



Occupation Phase Employment and Skills Strategy 2019-2020

Introduction

Here East is the fastest growing cluster of innovative businesses in London and the UK.

Here East is the UK's first campus for technology and innovation, bringing together a diverse community of start-ups, fast-growth businesses, global corporates, academics and creative industries.

The vision was to create a lasting economic legacy for the London 2012 Olympic Games and be a leader in the social, economic and physical regeneration of east London, by maximising local employment and enhancing skills across the area.

That vision is swiftly becoming a reality. Here East has fashioned a new cultural heartland in east London and remains deeply connected to its community. In under a decade, we have brought more than 4,000 new jobs to the site, as well as thousands of visitors to our events and Canalside retail outlets.

In all, Here East is set to increase local GDP by £340 million and we aim to finish 2020 with 5,400 jobs and students on-site.

Our approach is to work with our established and growing tenant base, and with local organisations to promote opportunities within Here East and to shape education and skills training, building a pipeline of talent for the future. This will not only benefit the communities living around the Queen Elizabeth Olympic Park, but will be a stimulant for growth and jobs across the country for the next generation.

This Occupation Phase Employment and Skills Strategy (OPESS) summarises the progress that Here East has made; celebrating its successes, reflecting on the opportunities for collaboration that have developed as a result, and looking to the future.

Aim and Objectives

Aim

To create a pipeline of talent, made up of local people and underrepresented groups in east London, to start their careers and advance future industry.

Objectives

- *Inspire talent* – communicate the breadth of opportunities at Here East and enable young people to connect with employers and secure work experience;
- *Develop talent* – enable employers to nurture young talent to ensure they get the right skills to kickstart in an industry;
- *Enable talent* – proactively recruit local talent, and create a range of opportunities for them, while support the professional networks they need to support them.

Targets

These aims and objectives are not notional, but cast-iron pledges laid out in the Here East Section 106 Agreement. This sets specific targets for driving local employment and skills, with a number of mechanisms in place to ensure Here East develops and implements these objectives.

1. Commitment to local employment

Through a programme of business-related workshops to promote local employment opportunities across the campus [see case studies], regular coffee mornings and in offering accessible events and facilities spaces free-of-charge for local boroughs – Here East ensures tenants are able to network with local residents to provide employment opportunities. We are able to capture and monitor employment across the campus both through the website, which was developed to allow tenants to share upcoming job vacancies, and through an annual tenant survey.

2. Commitment to work-based training opportunities

Here East ensures its tenants provide training opportunities for their employees, with 5% of these apprenticeships, and 50% offered to residents from local communities. These opportunities are promoted by the Here East Strategic Forum, comprised of senior members of campus tenants; with further support and information on the wide-range of employment training services now included in the new Tenant Onboarding process.

3. Commitment to the London Living Wage

Here East commits each of its tenants on the campus to deploying the London Living Wage as a minimum salary for employees.

4. Commitment to legacy

Through bi-monthly EAST education board meetings, as well as regular meetings of the Park Engagement Group and Legacy Careers Programme, Here East ensures a commitment to the Olympic legacy.

Support

The ambition of the Here East project means wide-scale co-ordination is essential for employment, training and education opportunities to be maximised.

In order to ensure an aligned approach, Here East's community and partnership manager collaborates with companies on the campus to meet objectives by **building strategic partnerships** with local agencies, councils, education establishments, and both existing and new businesses in the community.

Strategic partners include International Quarter London (IQL), East Bank, Hackney Quest, and A New Direction, with introductions supported by the Legacy Careers Programme and Hackney's Business Networking forums.

