Creative Employment Programme Case Study

London Theatre Consortium

London Theatre Consortium (LTC) is a consortium of 13 of London's leading producing theatres: Almeida Theatre, Battersea Arts Centre, Bush Theatre, Donmar Warehouse, Greenwich Theatre, Hampstead Theatre, Lyric Hammersmith, Royal Court Theatre, Soho Theatre, Theatre Royal Stratford East, Tricycle Theatre, Unicorn Theatre and Young Vic.



Aims and objectives

The LTC works collaboratively on crossconsortium projects that are beyond the capacity of a single organisation to deliver. The aims of the Creative Employment Programme resonated strongly with the leaders of the LTC theatres who saw the programme as a chance to affect long-term change in recruitment and staff development practices, and help to address the lack of diversity in London's theatre sector. Emma Rees, Senior Coordinator, LTC, explains:

"The cultural sector is a real UK success story

Key facts

- CEP grant awarded: £38,000 for 38 apprentices
- Size of company: Theatres range from 5 – 60 staff members
- Located in Greater London
- Art form: Theatre

in terms of growth and economic development. However, we are failing to tap into a huge pool of talent by operating a 'traditional' recruitment pipeline - 'university, unpaid internship, entry level job'.

If we continue to recruit and train in the ways we always have, the demographic make up of our workforces will remain the same. This will have a negative impact on our programming, our artistic and creative development, and mean that we fail to serve the communities in which we are based."

Funding the jobs

Securing CEP funding helped the consortium to unlock total funding of over £500,000 over two years. Alongside CEP and National Apprenticeships Service grants the LTC had central funds available so could commit a substantial sum to the programme to part subsidise each theatre's contribution to the salary costs. This enabled the LTC to pay all the apprentices adult national minimum wage, in order to remove financial barriers and enable young people from less economically advantaged backgrounds to apply.

"Having an apprentice brings life to our team."

Lyric Hammersmith

Working together

Recruitment was an area where a consortium approach was hugely beneficial. Recruiting 21 apprentices together allowed the LTC to take a creative and exciting approach, reaching wider networks. The theatres held four recruitment Open Days, ran Assessment Days as participatory workshops, and held panel interviews.

This collaborative approach has continued with line managers from across the consortium meeting regularly to share techniques, best practice and ideas. The apprentices also have access to people across the LTC as mentors. College training has been co-delivered with LeSoCo and LTC staff members have led specialist sessions, to ensure training reflects work-place realities and teaches employment-ready skills.

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"We've seen our apprentice flourish and grow, both in her confidence and in her skills as a member of the team."

Battersea Arts Centre

Learning from the experience

Emma Rees, Senior Coordinator, LTC, advices others who are thinking about applying to the CEP to have clear aims and strong partners:

"Early investment from the partners was integral to our success. Before applying as a consortium we had to really interrogate what we hoped to achieve and why. Clarity around this shared commitment has been key, as has the collegiate approach and having LTC's existing structure, resources and ability to coordinate."

"The team at Creative & Cultural Skills were tremendously helpful when we were putting our application together and continue to give a fantastic level of support. The application process was fast and easy. It certainly made it easier to apply as a consortium and this has helped enormously with recruitment and delivery."

"Apprentices are learning a huge amount but they are also bringing new perspectives into our organisations. We know that some of the apprentices we are working with now will be in senior positions in the theatre sector in the future – they really are that good!" **Creative & Cultural Skills** gives young people opportunities to work and learn in the creative industries. We want to ensure that employers benefit from a skilled generation of talent and continue on a course of economic growth.

Our network of industry and education supporters – the National Skills academy for Creative & Cultural – is open to those who are committed to the provision of high quality creative education and training, apprenticeships and careers advice.

Together we've created over 3,500 Creative Apprenticeships in the UK since 2008. Creative & Cultural Skills is the National Provider for the Creative Employment Programme.

Visit **www.ccskills.org.uk** for more information.

The Creative Employment Programme is

a £15m fund provided by Arts Council England to support the creation of traineeships, formal apprenticeship and paid internship opportunities in England for young unemployed people aged 16-24 wishing to pursue a career in the arts and cultural sector.

Positions created will be in a wide range of disciplines, from technical to administrative roles, provided they are located in England and fall within the Arts Council England's footprint of: Music, Dance, Theatre, Literature, Visual Arts, Contemporary Craft, Combined Arts, Carnival, Circus, Galleries, Museums, and Libraries.

Visit **www.creative-employment.co.uk** for more information.

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creative employment programme

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