



APRIL 1, 2023

# GGH ANNUAL EVALUATION REPORT

YEAR 2: 2022-2023

A NEW DIRECTION

## Table of Contents

<b>Introduction .....</b>	<b>2</b>
<b>22-23 Annual Delivery Plan .....</b>	<b>2</b>
<b>Performance rationale.....</b>	<b>4</b>
Key Performance Indicators .....	4
GGH service user analysis.....	6
Target Performance indicators .....	7
Quotes from local residents .....	7
GGH Space use.....	8
<b>GGH Service Highlights .....</b>	<b>9</b>
<b>22-23 Reflections .....</b>	<b>17</b>
Lessons learnt.....	17
Recommendations .....	18
<b>Appendices.....</b>	<b>0</b>
Appendix – Sample of activity in GGH space.....	0

## Introduction

This report presents an annual overview and evaluation of outputs, outcomes, achievements, and learnings through the Good Growth Hub programme delivered by lead delivery partner and operator, A New Direction between from April 2022 to March 2023. This document looks at the programme's performance against set key performance indicators and the 22/23 annual delivery plan, providing an analysis of GGH service users and programmatic highlights. This report will also set out some learnings from the year and recommendations to inform the content and delivery for the 23/24 annual delivery plan.

## 22-23 Annual Delivery Plan

The 22-23 Annual Delivery Plan set out aspirations to grow the scale and reach of the programme, through increasing participants numbers on existing project formats and piloting new modes of project delivery. Alongside growing the ambition of activating the GGH space further with GGH activity and local partner and residents' engagement. However, one thing the ADP did not capture was some of the work needed to enhance the operational management of GGH and strategic-level discussions and decision that were essential to support the growth and sustainability of the programme. The sections that follow explore some key areas of action taken for development and delivery of the programme in order to achieve targets throughout the year and future plan for GGH.

### Rationale/approach development

Some key deliverables have been focused on the development of content for strategic documents, processes and tools, these include:

1. GGH business plan
2. GGH communications strategy
3. Funding rationale
4. GGH project development templates
5. Monthly reporting template
6. New series of meetings (LLDC/AND) with accompanying documents/guidance
7. Space use agreement

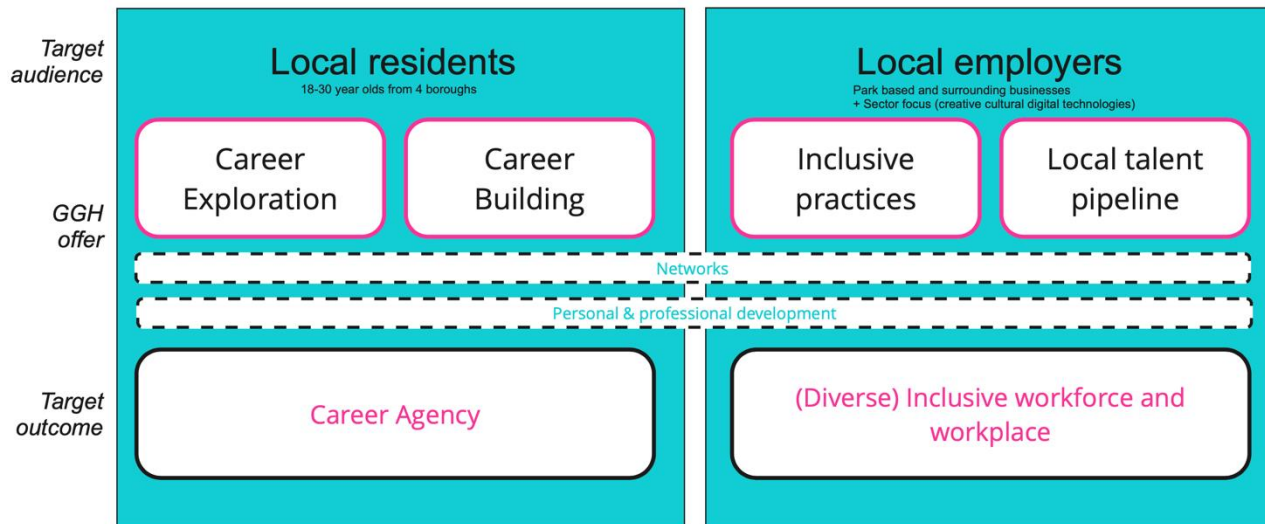
These documents have been key to communicating intent and landing on a shared understanding and approach between GGH and LLDC staff – where the team have now shifted to a way of working where the utilisation of the project plan template is central to how we share, discuss, review and progress the various projects.

### Defining the Programme

The investment into the Good Growth Hub is focused on increasing access and supporting local residents to enter and progress in the Creative, Cultural and Digital technology sectors.

Across the year we have invested time into clearly developing and defining the Good Growth Hub offer and have a programme consisting of pre-employment training, traineeships, information advice and guidance, inclusive practices training and activities that supports the development of a GGH community and activation of the physical space. These elements fit into the defined *core offer* for the programme (seen below) that categorises how the Hub intends to support individuals and organisations to outcomes of *career agency* and *inclusive workforces*.

