

**London Anchor Institutions' Network (LAIN)  
Steering Committee meeting: 5 March 2024  
Paper: Programme updates**

This paper provides an overview of live and upcoming opportunities and key recent activity across LAIN. Key actions for Steering Committee members are summarised at the end.

**Opportunities**

**Membership**

The LAIN Annual Conference which took place on the 8th February has generated further interest in working groups from existing members.

We are also pleased to welcome new participation from King's College London and University College London in the Green New Deal (GND) working group, after representatives joined the break-out session at the conference.

University of East London (UEL) has enquired about membership. Representatives from Imperial College London (Imperial) were introduced to the core team by Old Oak and Park Royal Development Corporation. The LAIN team has met with both universities. Both have a notable footprint in London; UEL employs 1300 staff across three campuses in Stratford and London Docklands, and Imperial employs 8000 staff at its campuses in South Kensington and White City, as well as in a number of teaching hospitals across the city. Both institutions are members of London Higher.

**London Partnership Board**

LAIN's co-chairs have been invited to share updates from LAIN at the London Partnership Board on 12 March 2024, 1pm. This is an update to the report taken last October, and reflects the ongoing support for LAIN from the Board. This will be an opportunity to share highlights from the LAIN Impact Report 2021-2023 and remind Board members how they can support LAIN's aims.

**Pre-Election Period (PEP)**

The pre-election period for the London Mayoral elections will run from 19 March until 2 May. During this time, external communications activity from the GLA will be reduced in line with guidelines. The LAIN team will continue to be available in the usual ways and will support working group meetings and refinement of each group's 2024 action plan.

Additionally, during this time the team intends to:

- Develop and prioritise its 2024/25 programme management plan.
- Develop and prioritise its 2024/25 stakeholder engagement and communications plans, including opportunities to create new materials to support internal advocacy.
- Further refine the events framework in consultation with working groups to explore valuable formats and expertise, and review options for delivery.

## End of year reporting

As agreed by the Steering Committee last year, we are collecting reporting data twice a year, at mid-year and again at financial year-end. The mid-year reporting was very useful for the impact report and new graphics, and helped explain the individual and collective progress we are making.

We will shortly be asking for year-end data. This request will be sent by the end of March with a request for returns by mid to late May. These requests will go to Steering Committee and Working Group members, and we are asking Steering Committee members to sign off submissions. Results will be aggregated and anonymised, unless we agree otherwise with you, and will be shared at a future Steering Committee meeting.

Based on feedback from members, the LAIN team is working to simplify the process and request.

One area we are interested in exploring in the coming six months, with support from Bloomberg Associates, is how we make our data collection and reporting more dynamic and visible - perhaps using a dashboard or similar.

Support from the Steering Committee in ensuring timely and verified returns is greatly appreciated, as well as any feedback relating to optimum timeframes for the upcoming commission.

## LAIN evaluation

This is picked up in item 3 on the agenda. Three years since its inception, and ahead of the next Mayoral election, this is a moment to assess the progress LAIN has made and explore possible future opportunities for the network. Bloomberg Associates (BA) has supported this work through structured interviews with Steering Committee members, conducting research and sharing best practice on other anchor models (presentation shared at December's Steering Committee). BA also authored the impact report demonstrating and positioning LAIN's achievements in a national and international context.

The next step of this work is a discussion on the model and governance for the network going forward. Steering Committee members are asked to reflect on the discussion with their organisation and networks before the June meeting when priority actions will be taken forward.

## LAIN Programme Updates:

### 2024 Annual LAIN Conference

On the 8<sup>th</sup> February, we welcomed over 100 representatives from 40+ organisations to City Hall for our second in-person annual conference. This year's conference had an internal focus and aimed to:

- celebrate members' successes
- increase awareness and improve the visibility of LAIN activities
- challenge members, enable them to deepen their practice and increase the pace of delivery
- build relationships across the network
- convey LAIN's part in a wider anchors movement.

Overall, feedback on the day and subsequently has been very positive (4.5 out of 5 stars based on multiple responses to the feedback survey from 26 organisations), with delegates highlighting the more interactive elements – namely the break-out sessions, networking

opportunities and working group presentations - as particularly beneficial. Attendees also commented on the value of the conference in illustrating the breadth of work underway across LAIN, recognising the network's strengths and achievements to date, and contextualising LAIN as part of a wider movement of anchor networks.