These strategic partnerships have developed and delivered the following:

- **A framework of education and employment programmes** for Here East and its tenants, in partnership with local companies and agencies. Initiatives include the East Education Summer School, offering education opportunities for young people aged 13-16 in local boroughs.
- **An easy to use referral system** between selected agencies who provide a 'gateway' for residents to access the support they need; through job centres, council, and employment agencies. Working with the East Works programme, Here East ensures that awareness of opportunities across campus are shared widely with residents and young people across east London.
- **Employability support** with tenants and increased awareness of the education, training and employment services available. This is all held to account by steering groups set up across the campus including Tenant Operational Meetings, Strategic Forum, and a Communications and Activities working group, which all meet on a quarterly basis.
- **Help and expertise for occupiers to coordinate partnerships and form joint initiatives** such as through company/ tenant corporate social responsibility strategies.
- **Continued work with employers to identify employment, work placements and apprenticeship opportunities** and highlight these to Local Labour Schemes; for example through the jobs section of the Here East website, community coffee mornings and through the senior management Strategic Forum.

Monitoring and evaluation

Most important to our success though is ensuring our tenants are engaged with our aims and our work. Here East is committed to creating an economic and cultural success in east London and expects its tenants and partners to commit to the same agenda to ensure this works.

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Here East has developed a social charter that highlights to tenants and partners our commitment to this agenda. The Social Charter should act as a guide on ways to work with tenants and partners to deliver the OPESS.

Alongside the charter, a Strategic Forum of nominated representatives – made up of on-site business leaders, a member of London Legacy Development Corporation's (LLDC) regeneration team and a member from London Borough of Hackney – convenes to ensure Here East operates a system of collective learning and ensuring it achieves its business goals.

Here East's community and partnership manager works with members of the Strategic Forum to monitor developed initiatives, working to best utilise local employability schemes and the jobs section of the Here East website – ensuring it is an asset in creating employability opportunities on the campus.

This OPESS will be reviewed and refreshed annually in a monitoring report. This will include annual demographic socio-economic information of tenants at Here East, including a summary of training and skills gained by employees, and an account of any apprenticeship skills courses or vocational qualifications completed.

Education Partnerships

Innovative and focused education is vital to the future of talent in east London and Here East is working with a number of schools in the community on projects that support educational growth. From support visits, work experience opportunities, educational events and projects, these partnerships take many forms but all ultimately have the goal of educating the community to prepare them for employment.

Further programmes will be developed in line with the business goals of tenants, and adult educational programmes have also been developed with partner organisations to encourage lifelong learning; through lunch-and-learn session, mentoring and networking opportunities and a number of careers events across the campus hosted by tenants and partners.

Local Employment

The development of Here East has created thousands of working opportunities and we are dedicated to ensuring that local communities benefit from this, by working with representatives of those communities and local authorities.

For us, the priority is providing working opportunities for residents and children progressing through schools in east London, making them aware of the opportunities available on the campus and encouraging them to explore, work and even look to start a business. Over time, we believe Here East can gain a reputation as the opportunity creator for the next generation.

Our results

As the diverse tenant base at Here East continues to grow, we remain committed to working with our tenants to develop programmes with local schools and employers. Tenants such as Ford and UCL have recently developed afterschool programmes for local schools, and we have developed a number of family-focused events that give young people an opportunity to learn about design, engineering and technology in a fun and informal way.

Don't just take our word for it: our initiatives have gone from strength-to-strength and have increased skills and employment opportunities across the campus; local jobs for local people.

Opportunity:

Now in its third year, a scholarship programme to study at the **Loughborough University London (LUL) campus** was developed within Here East in partnership.

Outcomes:

- The programme awarded ten scholarships each year to people living in the Olympic Park's neighbouring boroughs
- 36 local residents studying post-graduate courses at LUL have been supported with fully-funded bursaries.
- 18 graduates have completed their masters to date – eight with distinction and six with merits, with 70% securing graduate level employment on completion.
- A further 100 graduates from the area attended employability courses delivered by LUL.

Opportunity:

Here East was home to a 2018 nationwide Government campaign to inspire the next generation of thinkers, innovators and problem solvers. Uniting hundreds of people, institutions and businesses, the Year of Engineering aimed to push the boundaries of the industry.