### Good Growth Hub Core Offer



This work has supported colleagues at AND and LLDC to begin work on future planning and fundraising options as the LLDC investment decreases over coming years. This has also set out some work to look at the alignment of AND’s employment and skills work and funding to match current investment to increase the programmes scale and reach. More elaboration on this can be found [here](#) in the draft GGH Business Plan.

### Communications and marketing

Over the year, there has been a focus on the redevelopment of the GGH website in a considered way ensuring that it will be fit for purpose and attractive to its target audience. Through this process we ensured stakeholder engagement and consultation was fed into the design and development of the website. The old website has been retired and while development takes place, communications activity has leaned on the use of a landing page for the GGH website and AND’s website as the holder for all project recruitment needs. Some delays have been experienced through the process – these include delays in holding consultation sessions, replanning timelines slightly as the feedback from these sessions were vital, and also some delays in the development of particular section of the sites content.

### Project piloting

To respond to the aspirations set out in the annual delivery plan for 22/23, the team have worked in an agile way to deliver existing projects to scale and pilot new projects – based on

the growing understanding of need and current landscape. This is exemplified by the delivery of the pre-employment training projects like the Flipside product design and Young V&A Front of House courses. The annual delivery plan set out some options for delivery and as mentioned the team have tested new formats of delivery with successes and learning. This piloting has also taken place through events in the space, where the team have worked to delivery various formats of events and training with GGH as lead or in collaboration with others. Including alumni led events, collaborations with community partners and mixed audience outreach events at the hub. Through evaluation and reflection, we continue to learn and adapt to improve impact of planned activities – for instance based on the engagement with the Open Hub event we are looking at how we evolve the piloted format, considering local community and alumni partnerships as a medium to regularly invite people into the hub to showcase talent and raise awareness of GGH offer.

## Performance rationale

### Key Performance Indicators

As recorded in the quarterly monitoring reports – across the year we made some good achievements with delivery, with a mixture of overperformance, achieving targets and some underperformance. This section seeks to provide an overview of performance and provide some comments and rationale for notable variances.

We can report some top line figures below:

- **599** local residents receiving IAG through programme delivery, outreach and engagement and creative connect service
- **34** people on 12-month long traineeships with local and sector specific employers
- **175** employees (all in line management / HR positions) receiving inclusive practices training
- **58** local residents benefitting from pre-employment training, helping local residents gain the skills, mindset, and behaviours needed to break into and progress in industry
- **107** industry professionals and organisations involved in the design and delivery of GGH activities (including local residents)

Further details on performance across the year can be found [here](#), in the 22/23 quarter 4 report. For some of the key performance indicators we have reported varying levels of achievement against targets – some of the areas of underperformance can be rationalised by the following points:

- Hold placed on development and delivery of Freelance offer and Employer series, with commission of research work into current freelance landscape
- Timing of delivery does not lend to reporting on 3-month outcomes by the set-out reporting schedule – for example we are expecting further updates on outcomes for pre-employment training programmes (Flipside, STEP and other projects)
- Recognised need for a central mentoring programme / approach, impacting ability to meet mentoring targets for alumni and others. Currently planning for central mentoring programme to serve all GGH projects in 23/24

- Evident gap in collaboration opportunities / approaches with Here East and other non EB park employers, planning need around ideal strategy / approach for this
- Need to grow input of EB partners beyond partnering on STEP, aiming at putting an ask out to EB partners to potentially provide expertise to facilitate a workshop and share insights about sector or organisation.
- Need for regular Borough meetings to ensure GGH programme is understood and that relationships between the GGH team and Borough reps at both strategic and delivery level is nurtured. The team still do not have a base line regular meeting with Boroughs – these are kept by the LLDC team which means information is second hand
- Planning for greater suite of alumni and GGH training series in 23/24 to support alumni engagement and response to need
- Need for increased involvement from alumni for project design, delivery and peer to peer mentoring. Though this approach is imbedded in GGH ways of working throughout the year – this activity must increase as the programme scales
- Need for closer link to training providers, FE & HE institutions to grow connection between GGH alumni and going back into further training/university if relevant

Noteworthy, we continue to see a steady growth in uptake of the GGH IAG offer, this has become a service central to the Hub but also as being an effective offer to support programme outreach. IAG has been a consistent offer to help with increasing the reach of the programme – with the team taking a conversational and informative approach to outreach, an approach which is also reflected in the Creative Connect service.

Looking at some additional top line measures, we can also report on the following:

Measure	YR 2 1 April 2022 – 31 March 2023
Total number of local young people accessing Good Growth Hub Services	655  <i>249 (Hackney)</i> <i>177 (Newham)</i> <i>144 (Tower Hamlets)</i> <i>85 (Waltham Forest)</i>
Total number of Employees accessing Good Growth Hub Services	175
Total number of collaborations with GGH community partners	12
Number of GGH service users securing positions paid on or above LLW through GGH services	102
Number of GGH services users progressing onto further education or higher education courses	13
Number of GGH service users receiving careers information, advice, and guidance	599
Number of GGH service users receiving training in freelance skills	0

