

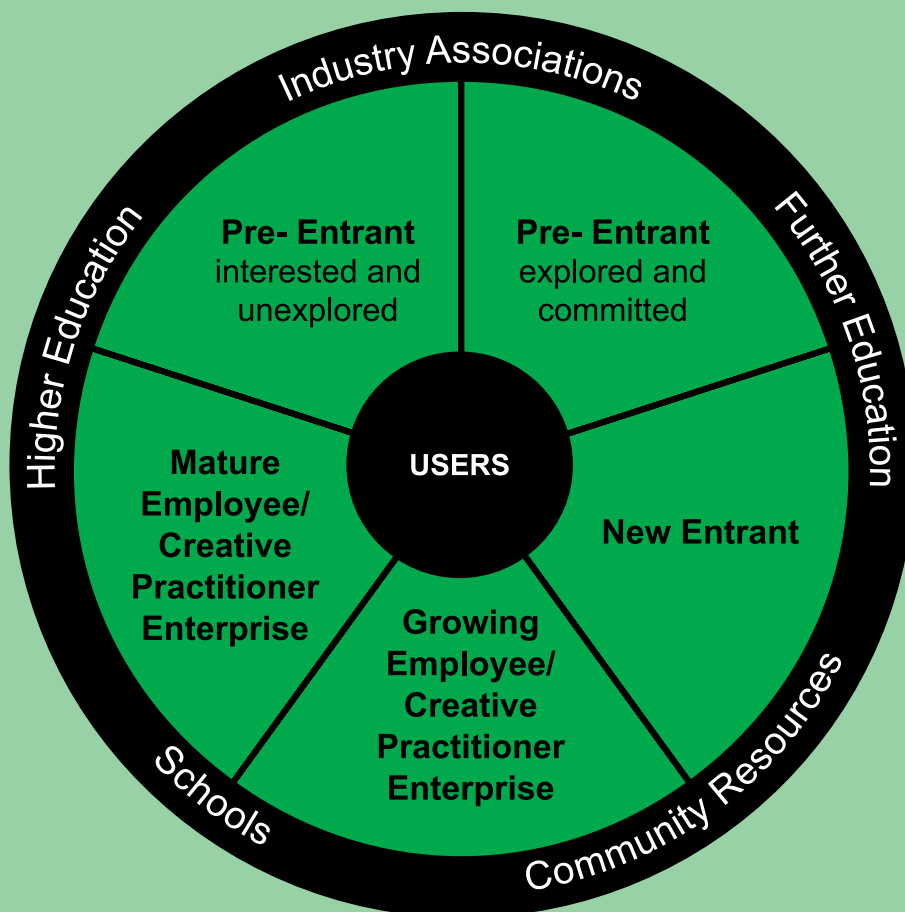
# Supporting Talent to Enterprise Programme

## The Way Forward



Executive Summary

March 2005



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## **Introduction**

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The Supporting Talent to Enterprise Programme (STEP) was initiated through the Mayor's Commission on the Cultural and Creative Industries. Through its initial report by BOP and Dr. Denise Stanley, and now this second report, STEP has highlighted the vital role that the Non-Formal Learning Sector (NFLS) continues to play in the success of the cultural and creative industries (CCI) in London. This has been achieved by working entirely at a community level, whilst fully engaging in a social inclusion agenda.

The seven organisations on the Board of STEP have worked tirelessly over the last 18 months to produce this report, which will create the greater consultation with a wider NFLS sector. The challenge now is to take forward the many recommendations contained in the report to create a sustainable future for the sector in London.

I would like to thank all the STEP Board members for all their patience, perseverance and commitment over the last 18 months, Dr. Denise Stanley for acting as the facilitator to the Board, BOP for their administration support, and finally Creative London for funding the initiative.

Manoj Ambasna  
Chair, STEP Steering group

"Coalitions are not built because it is good, moral or nice to get everyone working together. The only reason to spend the time and energy building a coalition is to amass the power necessary to do something you cannot do through one organisation... They (coalitions) sometimes suffer from the unrealistic expectations, such as the notion that people who share a common cause will agree on everything... while a great deal of time is often spent defining internal relationships and leadership structures, rarely is as much time spent figuring out how to manage relationships with external forces, including the state.."

'Gender Development and Diversity' edit. Sweetman, Oxfam GB 2004

# **Supporting Talent to Enterprise Programme – The Way Forward**

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## **Executive Summary**

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Collaborating to build the sustainability of London's non-formal learning sector for the cultural and creative industries, by developing equitable partnerships and longer-term strategies for social inclusion.