Outcomes:

- Here East developed an initiative called **Engineer Here**, which included a range of events hosted by the campus and its partners to celebrate the world of engineering.
- A series of educational events and activities were created to showcase the innovation and technological development on the campus and across Queen Elizabeth Olympic Park.
- 17 events were hosted at Here East as part of this initiative with over 3,000 people engaged as part of the programme. See: <https://engineerhere.co.uk/>

Opportunity:

BT Sport, based on the campus since 2013, has continued to work closely with specialist partners to deliver a two-week pre-apprenticeship programme, and an 'Introduction to broadcasting' programme in partnership with east London's schools, colleges and youth groups.

Outcomes:

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- The development of this project has offered students a route into the industry, while acting as a platform for BT Sport to discover a diverse new talent from local communities.
- These programmes have offered opportunities to a more diverse range of talent, including those with disabilities and from minority backgrounds – a necessary step to grow and diversify the TV industry.
- Young trainees have been provided valuable experience and skills to ensure that they are ‘industry ready’ for future employment.

Opportunity:

Here East and Plexal produced **Hack for Hackney** in early 2019 focused on youth empowerment and connecting local business professionals with young people in Hackney. The event was an opportunity to have a meaningful discussion on opportunities for young people in response to Hackney Quest’s recent report [Hackney Wick Through Young Eyes](#) and to connect with businesses with local talent.

Outcomes:

- Plexal, Here East and the Circle of Intrapreneurs were able to forge connections between businesses and their communities in an innovative way, with over 60 young people and 12 organisations represented.
- Event partners Badu Sports, East London Connect, Hackney Quest and LLDC Legacy Youth Voice helped engage young people in the hackathon and ensured the room was representative of Hackney’s youth.
- The winning team were given an opportunity to visit event sponsor Barclays to develop their idea further, whilst the runners up were given a professional workshop to help improve their LinkedIn profile and support with their job search.

Opportunity:

In response to the valuable feedback received from the Hack for Hackney event, Here East developed **Here East Insights**. This is a series of events developed in collaboration with businesses across the campus, powered by A New Direction – an east London-based skills and employability provider.

Outcomes:

- The series raised awareness of the breadth of career opportunities at Here East through employee interactions, with a key focus on gaming, AI, creative and digital tech to inspire and inform young people.
- Here East commissioned **A New Direction (Create Jobs)** – to work with businesses from across the campus to further develop the programme. The first event was hosted in partnership with Sport Interactive.
- Stephanie Okoye, a young person who attended the event shared her experience via a blog which features on Here East’s website <https://hereeast.com/news/here-east-insights-young-persons-perspective/>

Opportunity:

Here East hosted venue the **EAST education summer school** in partnership with the LLDC and East Bank partners for the second year running in summer 2019.

Outcomes:

- The programme saw UCL, UAL's London College of Fashion, the BBC, Sadler's Wells and the V&A in partnership with the Smithsonian Institution expand their education offer to east London.
- Several tenants offered visits and insights into their businesses; Studio Wayne McGregor, Badu Sport, Loughborough University London, MATCHES Fashion and UCL.
- More than 350 young people aged between 13-16 from east London took part in a free two-week Summer School.

Opportunity:

Staffordshire University opened its doors at Here East in September 2019, following the development of strong outreach activity in schools and colleges.

Outcomes:

- Here East supports the University by promoting career open days and masterclasses in colleges across east London.
- Prior to opening on the campus, in June, Staffordshire University hosted a schools' challenge attended by over 100 young people.
- Since autumn 2019 Here East has supported with the promotion of a careers masterclass series and open days to local colleges and partners across east London.

Opportunity

A 3D & VR Training Academy was established with Hobs 3D via an introduction to the Legacy careers programme. This programme is set to deliver industry-led training focusing on 3D and VR through a blend of classroom learning; experiential practical learning and industry placements. The Academy is led by a cross-industry board to respond to industry changes and ensure that local people can access pathways into new types of jobs.

Outcomes:

- The programme launched in Autumn 2019 offering placements for local residents.
- Alongside the training, the Academy provides skills-tasters and insights visits for 250 young people (13-19 year old) to increase their understanding of digital technologies and career opportunities.