Number of GGH service users supported by mentoring opportunities	64
Total amount of cash match funding raised by Good Growth Hub	Approximately £30,400 (Skills for Life for audio and product design) £150,000 (New Talent Future Leaders)  Total: £180,400
Total amount of capital funding provided by A New Direction	£8000 for new sound system Access to 50 MacBook Pros for STEP, CCOP, Skills for Life and Freelancers: £150 value x 50 = £7,500  Total: £15,500

### GGH service user analysis

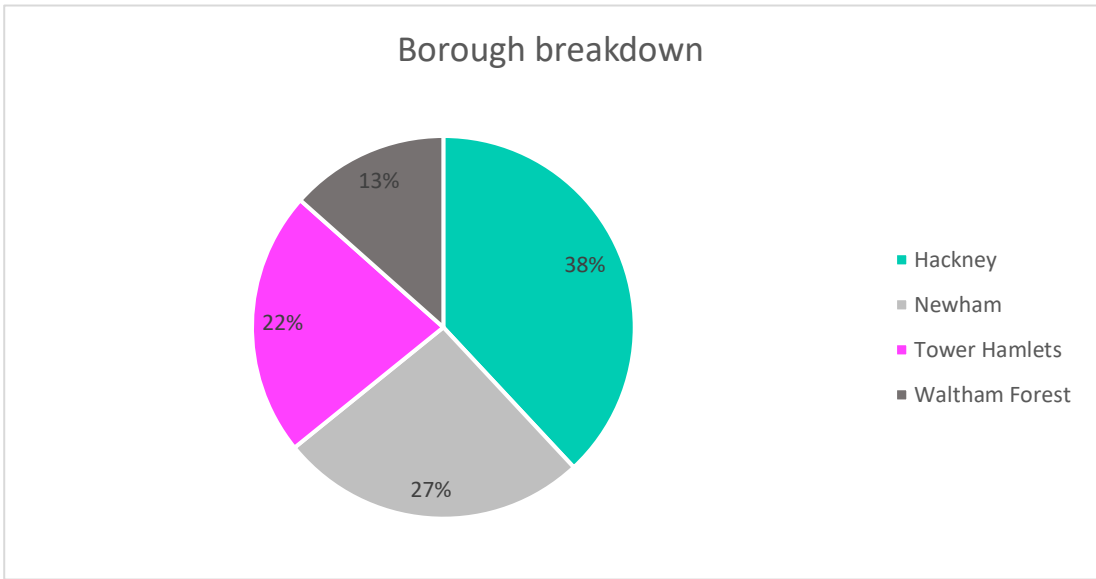
The table below provides an overarching picture of service user demographics in relation to the protected characteristics referenced in the KPIs, as well as data which boroughs 22/23 GGH service users are from:

Key performance indicator	Good performance	Actual performance
Percentage of people from Black, Asian and minority ethnic backgrounds (BAME) accessing GGH programme activities	75%	72%*
Percentage of people from low socio-economic backgrounds accessing GGH programme activity	50%	50%
Percentage of people with disabilities accessing GGH programme activity	20%	19%**
Percentage of women accessing GGH programme activity	50%	69%
Percentage of Local Residents accessing GGH Services	100%	100%
Percentage of Local Residents accessing the GGH who are unemployed or under-employed	50%	60%

\*4% prefer not to say

\*\*9% prefer not to say

Both the Audio Production and Flipside courses also supported participants from pan-London (funded by Mayors Fund for London & GLA's Skills for Life). The data above is reflective only of participants from the 4 boroughs and supported by the GGH.



The data shows that we continue to work with a diverse range of people from the four boroughs. The borough split indicates where borough relationships might be strengthened to draw more participants from specific boroughs. In addition, data indicates that 63% of users have an undergraduate or post graduate degree. Within the recommendation's sections, we will include suggestions on how we might increase the depth of reach to attract new groups.

Target Performance indicators

TPI	Target	Actual
Increased knowledge and awareness of organisations and opportunities available in the creative, cultural and technology sector	100%	95%
Increased professional networks	20%	25%
Increased confidence searching and applying for jobs	90%	92%

GGH projects connect local people with each other and industry experts, the development of communities and networks are key to knowledge and experience sharing that allows for a growth in knowledge, awareness, confidence, and their professional networks also. The data showcased above however is not based completely on responses from all participants but rather a large sample of participants who responded to end and post programme surveys. Data collection from participants continues to be a challenge as participants tends to be less responsive when not officially engaged in a project or course. The team are looking at different ways to incentivise and encourage participate to be responsive to monitoring questions but also continue to benefit from GGH activities that are on offer. As well as ensuring end of programme surveys are introduced before the departure of participants at the end of the course.

