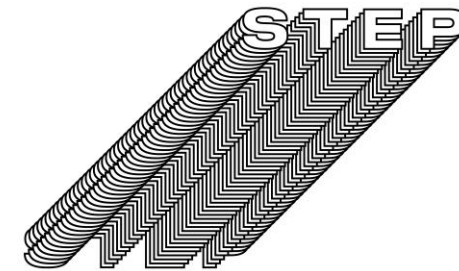




Are you a London-based organisation looking to connect with talented young east Londoners, and want to address underrepresentation in your workforce?



# Introduction

This pack contains all the information you need about STEP, our Shared Training and Employment Programme.

STEP was launched in 2017 and has since supported over 70 young east Londoners access paid London Living Wage roles in over 40 creative organisations across London. The programme offers trainees either one 12 month or two consecutive 6-month placements in different organisations or departments, plus training, mentoring and a group project, creating opportunity for shared talent, knowledge and experiences for partners and participants alike.

Previous STEP participants have gone on to secure roles at leading creative organisations including London College of Fashion, Bernie Grant Arts Centre, Bow Arts, Spike Island, ITV, Sony, Theatre Peckham, BBC, Rambert Dance, Paine's Plough and National Trust.

We're looking forward to STEP's seventh iteration in 2023 and will be growing the programme to offer 65 paid roles and training opportunities next year.

# A creative industry open to everyone



STEP is a year-long shared training and employment programme. Our mission is to build a collaboration of creative organisations committed to improving young east Londoners' access to careers in the sector. Together we nurture local talent for increased representation and a more inclusive and sustainable future.

STEP is for young people aged 18-30, who are from Newham, Hackney, Tower Hamlets and Waltham Forest.

STEP supports those who are currently underrepresented in the creative sectors. This includes people who are Black, Asian or a minority ethnicity; people who are D/deaf or disabled, and people from lower socio-economic backgrounds.

# A creative industry open to everyone



We achieve this by partnering with organisations who are:

- Creative, cultural or tech sectors and based in London
- Offering meaningful 12-month paid placements at London Living Wage
- Committed to achieving change in creating more inclusive and accessible recruitment practices and workplace culture
- Invested in recruiting local talent as part of a community of employers

Trainees benefit from:

- Demonstrable paid experience of working in the creative sector through guaranteed paid work and relevant career development experience across areas and employers
- Increased professional networks and profile
- Increased self-awareness, resilience and ability to navigate uncertainty
- Access to industry focused careers advice, CV and portfolio building and increased job opportunities

# Who is involved?



STEP is delivered by the Good Growth Hub. The Hub is part of the London Legacy Development Corporation's plan to connect businesses surrounding east London's Queen Elizabeth Olympic Park, with local talent through a wide range of employment, skills and enterprise activities and programmes. The Good Growth Hub is operated by A New Direction.



STEP was founded in collaboration with leading creative and cultural organisations Sadler's Wells, Bow Arts and London College of Fashion.



The programme is supported by



# Current and Previous Employer Partners

**BBC**



FOUNDATION FOR  
**FUTURELONDON**

**SADL  
ERSW  
ELLS**



**ual:** london college  
of fashion



**Raw** LDN



**anyways**



**billi**  
London

**Immediate  
Theatre**

**Just So.**



*We're very industry specific and we know that we don't have a really wide way of reaching out to people who wouldn't necessarily consider us as an employer. With Create Jobs we are part of something bigger that allows us to start that reach.*

East London Dance, STEP Partner 2019-22

# Trainees

The programme is designed to address the structural barriers that many local young people disproportionately face in accessing employment and training in the creative sector.

Reflecting the diversity of east London, 88% of STEP trainees are Black, Asian or from a minority ethnic background, a quarter identify as D/deaf or disabled and 38% have not attended university.

Young people don't need previous paid experience to take part in STEP, however it's important that they are able to demonstrate an interest in working in the creative industries.

We are much more interested in potential than academic success, and therefore we do not require a minimum formal qualification for the programme. We recruit based on mindsets, transferrable skills and demonstrable interest in the sector.



# Programme Structure

Employers can either offer one 12 month role or two six month roles by either swapping trainees with another organisation, or between internal departments.

