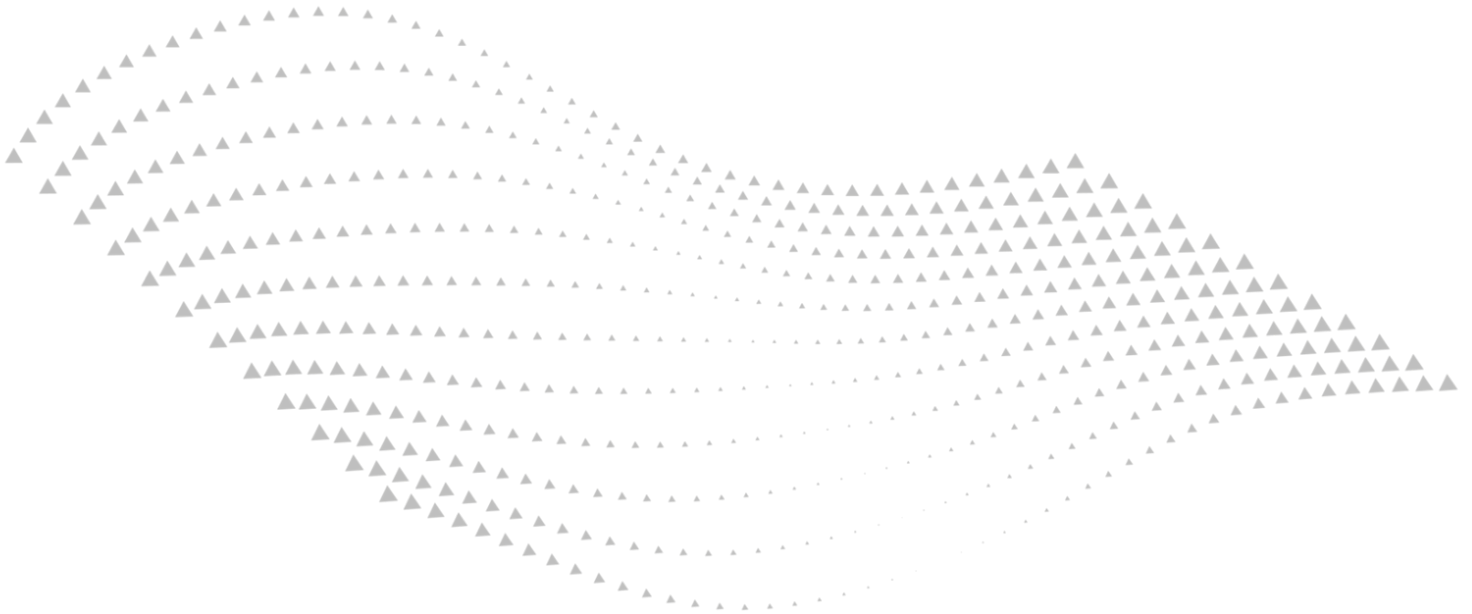


**BIMM**  
**UNIVERSITY**

A university  
for the creative  
industries

# Creative Futures Strategy



Last approved:	September 2024
Approved by:	Academic Board
Next review due:	September 2028

## Introduction

This Strategy applies to all Careers & Employability provision delivered at BIMM University and is overseen by Academic Board and its sub-committee the Learning, Teaching and Enhancement Committee (LTEC) and implemented by the Creative Futures Team who are part of the Education Team in the Provosts Office. Creative Futures is the university's careers and employability service. The strategy is aligned to the principles in the university's [Higher Education Strategy](#).

## Who We Are

The university is an established, dynamic and specialist higher education provider, delivering education for creative arts practitioners. At our core is a solid commitment to providing excellence in teaching and learning and further developing our capacity in terms of research and enterprise. The university is a multidisciplinary community of staff and students. It is characterised by a culture of creativity, innovation and collegiality.

## Our Values

- We will support our students in fulfilling their potential and positively contributing to the world.
- Employers, alumni, and other stakeholders will inform the design and delivery of our curriculum by sharing their diverse external perspectives with us and supporting students to become agents of change.
- Furthermore, we believe that identity, creativity, and imagination are fundamental to success in the creative arts industries.
- Being creative requires risk-taking, collaboration, determination, and resilience through the experience of both success and failure.
- Moreover, we will provide our students with opportunities to develop the communication, emotional intelligence, and teamwork skills that underpin the continuous development of their creative practice.

## Our Graduates

Our approach to higher education will produce graduates who are:

- Employable and entrepreneurial.
- Resilient and adaptable.
- Creative, collaborative, and connected.
- Globally aware.
- Socially responsible.
- Intellectually curious.
- Self-aware.