#### *Communications reach*

A communications toolkit was produced in the run-up to the conference containing messaging and graphics to support member organisations and representatives to talk about their involvement in LAIN. 40+ separate posts were generated across X and LinkedIn as a result, with a potential reach of over 3.1m people on X and 294k on LinkedIn. All posts included the hashtags #LAIN and #LondonAnchors, and almost all used pre-prepared content and assets from the toolkit. Posts from notable supporters included those by the Mayor of London, Deputy Mayor for Business, Deputy Mayor for Planning, Regeneration and Skills and corporate profiles of the University of London, BusinessLDN and Old Oak and Park Royal Development Corporation.

#### *Press*

Deputy Mayor for Business, Howard Dawber, was interviewed for On London on 20 February and highlighted his support for the network, thanking partners for their leadership and collaboration. The interview is available here, [Interview: Howard Dawber, London's Deputy Mayor for Business \(onlondon.co.uk\)](https://www.onlondon.co.uk/interview-howard-dawber-london-s-deputy-mayor-for-business).

#### *Future events*

Delegates expressed an interest in future events, particularly expert-led masterclasses and workshops, round-table and networking events, which align with the activities identified in the LAIN events framework previously presented to the Steering Committee for approval.

Some responses to the feedback survey indicated a desire to maintain a broader audience for the conference to maximise networking opportunities and raise the profile of LAIN as in 2023.

As discussed in December's steering committee meeting, the team will work towards two key events in the coming year:

- A private event in Autumn 2024 involving the Mayor, Chair of London Councils and Chief Executives of LAIN members to promote engagement across members' senior leadership.
- A larger annual conference in 2025.

#### *Communications assets*

The core team produced communications assets for the conference that are available for members to talk about their involvement in LAIN to their internal and external networks. These include an Impact Report 2021-2023, 'Proud member of LAIN' plaques, impact videos and photography, and social media graphics.

## LAIN Impact Report 2021-2023

BA authored the impact report which was published to coincide with the conference on a new [impact page](#) on the LAIN website.

Thanks to all who contributed to its production, the report provides a valuable view of activity and progress to date by working group, a summary of the knowledge and expertise shared across the network, a list of available resources, and commentary from the Mayor, co-chairs and Bloomberg Associates.

### *Proud member of LAIN Plaques*

Plaques have been produced for every member organisation to display at their premises. These were presented to steering committee representatives who attended the conference and remaining plaques are being posted. It is hoped that you will display these in a prominent location and share a picture of your plaque with us or tag us on LinkedIn using #LAIN.

### *Photography and videos*

The conference provided an opportunity to take some group shots of steering committee representatives and working group members, available to view on the gallery page of the LAIN website [here](#). These are also being shared with working group representatives and communications champions.

Please feel free to use these images to promote your participation in LAIN across your own and organisation's internal and external channels.

Several new videos have also been produced over the last six months, including:

- [Introducing LAIN](#) – a new promotional video about LAIN featuring steering committee and working group representatives that explains the network's focus areas and how members are creating a fairer, greener, more prosperous city.
- [Leveraging the Levy](#) – showcasing how University of London are putting their funds to best use by creating new apprenticeship opportunities.
- [Prisoners into Work](#) – featuring Thames Water's highly commended Prisoners into Work programme.
- [LFB's Carbon Saving Retrofits](#) – highlighting London Fire Brigade's work to upgrade a 100+ years old fire station with carbon-saving technology, procuring a London-based SME to do the work and creating apprenticeship opportunities.
- [Conference 2024 Showreel](#) - a snapshot of the conference that includes vox pops from representatives who attended this year's conference.

All videos now available to watch on YouTube via the [gallery page](#) on the LAIN website.

### *Social media graphics*

New social media graphics showcasing key impact figures were shared in the conference communications toolkit to support content creation. They are additionally featured on our new impact [page](#).

## **Stakeholder Engagement**

In December, the LAIN core team engaged with business membership organisations including London Chamber of Commerce and Industry, Federation of Small Businesses, Black Equity Organisation and Supply Change, with a survey on the ability of their membership to respond to contracts in priority purchasing areas for our organisations. We are pleased that these results have fed into a brief [fact sheet](#) for procurement and commercial officers, aiming to boost their confidence in reserving more contracts for MSMEs.

## **Working Groups**

### *Procurement*

The group's next meeting in April will focus on prioritising new and existing activities for 2024.

All members are working towards developing simplified standard Terms and Conditions documents and publishing forward purchasing pipelines in collaboration with wider teams within their organisations.

