

London Anchor Institutions' Network (LAIN)

Hiring and Skills Working Group: Ways of working

Purpose

This working group is part of the [London Anchor Institutions' Network](#), which brings together London's major organisations who are working together to help London become a fairer, greener and more prosperous city.

The aim of this working group is to:

- Implement changes to our own institutional practice, to support more Londoners from underrepresented backgrounds into good work.
- Take steps to become representative of London's communities at all levels of our organisations.
- Strive to exemplify best employment practice.
- Leverage the power of the network to support more Londoners in building the skills that can lead to good, sustainable jobs.
- Work with comms colleagues to identify ourselves as London Anchor Institutions, communicating our membership of the working group and wider network, as well as our activity and impact internally and externally.

Review point

This Ways of Working document may be reviewed at any time by members to ensure it remains appropriate for the requirements of the Hiring and Skills Working Group.

Membership

- Association of Colleges
- BusinessLDN
- Department for Work and Pensions
- Capital City College Group
- Film London
- Greater London Authority
- London City Airport

- London Chamber of Commerce and Industry
- London Councils
- London Fire Brigade
- London Higher
- London Metropolitan University
- University of London
- London Borough of Barking and Dagenham
- London Borough of Lambeth
- Middlesex University London
- NHS
- Thames Water
- Transport for London
- Waltham Forest College

Membership of the group is not limited to the above organisations. Other Anchor Institutions can join the group. Membership is at the discretion of the Network's Steering Committee.

Guests and other participants may be invited to the working group on an ad-hoc basis.

Key contacts are listed in **annex B**.

Conveners and Chairs

This working group is convened by the Greater London Authority. The convening organisation has responsibility for supporting the development, monitoring and reporting of the Working Group, as well as providing the secretariat function.

The group is co-chaired by Janet Gardner (Principal and CEO, Waltham Forest College) and Karima Khandker (Head of Resourcing, Skills, Emerging Talent and EDI, Thames Water).

How we work together

- As members of the group, we should actively participate in it, including by sharing best practice and resources, and working towards and reporting on collective goals and metrics agreed by the group.
- We should share challenges and successes in meeting our agreed goals, and support colleagues in the group by sharing ideas or problem-solving issues.
- Guest speakers and subject specialists are invited to attend working group meetings where relevant, to share knowledge and expertise with the group.
- Views expressed by participants during meetings will not be treated as the formal position of the organisation they are representing.

- Informed by the LAIN comms toolkit, we should support external and internal comms activity within our organisations relating to the network as a whole and the work of this working group in particular. This includes cascading and amplifying messages about what is being achieved through the network as well as identifying case studies that help to tell the story of the impact we are having.

Scope

Current focus areas

1. Removing barriers to recruitment and creating more inclusive workplaces for Londoners from underrepresented backgrounds, including (but not limited to):
 - Disabled Londoners
 - Londoners from Black and minoritised ethnic backgrounds
 - Care leavers
 - Prison leavers

This includes reducing gender, ethnicity and disability pay gaps.
2. Increasing apprenticeships, including through the transfer of unspent apprenticeship levy.
3. Extending commitments to best employment practice such as London Living Wage and Good Work Standard accreditation.

Activities

The key activities and deliverables include, but are not limited to:

1. Commitment to anchor metrics (collective and individual)
 - Taking specific actions within our own organisations (or with the organisations we represent) to meet the collective aims of the group stated above.
 - Measuring the impact we are having by reporting back on these actions and on our agreed progress measures:
 - No. of London Living Wage apprenticeships in the last financial year (ideally broken down by target population with the aim of being representative of London's working age population)
 - No. of supported internships in the last financial year
 - No. of people from target populations recruited in the last financial year
 - Amount in £x of Apprenticeship Levy pledged in the last financial year
 - Gender pay gap narrowed over the past financial year OR published for the first time.

- Ethnicity pay gap narrowed over the past financial year OR published for the first time
- Disability pay gap narrowed over the past financial year OR published for the first time
- Achievement of next level of Disability Confident
- Achievement of Good Work Standard accreditation (if not already in place)
- Achievement of London Living Wage accreditation (if not already in place)

2. Identification

- Identifying common challenges and barriers to recruitment, retention and progression of staff from underrepresented backgrounds.
- Identifying opportunities for action and collaboration to address these challenges.

3. Information sharing

- Sharing case studies, best practice and resources from our own organisations as well as from different sectors that relate to the focus areas of the group.
- Discussing and problem solving common issues we face as members.

4. Advocacy

- Calling on our respective sectors, stakeholders and partners to take action to improve employment practices.
- Leveraging our collective influence to inform relevant policy-making and programme design.

Meeting frequency

In 2023/24, the Hiring and Skills Working Group will be holding in-person meetings on a quarterly basis, with an option to dial in via MS Teams. Members are invited to host meetings on a rotating basis.