## Our Priorities

For the five years covered by this Strategy, we have agreed on the following priorities to enhance the Creative Futures Team will:

- Leverage industry relationships and partnerships to impact positively on graduate outcomes for employment and enterprise, ensuring that all work is aligned with BIMM University's Access & Participation Plan.
- Work closely with academic teams and tutors to support in class employability sessions with industry guests and workshops.
- Deliver work placements aligned to student career goals, and support students with essential guidance provided in work placement handbooks.
- Implement a career development platform which allows students to monitor their own career development and engage directly with industry jobs, digital learning content and AI led employability tools.
- Develop positive relationships with our community of alumni with specialist careers support; 1-1s, Graduate Careers Packs, Jobs Boards and events. The team will elevate news of careers successes in the classroom, on campus and online.
- Launch a paid Graduate Placement Programme, providing opportunities for alumni to work at BIMM University for one year after graduation.
- Establish a reputation as a key talent pipeline to Creative Industries, responding to industry feedback on most effective ways to develop talent and provide access to talent for employers.
- Ensure that students and graduates have access to industry mentors to provide current and relevant careers advice and guidance that meet the needs of the creative industries.
- Ensure that all members of the Creative Futures teams involved with providing careers and employability advice are appropriately trained, and supported to fulfil the requirements of their roles.
- Report data and metrics relating to tutorials, creative opportunities, placements and jobs to LTEC and Academic Board.

## **How we Enhance the Quality of Higher Education (Theory of Change)**

Theory of Change (ToC) is a methodology for planning, participation, and evaluation to promote social change. A Theory of Change describes the underlying assumptions about how planned activities will lead to intended outcomes. By developing a model setting out our Theory of Change, we can understand how different aspects of the interventions we are planning fit together to achieve our final goal(s). This is best done collectively, drawing on the experience of those who will work on implementation.

A Theory of Change model allows us to:

- Describe the need we are trying to address.
- Describe the changes we want to make (our outcomes).
- Describe our plan to achieve these changes (our activities).

Establishing Theory of Change before we start to deliver an intervention allows us to set out the aims, context and resources required, processes and intended impact.

## **Evaluating the Impact of our Work**

Theories of Change also serve to integrate process and impact evaluation into the same process whilst clearly distinguishing evaluative activities relating to process and those focusing on measures relating to impact(s). The evaluation of an intervention's inputs, activities, and outputs forms the process and implementation evaluation, which then logically feeds into the outcomes and impacts of an intervention – the impact evaluation.

Theory of Change Plan:				
Situation		The Creative Futures team at BIMM University offer careers and employability support to students and graduates with Careers Managers based in each School.		
Aims		Aim is to provide a careers service which continues to increase the gap between regulatory requirements and BIMM University score. Target: Graduate Employment (B3) 65%		
Rationale and assumptions:		BIMM University has a deep links with the creative Industries and generated opportunities for students and graduates by actively engaging with this broad network of contacts.		
Process			Impact	
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>Leverage industry relationships and partnerships to impact positively on graduate outcomes for employment and enterprise, ensuring that all work is aligned with BIMM University's Access &amp; Participation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Associate Dean: Creative Futures to contribute to development of Access &amp; Participation Plan, working closely with Associate Dean: Access &amp; Participation.</li> <li>Heads of Careers to Identify key target</li> </ul>	<ul style="list-style-type: none"> <li>Greenhouse Enterprise Programme; training, mentoring and funding for business.</li> <li>Bursaries for students to access work experience etc.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in high value opportunities for students and graduates</li> </ul>	<ul style="list-style-type: none"> <li>Improved Graduate Outcomes</li> </ul>

	partners across all faculties.			
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>Work closely with academic teams and tutors to support in class employability sessions with industry guests and workshops.</li> </ul>	<ul style="list-style-type: none"> <li>Timetable Creative Futures careers talks and Industry guests into the curriculum.</li> <li>Work closely with Academic teams to ensure opportunities and activities are being promoted in class.</li> </ul>	<ul style="list-style-type: none"> <li>Careers guests, workshops and talks with alumni become part of the curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>Changes in skills set required by industry is reflected in the curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to knowledge and networks required for entry level jobs and creative opportunities.</li> </ul>
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>Deliver work placements aligned to student career goals, and support students with essential guidance provided in work placement handbooks</li> </ul>	<ul style="list-style-type: none"> <li>Review and update Work Based Learning Handbooks.</li> <li>Review Health and Safety documents</li> <li>Provide H&amp;S training to staff</li> </ul>	<ul style="list-style-type: none"> <li>Creative Futures teams working closely with WBL module lead lecturers and acting as in class guests</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of Creative Futures team and opportunities presented.</li> </ul>	<ul style="list-style-type: none"> <li>Improved student employability and employment.</li> </ul>

