

RE-P-2020-03-Annex B

# National Film and Television School

## HEIF accountability statement

Narrative return template for HEIF funding period  
2021-22 to 2024-25

**Return date: 21 May 2021**

Return as Microsoft Word file to: [KEPolicy@re.ukri.org](mailto:KEPolicy@re.ukri.org)

Queries to: [KEPolicy@re.ukri.org](mailto:KEPolicy@re.ukri.org)

Web: <http://re.ukri.org>

Twitter: [@ResEngland](https://twitter.com/ResEngland)

Email: [Subscribe to email alerts](#)

## Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

*In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.*

*(max 2 pages of A4)*

In June 2019, the NFTS Board approved a new [Corporate Plan \(2023\)](#). This is designed to further strengthen the financial strength and future sustainability of the School, but also build on the solid foundations of the School's relationship with industry and innovation in the sector.

The key themes of the Corporate Plan (2023) are: -

- Creating Opportunity;
- Working UK-wide;
- Exploring Future Story-telling;
- Unlocking and celebrating our legacy; and
- Building on our success.

Two of these themes speak directly to the School's aspirations and objectives for knowledge exchange. Specifically:

The **‘Working UK-wide’** strand of the Corporate Plan (2023) focuses on growing the School’s presence in the regions outside of the South East, to cement our position as the NATIONAL Film and Television School. The growth of hubs in the nations and regions is modelled on the School’s successful delivery of employer-led CPD skills focused training (non-credit bearing) out of its Beaconsfield site with the successful launch of a hub in Glasgow in 2018. The NFTS is the biggest provider of CPD for the film and television industry and the 2023 strategy will see us expand this work further, specifically:

- HEIF will fund staff at the School’s Glasgow Hub to continue to expand its CPD course offer to support the growing film and television production industry in Scotland.
- Building on the success of our first regional CPD Hub in Scotland, HEIF will support staffing of a new Hub in Leeds in launched in January 2020, in line with both industry and the Government agenda to build a new economic powerhouse in the North of England.
- HEIF will further support the growth in out-of-London production, with the launch of a further hub for course delivery in Wales. This hub will be collocated with our broadcast partners the BBC in Cardiff. Working with the BBC and Channel 4 on this activity will further cement these important relationships and potentially lead to other opportunities for partnership working.
- Finally, demand for CPD course provision in the South remains strong. HEIF funding will be used to bring in a new staff member to support increased course delivery out of our Beaconsfield Hub and our new London office which opened in September 2020.
- The strategy above will make some headway into addressing disparities in regional productivity and skills levels as highlighted in the Governments Industrial Strategy White Paper (2017)<sup>1</sup>.

**‘Building on our success’** recognizes that the School is already effective in a number of innovative, business-focused areas, and seeks to maintain these opportunities, including:

---

1

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf)

- Providing the School's skills and expertise to developing professional production projects in partnership with leading partner production companies;
- Exploiting the School's Intellectual Property by licensing and distributing the School's content; and
- Organizing and hosting conferences and events to engage industry and showcase the skills and talent generated by the School.
- Working with Pinewood Studios to establish a new Skills Hub as part of their [Studio UK project](#).

Our vision for the end of 2023 - at which point the NFTS will have just celebrated its 50th anniversary - is to be recognised internationally as the leading film, television and games school in the world.

By the end of 2023 we will have formulated our new Corporate Plan which will take us beyond the HEIF funding period. This document will build on the plans detailed in this plans in this document.

## Question 2 – Use of HEIF

### How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

*In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.*

**Question 2: Use of HEIF**

(Max 6 pages of A4 or A3)

<p><b>Planned areas of HEIF supported KE activity</b></p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p><b>HEIF support</b></p> <p>How HEIF will be used to support the project?</p>	<p><b>HEIF priorities</b></p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p><b>Strategic objectives</b></p> <p>Which institutional strategic KE objective does this relate to?</p>	<p><b>Indication of timescales</b></p>
<p><i>Example response – delete from your completed return</i></p> <p><i>Programme to support SMEs in our region to boost their productivity through access to consultancy equipment and students. Target to engage 200 over 3 years.</i></p>	<p><i>e.g. x1 business development post 50% HEIF funded</i></p>	<p><i>e.g. “supports ‘ideas’ pillar of IS, by enabling SME business growth” and “RE/OfS objective for students to benefit, anticipate circa 200 students will be directly involved”...</i></p>	<p><i>e.g. “Objective 3: work with regional business to boost productivity and prosperity in our region”.</i></p> <p><i>Objective 4: graduate employability</i></p>	<p><i>e.g. ...</i></p> <p><i>2019-20 onwards</i></p>
<p>Establish new delivery hub NFTS ‘Wales’ in Cardiff with the support of the BBC. Target to engage with approx. 400 professionals a year within two years.</p>	<p>1x Development Manager post</p>	<p>Supports the focus on the levelling up agenda, developing ‘People’ and their role in supporting ‘Place’ through enhanced employability.</p>	<p>Working UK Wide</p>	<p>2021-2022 onwards</p>
<p>Further support the growth and expansion of NFTS London, Leeds and Scotland. Across all the Hubs the NFTS is aiming to work with 1500 professionals annually by 2023.</p>	<p>2 x Development Managers + Short Courses Assistant.</p>	<p>Supports the focus on the levelling up agenda, developing ‘People’ and their role in supporting ‘Place’ through enhanced employability.</p>	<p>Working UK Wide</p>	<p>2021-2022 onwards</p>