Quotes from local residents



*"An unforgettable 3 months learning about UX/UI" "I enjoyed visiting all the different design studios. They were all such interesting spaces to be in and the designers were great" "I was surprised by how relatable a lot of designers were in regard to their career path and we've experienced similar problems." "Absolutely! I would definitely do it again or recommend it to someone else"*

Hendrix, Flipside 2023

*I really enjoyed the past two days and felt like the workshops were really beneficial, I have a lot of takeaways and I am grateful to have had the opportunity to be part of it*

Jamila, CCOP x STEP 7 2023

*"The experience has been challenging, but in a way that has made me eager to improve my skills and learn more about how products are brought to life. I've enjoyed getting to meet so many people from across London from different backgrounds who all happen to share an interest in digital product design. I was surprised by the number of interviews I had to conduct so that I could justify my design and layout decisions! I'd definitely recommend this to anyone who has even a small interest in design and wants to challenge themselves to apply their interests to a real-world problem. If you want to work in the digital design industry in any capacity, this course is a must!"*

Rebekah, Flipside 2023

*Creative connect has been very supportive and **helpful** when applying for jobs. It was great not to feel alone in the process and having someone to feed back to and ask questions.*

Leonie, Creative Connect 2022

*That one week was life changing and in fully articulate way. What I can say at the moment is that my mindset has been reset and I feel good. Will definitely recommend to other*

Amrin, Front of House training (Young V&A) 2023

## GGH Space use

Over the year, we have hosted a variety of activities in the space. With the majority of the GGH programme delivery taking place in the space – the team have also supported local resident/alumni, community organisations, local employers, local boroughs and others to access and utilise the space. The activities have varied from collaborative partnerships to curate and deliver events; to alumni led events; to hosting events, meetings and workshops by park-based partners and funders; as well hosting the delivery of other programme that benefit local residents; and activities from local community organisation and interest groups. This variety of delivery has led to GGH being visited by a variety of stakeholders – often given the opportunity to engage with the GGH team and learn more about the work taking place through the programme.

22/23 has been a year of challenges alongside progression. We have seen the programme grow and test new ways of working and delivering the contracted outputs, whilst adapt activities to be fit for purpose. The annual delivery plan for 23/24 will explore targets for Year 3 and therefore set targets across each reporting period, while the delivery team consider and plan for evolved approaches to deliver the work.

## Appendices

Appendix – Sample of activity in GGH space provides a sample list of activity that took place outside of GGH programme delivery.

### GGH Service Highlights

#### **1. ‘We have worked with employers to create high quality employment opportunities for local people’**

In year 1 (2021-2022), the GGH team delivered STEP 4 which consisted of 10 placements working with 8 employers. As planned STEP has increased in scale in year 2 (2022-2023), we have delivered 2 cohorts of the STEP programme supporting a total of 34 placements.

These two cohorts were made up of the following:

- STEP 5 consisting of 22 placements with 16 employers beginning in Summer 2022
- STEP 6 consisting of 12 placements with 8 employers beginning in Autumn 2022

The programme has supported the below businesses from the stated sectors:

- Advertising, PR, Marketing, Print Media & Publishing: SCREENSHOT Media, Raw London, Hope & Glory, Just So, Anyways, Wonderhood Studios, Raw London
- Charity: ArtsAdmin, Grimshaw Foundation
- Fashion: Visualist, Stylus, LCF, Bianca Saunders, Billi London,
- Film, Music, TV, Broadcast: 3 Mills, Bullion Productions, BBC, CEBE
- Museum & Galleries: Sapling Gallery, PEER UK, Bow Arts, V&A East
- Theatre & Dance: Immediate Theatre, Sadler’s Wells

Through the STEP programme we have expanded work in some specific sectors, namely Fashion & Design and Advertising, Marketing & PR (businesses noted above). As well as, working with some arts focused charities. Earlier on in the year, we worked with the Fashion District on an employer recruitment campaign which focused on attracting local fashion employers to partner in the STEP programme. This supported the expansion of work in this sector across cohorts where we have seen a number of small/micro businesses express interest and then a portion of these becoming STEP partners.



Notably, the STEP programme is attracting more local micro-business with aspirations to grow and recruit locally. Providing a contrast in scale to larger organisations like the East Bank partners and others - therefore introducing new perspectives and experiences to the cohort while also presenting new challenges and learnings for the delivery team. As known, historically each 12-month STEP placement has consisted of two 6-month placements with a swap at the halfway point of placements – as a result of adaptations due to COVID/year 2020 the option for employers to opt for having a trainee for a full 12-month long placement has been available. Across 22/23, we have seen a shift towards more 12-month long placements, with a minority of organisations opting for a placement/trainee swap with another organisation (there have been 2 placements which included a swap with another organisation out of 34). Some organisations have implemented internal swaps where trainees spend 6 months in one role/department before moving onto another role/department, we have seen 3 placements take on this approach.

Through STEP, employers (line managers to trainees) have been supported with training in creating inclusive workplace cultures, disability confidence, E&I policy, Gaslighting and effective leadership.

## **2. 'We have worked to improve access to training and employment for under-represented and marginalised groups'**

This work is exemplified through the scaling of the STEP programme, allowing for an increased number of local residents able to access opportunities in sectors on the Park that are characterised by a lack of representation. Additionally, while on the programme trainees are supported with workshops with themes of navigating workplace cultures, Imposter syndrome, well-being, Intro to freelancing, industry mentoring and more.