### **X.1 Introduction to the report**

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X.1.1 London's Non-Formal Learning Sector (NFLS) in creative and cultural industries is made up of diverse, organic and grass-roots enterprises. Its provision includes the delivery of transferable skills through creative activities, the delivery of creative sector skills for industry and enterprise, and the provision of creative enterprise incubation and support. This report continues the work initiated by the BOP/Stanley report Supporting Talent to Enterprise Programme (STEP): Proof of Concept and Market Analysis, Final Report (May 2004). The report concluded that NFLS for the creative industries in London is substantial in size, consists of at least 250 organisations serving 35,000 learners, and has a combined turnover of £30 million. Recommendations identified five specific strands for STEP to engage with:

- a) Creative industries learning framework
- b) Industry links and learning opportunities
- c) Sector specialist information, advice and knowledge
- d) Management leadership and capacity building programme
- e) Professional development and progression for practitioners.

X.1.2 The STEP steering group discussed these strands and the wider STEP agenda to ensure that activities are 'fit for purpose', 'fit' the culture of the NFL sector, and are an effective way to take STEP forward.

- a) STEP values:
  - Widen opportunities and access
  - Further inclusion
  - Place creative practice at the centre of learning
  - Work with transparency and accountability.
- b) STEP location within four main 'communities of interest':
  - Social inclusion agencies
  - Cultural and creative industries
  - Education / lifelong learning agencies
  - Regeneration and social, economic and environmental development agencies.

- c) STEP goals:
- To prove the value and effectiveness of the NFLS in the cultural and creative industries
  - To develop standards of best practice for the NFLS
  - To attract funding and investment to help the sector grow and develop
  - To create equitable partnerships that inform, influence and innovate.
- d) STEP framework; To provide internal and external utility, value and validity and address areas of common need and interest which incorporate:
- Transferability,
  - Quality assurance,
  - Impact (measurability), focusing on economic sustainability, social capital, organisational capacity, creative practice.

## **X.2 STEP issues and opportunities**

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### **X.2.1 Re-position the sector**

It is time to re-negotiate previously inequitable relationships with a more strategic and collective approach and to create stronger, more viable relationships.

### **X.2.2 Furthering social inclusion**

Industry recruitment strategies for the cultural and creative industries place more emphasis on 'soft' skills, industry knowledge, the 'ability to deliver' and the 'capacity to learn' rather than 'hard' skills and qualifications. This means that self-identity, family, gender, ethnicity and values can carry more weight than more technical or 'hard' skills and qualifications. This, when coupled with a tendency for organisations to 'recruit in their own image', leads to a paucity of diversity and hampers social inclusion.

### **X.2.3 New framework for accreditation**

The move towards more vocationally-orientated learning in non-formal, as well as formal, contexts presents an opportunity for the NFLS to influence the skills development framework and to work with creative and cultural industries and creative and cultural skills.

### **X.2.4 Coordinating industry learning opportunities**

Forces that prevent people from pursuing careers in the cultural and creative industries are readily addressed within the NFLS. The NFLS culture of work-based or project-based learning is shared by industry. The development of a shared systematic approach to industry learning opportunities, promotion and 'take-up' by learners, and relevant support strategies would benefit all.

### **X.2.5 Sign-posting, pathways and induction**

The NFLS has created an effective model, which goes beyond the remit of developing pathways and signposts for new entrants. Cultural and creative industry organisations would

benefit by developing strategic, longer-term collaborative provision with the NFLS to address social inclusion issues and to provide appropriate preparation, induction and longer-term support.

#### X.2.6 Access to resources

Locally based mainstream industry resources could connect the mainstream to emerging local markets and networks. Industry commitment to the provision of sustained access to equipment, technical resources and briefings, and creative space would enable the sector to ensure learners had continued access to 'up-to-date kit'.

#### X.2.7 Showcasing opportunities

New creative practice and products are continually developed within the NFLS organisations. There are limited opportunities for the showcasing and exploitation of much of this work and a need to advocate access to mainstream or international markets.

### **X.3 STEP partners**

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#### X.3.1 Formal education sector

There is evidence of a desire for dialogue and debate, collaborative provision, enterprise and research from the Higher Education sector. A fair reflection of the value of NFLS contributions made must be a pre-requisite.

#### X.3.2 Regeneration/development agencies

These key investors have often been at odds with the values, culture and approach of the NFLS. The NFLS must have significant input into devising and managing its own impact studies. Understanding the work of the sector and its social, cultural and economic strategies is of prime importance and can be developed through sustained visits. The simplification of funding models and direct contracting would reduce significant wastage and the stress of being an insignificant partner in financial arrangements. The economic sustainability of the sector can be assisted by an asset development strategy providing suitable property, access to property, or enabling a co-ordinated approach to property acquisition, management and disposal.

#### X.3.3 Social inclusion agencies

Social inclusion is both a fundamental value and driver to the sector, and social inclusion agencies, schools and colleges refer learners or purchase access to a non-formal learning context. A shared approach and strategy is desirable to inform, advise and guide people to and through these opportunities and the real cost of the learning environment must be met.