Reserving contracts for smaller businesses and creating a database of diverse-led suppliers remain challenging elements of the group's action plan. Members have flagged the important role of senior leaders in raising awareness and the priority of reserving contracts, as well as GDPR constraints and insufficient data collection systems which are creating barriers to progressing a database.

The group is now exploring the current scope of standard market engagement undertaken by procurement officers and, subject to securing resource in 2024, will look to commission a pilot database/ platform to better engage small diverse-led small businesses on live contract opportunities.

The next significant milestone for the group is to host another market engagement event in June, which will feature networking and upskilling opportunities specifically for smaller and diverse-led businesses.

### *Mentoring Young People (MYP)*

The MYP group is meeting on Friday 1 March to revisit its ways of working, what members would like to gain from working group meetings in 2024 and 'quick wins'.

For 2024, members will continue to work towards the group's goal of improving the life chances and opportunities of London's most disadvantaged young people through a range of deliverables, including:

- Delivering in-house mentoring programmes.
- Encouraging staff to become mentors; including by supporting development of the 'Virtual Mentoring Academy' – the New Deal for Young People's infrastructure pilot which responds to the challenges facing the mentoring and youth sector at borough level.
- Sharing expertise to build the capacity of youth services and improve the quality of mentoring across London.

Given the range of approaches taken by working group members, an area of challenge remains how to effectively demonstrate the collective impact that members are having, as well as how to maximise the benefit of working group meetings to all members.

### *Hiring and Skills*

Co-chairs from Waltham Forest College and Thames Water have led the working group in re-focusing its agenda in the coming months on the inclusion of disabled people in the workforce. There's interest in replication of good practice in Supported Internships, a focus on culture and stigma and reasonable adjustments. The group has tended to share practice and take ideas back to their home organisations. A new step for the group for this year would be to work together on some shared solutions. This could look like some shared learning or guidance.

### *Green New Deal (GND)*

The group's next meeting is taking place in March and is expected to run in-person for the first time based on feedback from representatives.

The meeting will focus on continuing to progress Green Last Mile Deliveries, supported by TfL's roadmap, as well as on follow-up actions from the conference break-out and shaping the content of future working group meetings to meet member needs.

In 2024, members will continue to focus on:

- Rolling out carbon literacy training to staff, including senior leaders
- Progressing Green Last Mile Deliveries
- Delivering decarbonisation projects.

Areas of challenges persist, including:

- Securing funding and financing to deliver retrofit and other decarbonisation projects
- Lack of resource within sustainability teams
- The need to 'mainstream sustainability' in order to deliver against net zero targets, meaning that all staff see sustainability as part of their day to day, including front-line staff, and sustainability principles are embedded into decision-making.

### *Place-based*

The Place-Based working group is taking forward two themes in the coming year.

The first theme looks at place-based recruitment and opportunities for collaboration between council services and the NHS to get local people into in-demand NHS roles. The group held its first workshop at the conference and is taking forward next steps which include stakeholder engagement in London Boroughs, Health and Social Care Academies and NHS Trusts. The group are looking to create a toolkit together which will support senior leaders in the NHS and local authorities to support programmes which reduce barriers to work. The group's sights are set on system-level change, over small-scale pilots.

The second stream of work is focused on anchor assets and creating opportunities for small business and community groups in under-used TfL spaces. TfL are providing a new database of property and the group plans to design an improved pathway for councils to support the community to understand and access the available spaces.

### *Childcare*

The next childcare working group meeting is expected to take place in-person and will focus on continuing to develop the group's action plan, based on existing and preferred priorities across members, and ways of working to support delivery. We are looking to appoint a member representative(s) to the role of chair/co-chair and will be canvassing interest from the group.

**Steering committee members are asked to:**

- Note the upcoming end of year reporting requests to address known issues and share feedback on optimum timeframes for end-of-year returns and support their working group representatives to submit data.
- Share a picture of their organisation's plaque with the core team or tag @LondonAnchorInstitutionsNetwork in a post showcasing their plaque on LinkedIn using #LAIN.
- Consider further opportunities to use new assets including photographs, videos and graphics to promote their organisation's involvement in LAIN across internal and external channels, sending the LAIN team a copy of any communications and using #LAIN or #LondonAnchors hashtags if online.
- Continue championing the work and products produced by the procurement working group, such as reserve contracts and e-learning, by circulating materials created by the LAIN core team (blogs, requests to senior leadership teams) which are stored in the members section of the LAIN website [here](#).
- Express interest in a representative from their organisation taking on the role of chair/co-chair for the childcare working group.
- Contact LAIN if they are able to host September's meeting.