Within the year, we have looked to further define the training through the delivery of the Creative & Cultural Opportunities programme. As showcased in the 21/22 annual plan – we recognised that this kind of pre-employment training can be facilitated in various formats. This year has allowed us to test some of these which we will be further explored and built on in 23/24. These being:

- Foundational support for applicants interested in STEP roles – including dedicated application and CV reviews and interview preparation over 3 days. Includes workshops that help identify strengths, weaknesses, transferable skills.
- Live opportunities training supporting pathways to specific roles – Includes onsite training, active workshops preparing for applications and interviews. With guaranteed interviews with completion of the programme, where possible. This was tested with the Young V&A
- Industry Insights supporting digital product design (Flipside programme) across 10 weeks. Agencies delivering curriculum and all participants have opportunity to interview for paid work at the end of the programme.

As mentioned, we have worked with the Young V&A team to develop a pre-employment training offer to service and support aspirations for an inclusive recruitment of local residents to Front of House roles. Working with the Young V&A team, we designed a short project that sought to raise awareness and access to the front of house roles for the upcoming reopening of the Young V&A museum in Bethnal Green. This was based on an intention to ensure prioritisation of local recruitment as well as increasing access and knowledge of the career path/field to a more diverse talent pool. With recognition that museum sector still records a notable lack of diversity in relation to ethnic background, social economic background, and others. The programme supported *23 local residents* to get a practical insight into the details of the role and museum operations/floor management more generally, as well as training in some core pre-employment modules offered by the GGH.

Alongside the training and insights, the project provided for local residents - the project also focused on helping employers understand and consider 'lived experience' of local residents to inform the recruitment process through the GGH team providing expertise and sharing best practice for inclusive recruitment the aim was to improve representation of those applying for the role who may not have traditionally been attracted to apply or more likely to be unsuccessful if they applied for the role though they have the relevant skillsets, attitudes and experiences – ultimately improving to access employment for marginalised groups.

Another way in which we increased access to opportunities was through partnering in the design and delivery of the Flipside programme in January 2023, the Good Growth Hub has helped to widen access to career pathways in digital design for local residents. This project introduced participants to the basics in digital product design, helping participants to gain the skills, mindset, and behaviours young people need to break into the industry. Career

progression is the main driving force behind Flipside. And is made and delivered in collaboration with digital design industry leaders Bynd, Made by Many, ustwo, Normally, Digitas, Frog. This project aims to increase access to a relatively inaccessible sector – with industry as leading partners sharing knowledge and delivering the training that will support progression of the cohort in their preferred career pathways. The Flipside course was a Skills for Life funded programme which was the first of an alignment of matching funding around pre-employment for the GGH. A New Direction have received further pre-employment training for 23/24 with recommendations to position with STEP roles. Skills for Life is Department for Education funding distributed via GLA and has focus on all participants receiving interviews. The team worked closely with the product design agencies to create a positive pathway and hit targets enabling payments.



*Photo credits: Maria Quigley*

### **Supporting Freelancer and scoping the freelance landscape**

Additionally, the GGH team have supported local young people to access a range of Freelance opportunities, with employers such as The Face and Moncler, Arts Council funding (develop your creative practice), Film screenings (Pavillion commission x Castle Cinema), Film production running (Untold, British Arrows).

Throughout the year, the team have attended and engaged with a variety of community focused events and fairs to help reach new people. These have supported the recruitment drives for individual projects and general awareness raising on the GGH offer. From facilitating roundtables and break outs sessions at the Young Neighbourhood Talks and Future Me Future Youth events to running information sessions at Job centres and borough

brokerages – the GGH team have sort to raise the profile of the GGH to grow access to the training and employment opportunities provided by GGH but also partners. By growing a pool of *talent scouts*, mainly consisting of local residents we have been able to increase capacity to extend engagement and outreach whilst also diversifying the voices that are able to share information and promote the GGH offer and opportunities in new and relevant spaces.

Newsletter signups have been a useful funnel to signpost individuals to, to help audiences stay up to date with GGH updates, with a 29% increase on the mailing list of the past year (currently approximately 450 subscribers). To showcase opportunities, we have also collated a growing list of platforms and boards where we post and promote GGH opportunities – from FE/HE jobs boards; to platforms like run the check, ilikenetworking, The Dots and others; to referrals and promotions through local youth led agencies like Social Fixt and TAG agency.

### **3. ‘We are building a pipeline to sustain GGH delivery into the future.’**

To do this we are steadily growing engagement with activities that engage local residents with slightly younger audiences to highlight the GGH offer. One of the ways in which this is facilitated is through the LLDC’s East Education programme. We delivered a peer sharing session with GGH alumni and East summer school attendees in Summer 2022 and have also hosted a number of sessions for East Summer school and East Careers Week at the Hub. The building of this pipeline also comes together, through our engagement with local events and fayres that have a broader audience – particular young local residents, such as BADU’s Project 2% event, providing IAG on results day at local FE college, hosting the Wickers Charity’s programming in the space, working with Immediate Theatre to host a young person production which saw a number of school age young people visit the Good Growth Hub and more.

With the evolution of the pre-employment training offer we piloted a project which looks at how a portion of this delivery supports those who have an interest in applying for the STEP programme but may require some additional training / confidence boost to help submit a quality application. Therefore, we have now piloted a short course which looks specifically at meeting this need – with tailored training and information sharing that demystifies the application process while providing some intensive training in some core pre-employment modules. Through these projects, we have seen a clear growth in confidence of participants where the time and care taken by the team offers candidates tools to being and feeling closer to job readiness.