Trainees	Induction week April 2023	Placement (May 2023 to May 2024)
		Mentoring Matched with mentor tailored to interests, goals and skillsets
Development Programme Regular workshops, talks and events and employability sessions		
Collaborative Group Project Trainee-led project planning sessions and delivery		
Wellbeing Programme Group sessions and regular pastoral check-ins		
STEP Partner network meetings		
Progress and support check-ins plus ad-hoc advice, consultation and guidance		
Good Growth Hub Employer Series Four workshops a year plus resources		
Partners		

# Shared Placements: Case Study



STEP have paired V&A and Bow Arts roles based on the placements' complimentary opportunities for skills development and related sectors

V&A and Bow Arts hiring managers work collaboratively to select two candidates through the STEP recruitment process. The trainees then swap placements after 6-months.

Shared recruitment process	Trainee A Placement 1 V&A East Curatorial Traineeship	Trainee A Placement 2 Bow Arts Gallery Assistant Traineeship
	Trainee B Placement 1 Bow Arts Gallery Assistant Traineeship	Trainee B Placement 2 V&A East Curatorial Traineeship

# STEP Trainee Experience

## Quality Paid Placements

Access to entry-level, London Living Wage roles in some of London's top creative organisations

## Trainee Induction

Cohort of trainees equipped with the confidence, mindsets and skills to start their placements

## Careers Coaching

One to one careers advice and guidance, CV and application surgeries (bookable weekly slots for duration of programme)

## New Experiences

Opportunity to work in two different organisations or departments, and build a broad skillset

## Employability Sessions

Monthly employability workshops with ongoing resources and support

## Mentoring

Paired with an industry mentor tailored to interests for continued support over 12 months



# STEP Trainee Experience



Map produced as part of STEP collaborative group project, commissioned by Great Get Together, 2019

**Group Project**  
 Trainees collaborate on a brief, sharing expertise and knowledge, working to a budget and deadline

**Wellbeing Support**  
 Regular contact with dedicated Programme Officer plus group sessions with trained therapist

**Peer Network**  
 Develop a peer network through shared induction, training and workshops, plus connect via online platforms

**Alumni Network**  
 Access to mentoring, events and regular opportunities newsletter and chance to connect with over 3,000 young creatives

*For people starting their careers, to be on a programme and to be paid is like your work is valuable and instils a sense of people valuing their worth quite early in their careers... that is so crucial for people just starting out because it can be so intimidating to enter a career or sector that does run on such a lot of unpaid work... it's so important!*

STEP Trainee 2020-21



# STEP Partner Benefits



## **New talent**

Bring new talent and fresh perspectives into your organisation

## **A likeminded network**

Partners join a collective of organisations with a shared aim and commitment to supporting young talent, and increasing representation

## **Ongoing support**

Continued opportunities for collaboration, partnership and training and access to Create Jobs talent network

## **Bursaries**

STEP can provide uplift to London Living Wage for small and medium businesses

## **Access and Inclusion training**

Workshops and resources to support your team and workplace to become more inclusive and accessible

## **Professional development**

Opportunity to take part in employer training sessions, become a mentor, or run workshops for the cohort of trainees.