Further exploit the School's skills and expertise to developing professional production projects in partnership with leading partner production companies	0.5 x Executive Producer	Supports the 'Ideas' pillar of the Industrial Strategy. By enabling staff and students to engage in professional projects with Industry.	Building On Our Success	2021-2022 onwards
Further support the expanding exploitation of our intellectual property and IP	1 x Festivals Administrator	Supports the 'Ideas' pillar of the Industrial Strategy. By enabling staff and students to engage in professional projects with Industry.	Building On Our Success	2021-2022 onwards
Further expand the public engagement events that the School delivers to build its relationship with both the community and industry.	1 x Event Coordinator	Supports the 'Ideas' pillar of the Industrial Strategy. By enabling staff and students to engage with the community and Industry.	Building On Our Success	2021-2022
Establish new Skills Hub at Pinewood Studios. The 25,000 square feet Skills hub is expected to open in 2022-2023 and will be provide a major opportunity for the School to further develop its training provision in support of both local and national priorities.	1x Development Manager post	Supports the focus on the levelling up agenda, developing 'People' and their role in supporting 'Place' through enhanced employability.	Building On Our Success	2022-2023 Onwards

### Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

*In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.*

*(Max 4 pages of A4)*

The NFTS Director, NFTS Finance Director and the NFTS Head of Financial Reporting & Projects form a small 'steering' group that manage the HEIF grant allocation on behalf of the School. As a group, these three senior staff ensure the HEIF allocation is utilised in line with the funding guidelines and that progress is encouraged, monitored and reported.

#### Manage your HEIF Spending

We have defined clear targets for each key activity area supported by HEIF. These targets are both financial and operational. For CPD activity these targets define how many courses we expect each region to deliver annually to be financially sustainable, but also more importantly, how many industry professionals attend our CPD-led courses, the skills attained and how they rate their course experience.

Each activity area is then given a degree of autonomy to decide on the best approach to meet those specific targets. Again, in terms of CPD this means that each Hub determines the price, craft and design course delivery which best meets the needs of its local customers. For example, delivery of training in production accounting is delivered as a weekly evening class in London over twelve months, but is delivered as an intensive one-day weekend course over twelve months in Scotland. This invites a degree of innovation and enterprise, and provides a test-bed for best practice and improvement which may be adopted by other regional Hubs.



With regards to Intellectual property and content, we set clear targets to monitor the success of the School's student films at festivals, measured by awards and commendations, complemented by distribution income targets for licensed content.

Finally, engagement by the UK film, television and games industry is pivotal to the ongoing success of the School, with industry attendance of events and conferences being a key metrics of the School.

Each key activity area is led by a lead member of staff who ensures activity is appropriately managed and that sufficient progress is made.

### Measure Progress

Progress is tracked and measured through three mechanisms.

Firstly, the Director of the School and the Finance Director have regular progress review meetings with the leaders of each activity area to ensure they are making progress towards their targets and any institutional barriers or issues are picked up quickly.

Secondly, financial and operational progress is then measured more formally through the monthly management accounts and via the quarterly Finance and General Purposes Committee where both Senior Management of the School and Independent Board members consider reporting data and discuss progress.

In addition, annually the key HEIF targets are also captured in the Institutional Key Performance Indicators and the Vision, Objectives and Goals documents which are considered by the full Board of Governors. These documents ensure that the School's progress against the aims and objectives set out in the Corporate Plan are closely tracked and aligned to ensure.

### Evaluate Outcomes

We ensure our HEIF and wider knowledge exchange activity is fully aligned with our key strategic goals as an organisation and therefore we monitor our impact and outcomes very closely at various levels within the institution.

Evaluation of success and outcomes is both quantitative and qualitative. Quantitatively we consider whether we achieved the target number of beneficiaries, achieved our financial targets and met the various diversity targets that are so crucial to our work. Qualitatively we consider feedback received from either those attending our events or courses, audience reaction to our work and whether activity garners any positive critical reaction or write up in trade press etc.

The School's motto is 'Our Credits' Tell the Story' so impact on the film and television industry is at the heart of everything we do.

In the recent KEF exercise the School was deemed to be in the top 10% of all HEIs for its work across Skills, Enterprise and Entrepreneurship.

#### Identify Lessons Learnt

As part of reviewing, updating and sharing with the Board of Governors the Institutional Key Performance Indicators and Vision, Objectives and Goals documents the School management team discuss areas for improvement and 'lessons learnt'.

In addition, as a School we regularly bring people together from across the NFTS involved in knowledge exchange activity to discuss success stories and areas which may benefit from a rethink or change of approach. The fact this work is led directly by the Director of the School adds weight to these conversations and ensures knowledge exchange and our work on HEIF is deemed is seen as strategic and critical to the School's mission. For example, the Hub leaders in London, Glasgow, Leeds and soon Wales meet regularly with the Director of the School to discuss activity, challenges and areas of opportunity. These meetings have led to specific course activity being expanded, prices being adjusted and shared communications being developed to make the offer more coherent for different audiences.

HEIF is a critical aspect of the School's activity; it underpins our knowledge exchange activity overall and has led the School to new heights in its work to establish itself as the biggest provider of CPD for the film and television industry in UK.