### **4. ‘We are co-ordinating with others to build capacity and foster mutually reinforcing activities’**

Through outreach and community engagement work, we have become a key member of developments with the [16+ Plus Network](#), a group of organisations based in and around Hackney helping local young people find employment opportunities. This has allowed us to contribute to the developments and decisions taken by the network including collective

responsibilities and actions to help combat unemployment and access issues for local young people – including the launch of the 16 plus Instagram page. Through engaging with this group, we are also able to draw insights from other organisations on ways to reach new groups and adapt programming to be more accessible to their communities. The connections here also provide a helpful directory of referral partners who are keen to share the GGH offer with their local residents/connections.

Working with local borough brokerages to grow understanding of the GGH programme and its projects, to help ensure borough colleagues feel empowered to promote and refer candidates to GGH opportunities. This has been facilitated through informative meetings with borough colleagues and briefings to brokerage teams on upcoming opportunities – particular for STEP. The Young V&A FOH training programme was also a positive way to work with borough partners for recruitment and presented a way to get their candidates closer to being able to access and apply to the job role.

Working with Hackney Wick and Fish Island Creative Enterprise Zone, we delivered a series of workshops aimed at bringing together local young people, employers and workspaces to discuss and interrogate issues surrounding opportunity, access, space and skills, within the Hackney Wick Fish Island Creative Enterprise Zone (CEZ) and surrounding community.

These discussions were designed to inform decision making that will impact and benefit creative businesses and workspaces together with local young creatives. These sessions aimed at addressing important issues with a collaborative approach that will generate creative opportunities for the community - creating a blueprint for future good growth and a collective way forward for the Hackney Wick Fish Island CEZ. The four sessions were themed on *Community*, *Skills*, *Space*, and a forum discussion on *Workspace*. The delivery and success of these workshops was also owed to the collaborative working with local partners such as TAG agency (and One Room, Space Black and others) who played a central role to bringing new audiences to the GGH and the other workspaces/offices used – while also expertly facilitating discussions on the topics mentioned above – provoking challenging and useful discussions from attendees. The sessions were also helpful in amplifying the thinking of local young people to the employers in attendance, providing an alternative and authentic perspective on the local economy and access to local opportunities / resources.





*Photo credits – TAG Agency*

## **5. ‘We have expanded our work to distribute benefits more widely.’**

Leaning on the team’s expertise, as well as the experience and learnings gathered over the last few years of GGH delivery, the team have been able to offer support and share best practice with local partners – namely local borough partners. Working with the Royal Docks team to develop and deliver the Royal Docks Internship programme which helps their employers to attract diverse local talent from Newham. The team have shared practices and offered wrap around support and training for both employers and interns on their projects – transferring learnings and reflections from delivery at GGH through the STEP programme to aide local and inclusive recruitment and progress in the local area.

We have also been collaboration with Tower Hamlets’ Employment and Skills team as they develop their creative apprenticeships and internships programme. Offering expertise to develop and deliver wrap-around support offer for their apprentices and interns. The GGH also provided connection to local businesses who were well placed to partner in the offering internships and apprenticeships.

We have prioritised a portion of the utilisation of the space to support local residents and alumni to curate activity at the Good Growth Hub, this has allowed a number of people to share their creative practices in the space and invite new audiences and the existing GGH community to participate – some of these activities have included a Dhikr colouring book workshop, Paint and Chill workshops, Zine-making workshops, Skate event in collaboration with Skate Cabal and Hackney Bridge and others. Activity curated by alumni has been beneficial as the majority of the activities have been centred around wellbeing, an area of notably importance as we support local residents. Through ongoing engagement with

programme participants and alumni the team continue to highlight the space as an asset to support how local residents can practically showcase their work and talents and we look forward to inviting more local residents to utilise the space for a variety of activities.

Additionally, the gallery space in the Hub is also a way by which the Hub can showcase local talent. This year has seen a new installation of photography which focuses on showcasing women doing impactful and creative work in the local area '*enriching their communities and paving the way for those to come*'. These images were taken by a local photographer and showcase women from the 4 boroughs.



Central to the leveraging the physical space well is ensuring the space is both functional and a welcoming environment for visitors and users. Through maintaining several consistent feedback loops and encouraging reflection on delivery we continue to adapt the space to ensure it is fit for its multiple purposes. An example of these adaptations is that the use of the smaller meeting room (Hibo) has evolved to prioritise its utility as a space for quiet or prayer, when needed.

## 22-23 Reflections

This year saw an increased scale in delivery, allowing the GGH team to adapt and respond to challenges with delivery, partnerships and more. This work requires an agile and fluid approach in order to grow and become sustainable – responding to audience needs and sector gaps and changes in order to build relevant projects that are impactful and also attract investments and funding. Central to this work is the investment in relationship building, with recognition that time is essential to build trusted and sustained relationships locally.

### Lessons learnt

The GGH team have experienced some staff changes over the year and a key learning is the importance of allowing enough time for new staff members to settle into their roles and the complexity of the work being delivered while ensuring expectations and timelines are realistic to deliver work in a considered way. We continue to manage capacity and have had pressure points where unplanned absences and illness has caused strain to the team and planned activities.