The dates and time agreed for the meetings are as follows:

- 6 March – 2 to 4pm
- 26 June – 2 to 4 pm
- 2 October – 2 to 4 pm
- 8 January – 2 to 4 pm

Annex A. Meeting Schedule 2023/24

6 March	<p>Meeting focus: Disability in the workplace, including:</p> <ul style="list-style-type: none">• How to reduce barriers to recruitment• How to create a more inclusive workplace• Disability Confident• Publishing disability pay gaps• Sharing case studies and best practice
26 June 2023	<p>Meeting focus: Disability recap plus race and ethnicity in the workplace, including:</p> <ul style="list-style-type: none">• Check in on member progress from the preceding meeting, including actions to create more inclusive workplaces from a disability perspective.• Reducing barriers to recruitment for minoritised ethnic candidates.• Creating a more inclusive workplace from a race and ethnicity perspective.• Sharing case studies and best practice from the Workforce Integration Network.
2 October 2023	<p>Meeting focus: race and ethnicity in the workplace, including:</p> <ul style="list-style-type: none">• Check in on progress since the previous meeting• Particular challenges around retention and progression• Sharing case studies and best practice
8 January 2024	<p>Meeting focus: Apprenticeships, including:</p> <ul style="list-style-type: none">• Removing barriers to levy transfer• Sharing case studies and best practice <p>Check in on progress since the previous meeting</p>

Annex B. Key contacts

Organisation	Lead Contact(s)	Secondary Contact
Thames Water	<p>Name: Karima Khandker Email: karima.khandker@thameswater.co.uk Role: Head of Resourcing, Skills, Emerging Talent and EDI</p>	
Waltham Forest College	<p>Name: Janet Gardner Email: jgardner@waltham.ac.uk Role: Principal and CEO</p>	
Greater London Authority	<p>Name: Camelia Gamee Email: Camelia.Gamee@london.gov.uk Role: Resourcing and EVP specialist</p> <p>Name: Shehreen Najam Email: Shehreen.Najam@london.gov.uk Role: Senior Policy Officer, Skills and Employment</p>	<p>Name: Souraya Ali Email: Souraya.Ali@london.gov.uk Role: Head of London Anchor Institutions Programme Coordination</p> <p>Name: Hannah Candassamy Email: Hannah.Candassamy@london.gov.uk Role: Senior Project Officer – Economic Fairness</p>
Association of Colleges	<p>Name: Mary Vine-Morris Email: mary.vine-morris@aoc.co.uk Role: London Area Director</p>	
BusinessLDN	<p>Name: Mark Hilton Email: Mark.Hilton@businessldn.co.uk Role: Policy Delivery Director</p>	
Capital City College Group	<p>Name: Jackie Chapman Email: jackie.chapman@capitalcct.ac.uk Role: Managing Director, Capital City College Training</p>	
Department for Work and Pensions	<p>Name: David Steeds Email: david.steeds@dwp.gov.uk Role: Group Partnership Manager for London and Essex</p>	
Film London	<p>Name: Rebecca Baker</p>	

	Email: rebecca.baker@filmlondon.org.uk Role: Head of The Equal Access Network	
London Borough of Barking and Dagenham	Name: Rosemary Oduntan-Oke Email: Rosemary.Oduntan-Oke@lbbd.gov.uk Role: Resourcing Manager	
London Borough of Lambeth	Name: Alison May Email: AMay@lambeth.gov.uk Role: Assistant Director Skills and Employment, London Borough of Lambeth	
London City Airport	Name: Gemma Cook Email: Gemma.cook@londoncityairport.com Role: HR Business Partner	
London Chamber of Commerce and Industry	Name: James Watkins Email: jwatkins@londonchamber.co.uk Role: Head of Policy and Public Impact	
London Councils	Name: Dianna Neal Email: Dianna.Neal@londoncouncils.gov.uk Role: Strategic Lead: Enterprise, Economy and Skills, London Councils	
London Fire Brigade	Name: Divya Patel Email: divya.patel@london-fire.gov.uk Role: Positive Action Manager	
London Higher	Name: Darren de Souza Email: darren.desouza@londonhigher.ac.uk Role: Policy and projects Officer	
London Metropolitan University	Name: Sophie Clutterbuck Email: s.clutterbuck@londonmet.ac.uk Role: Chair of London Higher Civic Network	
Middlesex University London	Name: John Soper Email: J.Soper@mdx.ac.uk Role: Director of Inclusion and Wellbeing	

Transport for London	Name: James Lloyd Email: JamesLloyd@tfl.gov.uk Role: Skills and Employment Strategy Manager, Transport for London	
University of London	Name: Claire Rae Email: Claire.Rae@london.ac.uk Role: Deputy Director of HR	