## **X.4 Role for STEP**

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X.4.1 Partnerships between the above sectors have existed for many years on an organisational level and much effective and rewarding work has been carried out. STEP will leverage this by developing a collective approach to capacity-building and sustaining the sector.

X.4.2 STEP provides a multiplier effect for the sector in the following ways:

- a) collective bargaining and lobbying
- b) industry-relevant, quality provision which furthers social inclusion;
- c) sharing of knowledge, networks, resources, creative products and services, effective practice, legal compliance, organisational context, research and development, archives, evidence and benchmarking;
- d) promote and advocate the sector
- e) negotiate better deals for purchases of services

## **X.5 STEP activities**

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X.5.1 The formal constitution of STEP, with the authority of the sector, can 'unlock' and 'unblock' mainstream resources, promote and advocate the sector and coordinate a number of programme strands.

X.5.2 An effective knowledge transfer could address the need for organisational leadership, succession, creative practitioner development and user leadership and progression. Mentoring can be extended and usefully employed with users, creative practitioners, leaders and governors.

X.5.3 A shared and consistent approach to user-accreditation and industry-value framework that has a 'light-of-touch' approach for users and is appropriate for a non-formal learning context is desirable.

X.5.4 A range of evidence, archives and practice needs to be established as a useful and authoritative research base.

X.5.5 A number of other identified needs could be effectively developed and coordinated by STEP.

## **X.6 STEP proposed action plan**

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- |           |   |
|-----------|---|
| Action 1: | Establish STEP as a membership association  |
| Action 2: | Set up cross-sector mentoring scheme within four constituencies                               |
| Action 3: | Mobilise and employ a cross-sector team to develop non-formal learning accreditation strategy |
| Action 4: | Establish a research base in partnership with HE  |

## **X.7 STEP steering group conclusion**

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X.7.1 The NFLS is being recognised as a serious contributor to levelling the playing field for access to the cultural and creative industries in London by Creative London, the London Development Agency and creative industry organisations. The NFLS can lead the debate, share effective practice and contribute to the construction of longer-term social inclusion strategies with London's creative and cultural sector. In order to do this effectively, they require a step change in investment patterns, relationships with partners, evidence base and articulating their internal learning framework. The NFLS needs to develop a more strategic focus, take a more collective approach, and employ a culturally appropriate and effective knowledge transfer system in order to acquire the necessary resources to build the economic sustainability of the sector.

## **X.8 STEP Consultation - 18 March, 2005 - key issues from NFLS respondents working in multi-media, music, performing arts, film/broadcast/video, visual arts, literature and fashion.**

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### X.8.1 Purposeful networks

There was a general consensus that the report was good, useful, timely, and would be instrumental in bringing diverse and disparate organisations together into purposeful networks.

### X.8.2 Sector specific resources

Advocacy, marketing, action-research and evidence were seen as instrumental in gaining resources for the sector. There is clear competition for resources with other sectors and, therefore, there is a need for earmarked sector resources.

### X.8.3 Quality framework

Benchmarks that reflect sector values, approaches and contexts and locate the sector within a recognisable quality framework are desirable.

### X.8.4 Supporting diversity

STEP could support the industry to advise and manage work placements. The industry can be supported by the sector in their challenge to attract and recruit a more diverse workforce through the development of more strategic, long-term approaches to enable a structural change to take root.

### X.8.5 Independent production

This work also needs wider industry profile and advocacy. There may be advantages in establishing a STEP industry network for connecting independent producers in the sector, organising around a common agenda that takes into account their competitive and diverse nature.

#### X.8.6 Capital assets

The acquisition, renewal and management of physical resources in the sector key to the long-term future of the sector. The lack of appropriate building ownership or long-term leaseholding seriously affects the sustainability of organisations in the sector.

#### X.8.7 Funding complexity

Funding complexity and the bureaucratic overload that occurs as a result could be addressed as a sector-wide issue. The standardisation of funding requirements and the compatibility of achievable outcomes with the practices of the sector and the wider creative industries need to be addressed.

#### X.8.8 Regeneration realities

Regeneration-led funding encourages groups to be insular and not work in collaboration. It is difficult for small organisations to access funds.

#### X.8.9 Industry opportunities

Information and advice about industry opportunities tend to be integrated informally into courses, and contact time, and is inevitably delivered through the long-term relationships. This needs more effective and consistent collective signposting.

#### X.8.10 Building sector evidence

The research evidence base for the sector is fragmented, anecdotal and weak. The sector could involve itself in defining the debate through research and consultancy profile but it has very thin leadership capacity which would need to be addressed, potentially through a hybrid consultancy model.