As noted earlier, the STEP programme has showcased a trend of attracting local microbusiness, by their nature they present different challenges with readiness and growth ambitions – it is important to us to continue to make considered decision in regard to the employers we work with despite the tension to ensure that delivery of the programme is meeting set targets. An approach that is solely driven by the pressures of targets may result in a lessened quality of the offer so we can continue to reflect and future plan to help mitigate risks and potential issues.

Through the pilot project with the Young V&A team we have learned the importance of the defining clear expectations, this relates to the understanding of what an employer partner desires to see in candidates whilst also being really clear on the expectations on participants in order to progress into their role of interest. We are keen to continue to make sure that we work with employers to design accessible but realistic job descriptions that speak to the necessities of the role while also allowing room for growth (also a learning highlighted through STEP delivery). We want to make sure local residents are empowered to confidently show up in pre-employment scenarios with the intention of demonstrating their qualities and skills to the best of their abilities; with an understanding of how competitive recruitment processes can be.

Alongside Programme Delivery, it should be noted the team have experienced considerable working tensions with the LLDC across the management of programmes, the expectations of involvement and wider understanding of roles and responsibilities. Across Autumn 22 and Winter 23, A New Direction's senior leadership surveyed the team to collect direct insights which have been used to directly address areas of concern, clarity of roles and responsibility, greater emphasis on roles connecting to project management and the Park context. Whilst the Good Growth Hub is a Park asset and as such the LLDC have ultimate ownership, A New Direction is the lead operator and partner and needs to be trusted to 'do the work.' As the 22/23 year ends, the GGH team (A New Direction) feel more positive

about the working relationship with LLDC and are well set up for collegiate working having greater clarity on the purpose and frequency of meetings. AND's senior leadership will continue to monitor to ensure good working relationships are encouraged.

## Recommendations

From 22/23 learnings, feedback, and reflections - we are laying out some key recommendations to inform the annual delivery plan and approach for the Good Growth Hub programme from April 2023 to March 2024. These are summarised as:

- Increasing reach of offer: The analysis of GGH service users shows that the hub continues to attract diverse audience – however to extend the depth of the Hubs reach -it becomes vital to look at ways we might increase resource to attract and support local residents who may have additional support needs/disability, be non-degree holders, care leavers and people with caring responsibilities – to name a few. Through working closely with partners (including community partners) we can scope the feasibility of intentionally growing the work in this way. Also, we need to work to increase accessibility of programme and interest in programme to younger age range of target audience. Key outreach activity with Borough, JCP and FE colleagues, youth focused organisations (and youth workers directly) and other community leaders. As well as, developing connection with LLDC community team (East education, east summer school, etc). This will all require resources to invest in this work.
- Relationship building: Continued investment in building authentic relationships, recognising the effort and time taken to develop authentic relationships. The GGH team have established borough brokerage relationships either via pre-existing contracts or through GGH facilitated meetings via LLDC. With LLDC colleagues we have discussed quarterly meetings to aid communication and identify priorities. To date the team have had 1 meeting with such colleagues. Our recommendation is for the LLDC to help the GGH team establish regular quarterly meetings that allow us to be at the table to develop relationships directly.
- Link to Park based employers: Increase GGH' link to Park based employers and raise awareness of GGH with park employers. This will support the work in multiple ways and help widen access as we are able to work and support a growing number of local employer partners and pilot projects such as the partnership with the Young V&A for their Front of House assistant roles. The team's visibility with employer groups like Here East is secondary at senior levels which means that relationships are second hand and indirect, which can either delay or mean the asks are not prioritised. The Team have greater visibility with East Bank colleagues due to the New Talent Future Leaders funding. For 23/24, the team have considered an outward facing employer offer that makes employer asks 'easy' with access to freelance talent via mentoring and jobs boards. The new website will aid this from a communications and messaging point of view. Beyond East Bank and Here East employer groups, the GGH needs to be strategically positioned centrally with Park based employer groups – those in IQL where there are a number of job opportunities to which we are not

connected. A directory of Park employer might help the team have greater clarity about potential scaling opportunity.

- Project development and management tools: Review and iteration of project development and planning tools to ensure they are fit of purpose and responding to programme and project communication needs. Increase utilisation of Monday.com
- GGH cashflow: Review of income planning for delivery of work; with finance colleagues requesting the potential for 23/24 and future years income to be paid both monthly and quarterly to support healthy cash flow for A New Direction to deliver work
- Recognition as Park based asset: Ensuring visibility of GGH as asset to long term Park objectives. This will require investment and strategic planning to ensure the programme is showcased in the most useful and noticeable ways across the Park and beyond.
- Impact reporting and communications: Moving into the 3<sup>rd</sup> year of delivery – this would be a great opportunity to plan for the telling and communication of the GGH story, delving into what has been achieved so far, challenges and future plans. We see merit in publicly showcasing this in order to celebrate achievements with partners, platform local talent but also to attract interest and investment to support the sustainability of the programme. And to ensure this is an authentic approach we need to ensure that successes are celebrated both internally and externally.
- GGH pool of practitioners: With the ambition to continue to deliver the programme with partnership and collaboration as a key feature of the way we work. We are keen to expand and formalise a pool of practitioners the hub works with to deliver training. By developing a pool of practitioners, we aim on drawing on local and industry expertise to bring relevant and engaging content to GGH activities
- Monitoring approach: Reflection on monitoring and evaluation approach to sure the most optimal response rate from programme participants
- Freelance Exchange - project delivery: The commission of research to understand the freelance landscape locally will provide recommendations on freelance programming for 22/23. **The work will support the development of a redefined freelance offer, we commissioned a researcher (Nikita Vervelde) to help us understand needs of freelancers and employers further. This included:**
  - **Stakeholder Analysis / Gap Analysis** (interviews, surveys, lit reviews)
  - **Understanding the State of the Freelance Sector** (Workforce of the future, key barriers, shifting skills, the gender and diversity issue, key trends and considerations, income crisis/inequalities)
  - **Understanding the Creative Freelancer** (Who are London’s self-employed workers, Motivation to become freelance, Relationship to place and Place based