Theory of Change Plan:				
Situation				
Aims				
Rationale and assumptions:				
Process			Impact	
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>Implement a career development platform which allows students to monitor their own career development and engage directly with Industry jobs, digital learning content and AI led employability tools.</li> </ul>	<ul style="list-style-type: none"> <li>Survey student preferences for receiving notifications about placements and jobs</li> <li>Collaborate with HE providers via AGCAS to research best options for delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Students and graduates build their own networks and employability tools (integrating AI into their tool kit)</li> </ul>	<ul style="list-style-type: none"> <li>Higher awareness of how Creative Futures service helps at undergraduate and postgraduate level.</li> <li>Improved visibility of opportunities by staff, students and graduates</li> </ul>	<ul style="list-style-type: none"> <li>Improved Graduate Outcomes survey results.</li> <li>Increased awareness of work of Creative Futures and engagement with opportunities as measured in applications.</li> <li>An annual survey to students and graduates will measure impact.</li> </ul>
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>Develop positive relationship with our community of alumni with</li> </ul>	<ul style="list-style-type: none"> <li>Implement a new structure to the alumni team which will support all</li> </ul>	<ul style="list-style-type: none"> <li>Alumni Managers for each of the three faculties, working</li> </ul>	<ul style="list-style-type: none"> <li>Increase in faculty specific opportunities presented to all</li> </ul>	<ul style="list-style-type: none"> <li>Broader range of careers successes secured and promoted, positively</li> </ul>

specialist careers support; 1-1s, Graduate Careers Packs, Jobs Boards and events. The team will elevate news of careers successes in the classroom, on campus and online.	graduates with experienced industry specialist alumni managers for each faculty. <ul style="list-style-type: none"> <li>• Work with Marketing to maintain regular sharing of success stories.</li> </ul>	closely with Heads of Careers.	graduates and increase in success stories.	evidencing our employability offer.
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>• Launch a paid Graduate Placement Programme, providing opportunities for alumni to work at BIMM University for one year after graduation.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and launch a BIMM University wide, paid Graduate placement programme to work with Creative Futures teams.</li> <li>• One graduate employed for one year in each school across the University each year.</li> </ul>	<ul style="list-style-type: none"> <li>• Graduates receive an accelerated employability course with access to industry mentoring, conferences and events and on the job training.</li> </ul>	<ul style="list-style-type: none"> <li>• BIMM University competes with HE providers who are offering similar programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Graduate Outcomes survey and measure by 6 month survey post-graduation.</li> </ul>



Theory of Change Plan:				
Situation				
Aims				
Rationale and assumptions:				
Process			Impact	
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>Establish a reputation as a key talent pipeline to Creative Industries, responding to industry feedback on more effective ways to develop talent and provide access to talent for employers.</li> </ul>	<ul style="list-style-type: none"> <li>Create a Directory for Creative Talent.</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement with industry. Industry Advisory Panels strongly agree that they would use an event or digital tool which would allow them to view and contact talent for entry level roles</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates we respond to feedback given at Industry Advisory Panels.</li> </ul>	<ul style="list-style-type: none"> <li>Increased Graduate employment</li> </ul>
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>Ensure that students and graduates have access to industry mentors to provide current and relevant careers advice and</li> </ul>	<ul style="list-style-type: none"> <li>Leverage our relationships with industry to provide careers advice directly to student and alumni.</li> </ul>	<ul style="list-style-type: none"> <li>Scalable delivery of careers advice</li> </ul>	<ul style="list-style-type: none"> <li>Careers support direct from industry</li> </ul>	<ul style="list-style-type: none"> <li>Employable graduates</li> </ul>

guidance that meet the needs of the Creative Industries.				
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>Ensure that all members of the Creative Futures teams involved with providing careers and employability advice are appropriately trained and supported to fulfil the requirements of their roles.</li> </ul>	<ul style="list-style-type: none"> <li>Heads of Careers to use PDR process to identify training needs.</li> </ul>	<ul style="list-style-type: none"> <li>AGCAS providing Careers Coaching.</li> <li>BIMM University providing H&amp;S and Management training.</li> </ul>	<ul style="list-style-type: none"> <li>Staff are supported and able to progress in their roles.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement In standard of Career Action Planning for students.</li> <li>Improved staff retention and satisfaction.</li> </ul>