#### X.8.11 Key priorities

STEP priorities were (in order of priority)

- a) Promotion and advocacy,
- b) Collective negotiations,
- c) Direct funding and simplified deals,
- d) Access to capital investment programmes,
- e) Research base and dissemination strategy,
- f) Accreditation/quality framework,

#### X.8.12 STEP directives for partnerships

i) Industry:

- a) Access for learners to gain experience
- b) Ensuring the relevance and recognition of their programmes.

- ii) Education:
  - a) Funding for their programmes
  - b) Access for their learners to formal education.
  
- iii) Regeneration agencies
  - a) Direct funding.
  
- iv) Social inclusion agencies
  - a) Access for new learners
  - b) Ensuring the relevance of programme
  - c) Financial support
  
- v) Non-Formal Learning Sector
  - a) Learner progression.

## **X.9 STEP revised action plan**

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### X.9.1 STEP final recommendations

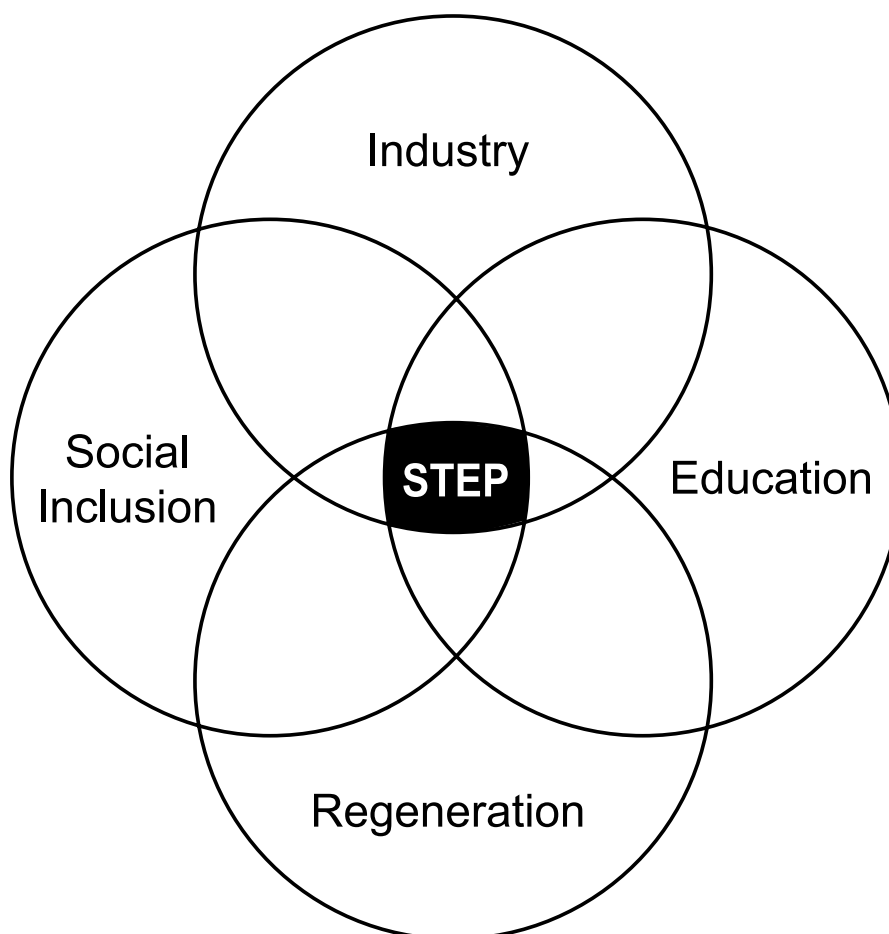
1. STEP be constituted as a membership association with a full-time post, dedicated office space and resources for administration and meetings.
  
2. That five working groups, ('purposeful networks') be established around a programme of activities. These working groups should be led by recognised leaders within the sector, include representation from sector organisations across London (creative hubs), co-opt participants from the other sectors as required and engage researchers, consultants etc. from within or outside the sector as appropriate.
  
3. That membership contributions are recognised and rewarded through a committee membership model which offers an expenses and loss of earnings model and that engagements are offered according to usual procurement protocols.
  
4. These 5 working groups would all pursue a shared agenda of promotion and advocacy for the sector. They would focus on the following areas:
  - a) Pan-London provision
  - b) Sustainability
  - c) Industry learning opportunities
  - d) Formal education partnership
  - e) Research, innovation, consultancy and dissemination.

## X.9.2 Sharpening the focus

- Action 1: Establish STEP as membership association with the five working groups
- Action 2: Set up cross-sector mentoring scheme within 4 constituencies
- Action 3: Mobilise and employ a cross-sector team to examine industry/formal learning NFLS provision
- Action 4: Establish a research base/consultancy, in partnership with HE, to promote the intellectual capital of the sector
- Action 5: Establish a capital investment programme for the sustainability of the sector.

### **STEP - Located at the Intersection of 4 Communities Of Interest**

(STEP Leadership Group 2004)





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