a Move or Step Up or Trainee Finder programmes. They've been able to do that transition into different departments. I Think we can really trust that the HETV Fund has given them the right background and confidence to move forward. I have seen a development of a fantastic woman, move into the art department. She was a trainee in the art department then she was an art director. The Senior Art Director ended up getting pregnant and she took over for the last half of the shoot and she was amazing and now she's a designer. It's amazing to see them grow like that I think ScreenSkills would be the first point that I would direct any newbies to. I think across the board that the website and the progression that the HETV Fund provides is amazing."

Julie Clarke, Head of Production, ITV Studios Drama, London, HETV Council Member

"I think that the HETV Fund really is benefiting the industry with the amount of growth that we've had in the last five ten years and it's really great that we're not having to go to different countries to look for trainees that we have them here in Scotland and it's supported the growth within the industry. In terms of skills and development of talent the Funds been a huge success I would say particularly with Make a Move. It's given people at assistant level the ability to go to an H O D Level and it's given the production companies reassurance that that person is being mentored and supported so that they can step up and take that role within a busy industry.

I think it's had a real impact in supporting the sector in terms of talent. I think previously before you maybe were paying into the Fund but not seeing the outcome of it and now you know that what you put in, you're getting 2 or 3 times more out of it

than what you put in, it is absolutely fantastic. You're getting to see people either begin their careers or further their careers and they've managed to then go on to other productions and succeed which is just a wonderful thing to see."

Katy Engels, Production Executive, STV Drama Studios, Scotland

"I became Head of Production at Mammoth about ten years ago and we worked with the HETV Fund from its inception. I sat on the Council for a few years and we've contributed on every Mammoth production and we've been extremely supportive of the fund. We've taken on many trainees through Trainee Finder program over the years since 2016 and we've been impressed by many of those who have worked on our productions.

We've also supported crew on the Make a Move program and I just think the stepping up initiative is really critical, I mean really crucial for the industry. Stepping up the right people in the right areas to address the skills gaps that we're all feeling at the moment and developing the talent of our crews who just need the right experience and the time to garner that experience and confidence and the right skills to do the best job."

Veronica Castillo, Head of Production, Mammoth Screen, part of ITV Studios, London

Looking forward:

"The success and growth of the HETV Skills Fund is all down to the amazing and committed HETV industry we have the privilege to work with to build collaborative, sustainable and future-looking skills investment for the HETV workforce across the UK. We look forward to continuing to work together for years to come and build on the strong foundations of ten years of the HETV Skills Fund under the strong umbrella of ScreenSkills.

In terms of the next 10 years, we will continue to provide an authentic and stable home for industry to access trusted and effective training for their crews, and for individuals at all stages of their careers to know where to come to access support to grow and succeed in their careers.

As the industry continues to progress and change the HETV Fund will be there to adapt alongside and tailor its skills support accordingly, to ensure it is providing targeted and impactful and outcome focused support to all of our future generations of UK talent."

Kaye Elliott, Director of High-end Television, ScreenSkills

The next 10 years

- 58 new training programmes commissioned for 2023/24
- £11.5m of skills investment in 2023/24
- £8m of contributions forecast from production companies 2023/24
- £43m will have been invested in the UK workforce by the end of 2024

Thank you to all our contributors for helping us compile this body of work, to Alison Surtees for her extensive research, to all our Council, Working Group and LSC members, our industry partners and all our beneficiaries.

Thank you all for your continued support.



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