# STEP Partner Benefits

## Outreach and Community Engagement

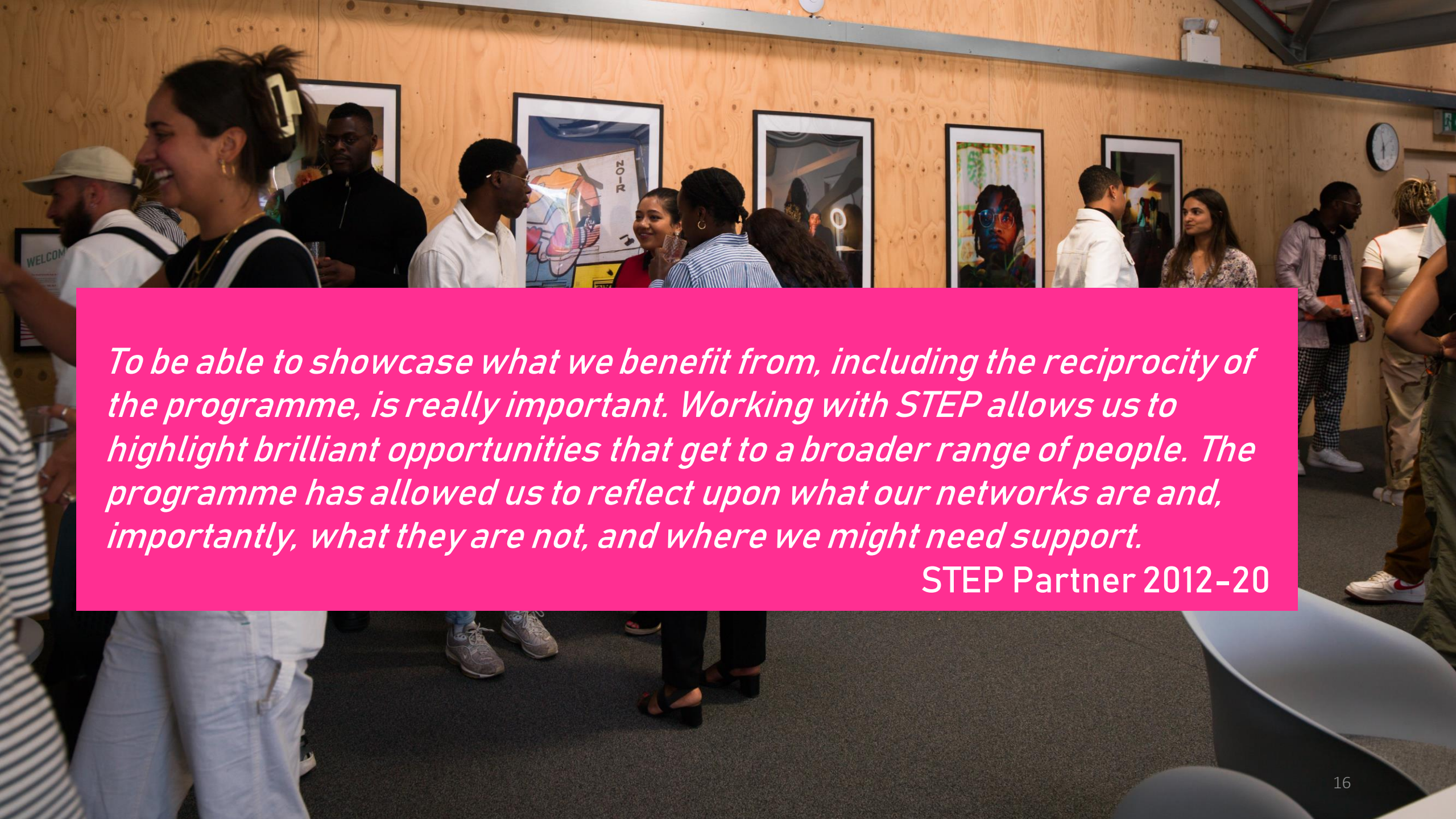
- Deliver outreach to local young people, charities, job centres and community partners
- Share opportunities with our Good Growth huB network of diverse young talent
- Offer information and application support workshops to young people
- Guarantee follow-on support for unsuccessful applicants

## Collaborative Recruitment

- Design of accessible application forms, shortlist and support candidates
- Facilitate inclusive group selection sessions, so employers can see candidates in action.
- Provide best practice templates and resources for interviews.

## Consultation and Support

- Facilitate employer networking and briefing sessions
- Run training to build inclusive and accessible workplaces
- Feedback and support when there are challenges or opportunities



*To be able to showcase what we benefit from, including the reciprocity of the programme, is really important. Working with STEP allows us to highlight brilliant opportunities that get to a broader range of people. The programme has allowed us to reflect upon what our networks are and, importantly, what they are not, and where we might need support.*

**STEP Partner 2012-20**



# STEP Partner Profile

1. Creative, cultural or tech organisation based in London

2. Support paying London Living Wage across your organisation - if not currently, must have an ambition and plan to do so within 3 years of joining the programme

3. Able to provide meaningful entry-level training role that provides scope for participant to learn and develop in line with their professional interests

4. Committed to achieving change by creating more inclusive and accessible recruitment practices and workplace culture

5. Seeking to benefit from a shared talent pool across multiple organisations, and open to training participants with a range of creative interests, skillsets and perspectives

6. Open to sharing their learnings and advocating for the programme and sector-wide change

7. Connected to east London either through location, audiences or programming\*

\*We have found that partners connected to east London find an added benefit from employing local talent, with these perspectives within the workforce helping to shape and improve outputs for local audiences. However, we are open to working with creative employers from across London.