impact, Networks, Human, and Social Capital, Key Barriers to growth and progression)

- **Understanding the Freelance Employer** (Reorganising labour /hr practices, Recruitment and Finding of Freelancers, Management and onboarding of Freelancers)
- **Understanding the Current (Local) Infrastructure of support** (local networks, communities of leaning, fellowships)

This content will then allow Nikita to share recommendations that will help refine the designed freelance offer (the recommendations will touch on pay, well-being, skills focus, progression and development)

- Employer Series – project delivery: As we seek to build a clear suite of activities under the employer offer, we also think it is key to develop and an audience specific pitch deck to help have guided conversations with interested employers. Allow them to see all the formats of engagement available to them
- Creative Connect – project delivery: Slight redesign of GGH IAG user journey and functionality to increase direct link to wider programming
- Clear link to Community Platform: Direct link to Community Jobs platform as a direct referral mechanism for Park based employers and development of Slack community platform for GGH participants and alumni

22/23 has been a year of challenges alongside progression. We have seen the programme grow and test new ways of working and delivering the contracted outputs, whilst adapt activities to be fit for purpose. The annual delivery plan for 23/24 will explore targets for Year 3 and therefore set targets across each reporting period, while the delivery team consider and plan for evolved approaches to deliver the work.

## Appendices

### Appendix – Sample of activity in GGH space

Activity		Audience
The Real Mo Farah documentary screening	Led by AND with panel discussion and Q&A with document Director	Attended by Creativity Works participants and other invited guests
Women Who Do event – launch of new gallery project	Led by GGH team, with panel discussion featuring local women featured in the photography and east London photographer	Attended by GGH alumni and local residents
Paint and Chill events – social event with allocated tickets for GGH alumni	Local resident social and well being led event	Attended by GGH alumni and local residents
Dhikr Mindfulness Workshop	GGH alumni led workshop	Attended by GGH alumni and local residents
Hackney Wick and Fish Island Creative Enterprise Zone workshops	Workshops delivery with TAG agency	Attended by GGH alumni, local residents, local employers and workspace professionals
GBBO partnership event with Social Ark	GGH partnered with Social Ark to host and contribute to live screening of GGBO final to celebrate Sandro’s accomplishment	Attended by local residents, community organisations and others
Hosting delivery of various training programme sessions including: <ul style="list-style-type: none"> <li>• Secret sauce (food entrepreneurship programme)</li> <li>• Cultural ambassadors / Digit Music (Programme for young people with additional needs to engage in various cultural and arts based activities)</li> </ul>	Led by various organisations or practitioners	Attended by local residents, community organisations, some times industry and others

<ul style="list-style-type: none"> <li>• Wick freelancers (ECHO freelance programme)</li> <li>• Moving on Up talks (industry insights events for local residents from Newham)</li> <li>• Social Ark' investment ready programme</li> <li>• And others</li> </ul>		
<p>Hosting local organisations meetings or activities (including Social Ark, CIG meetings, Rise Up East meetings, Wickers charity – media programme, Skaped , Female Hackney &amp; Saferlondon, Hackney CVS, Immediate theatre and others)</p>		<p>Attended by local residents, local employers, borough colleagues and others</p>
<p>Supporting external recruitment drives by hosting assessment days with ABBA voyage</p>		<p>Attended by local residents, local employer and borough colleagues</p>



<p>Activity from partner organisations and funders</p>	<p>Working with the following organisations to host activity:</p> <ul style="list-style-type: none"> <li>• East bank Strategic objectives board</li> <li>• Hackney Council (digital roundtable)</li> <li>• V&amp;A east team meeting</li> <li>• East summer school</li> <li>• Your neighbourhood talks</li> <li>• GLA workshop</li> <li>• East education workshop</li> <li>• LLDC youth board/Elevate event</li> <li>• NTFL launch</li> <li>• V&amp;A teacher's event</li> <li>• V&amp;A youth collective</li> <li>• East careers week</li> </ul>	<p>Attended by colleagues from organisations</p>
<p>Pilot regular Friday use of space to support freelancers</p>	<p>Space available for use by GGH alumni and local residents every Friday – slow uptake averaging at approximately 2/3 person each week.</p>	