# STEP Partner Selection

We are looking for STEP partners from across London ready to become advocates for change, supporting our creative workforce for now and the future

In order to award places on the programme we will assess a range of factors across the following areas:

- Eligibility (including commitment to diversity and inclusion, London Living Wage)
- Sub-sector and role types (do partners & placements match well with other opportunities to create meaningful 12-month experiences for trainees)

In addition, in order to award bursary funding, we will assess a range of factors including:

- Financial status (including organisation size, annual turnover)

# Placement cost

London Living wage - £11.95/hour from November 2022



	Full time – ( 35 hours )
2 X 6 month placement or one 12 month role	£25,402.83
	Part time – ( 25 hours )
2 X 6 month placement or one 12 month role	£18,144.88

Calculations include total salary for 12 month, Employer NI contributions (13.8%) and 3% pension enrolment

# Bursaries

There is a limited amount of bursary funding available from London Legacy Development Corporation and Foundation for Future London's New Talent Future Leaders fund to support small and medium sized businesses to offer STEP placements at London Living Wage.

	Full time salary and associated cost – ( 35 hours )	Bursary 20%	Total cost to employer
2 X 6 month placement or one 12 month role	£25,402.83	£5,000	£20,402.83

	Part time salary and associated cost - ( 25 hours )	Bursary 28%	Total cost to employer
2 X 6 month placement or one 12 month role	£18,144.88	£5,000	£13,144.99

# Hear more about STEP



# Next steps

1. Book to attend the STEP information session on here (HH include link)
2. Complete [the expression of interest form](#) by Monday 9 January
2. If you would like to discuss the STEP programme [please book into our STEP Conversations](#) with a member of the Good Growth Hub team

Or STEP programme Manager, Hannah  
[Hannah.hedges@anewdirection.org.uk](mailto:Hannah.hedges@anewdirection.org.uk)





London Legacy Development Corporation's purpose is to use the once- in-a-lifetime opportunity of the London 2012 Games and the creation of Queen Elizabeth Olympic Park to develop a dynamic new heart for east London, creating opportunities for local people and driving innovation and growth in London and the UK.

STEP is delivered as part of the Good Growth Hub, connecting the talents of east London to the growing opportunities being created on and around the Queen Elizabeth Olympic Park. Focusing on growth sectors such as the creative, cultural and tech sectors, the programme aims to increase representation and support employers adopt fair and inclusive working practices

A New Direction is an award winning non-profit organisation working to enhance the capacity and agency of children and young people in London to own their creativity, shape culture, and achieve their creative potential.

A New Direction have delivered STEP since its inception in 2017, alongside employment and skills programme, Create Jobs, and from 2021 are operators of the Good Growth Hub in Hackney Wick. Our vision is for a dynamic and diverse creative workforce.

STEP forms part of New Talent-Future Leaders, a major programme whose aim is to create a high-quality talent pipeline and inclusive employment opportunities for East London's diverse young workforce, specifically in Hackney, Newham, Tower Hamlets and Waltham Forest.

Providing major boost to East London's young jobseekers, set against a context of wide-spread youth unemployment and the need for creative and cultural sector led recovery for London post-Covid-19, and as well as to local businesses and organisations who want to employ a talented and diverse workforce.

New Talent-Future Leaders is a 5-year creative employment programme, led by a consortium of London's major arts, cultural and education institutions — Sadler's Wells, UCL East, UAL London College of Fashion, BBC and V&A East – who make up the new East Bank cultural district in Queen Elizabeth Olympic Park. The consortium will work in partnership with children and youth charity A New Direction, who has been appointed by London Legacy Development Corporation to operate the Good Growth Hub.

