

**London Anchor Institutions' Network (LAIN)**  
**Steering Committee meeting: 12 September 2023**  
**Paper: Programme updates**

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

**Membership**

Engagement from members remains strong across LAIN's focus areas and we continue to work on expanding LAIN's membership to build on the network's existing mix of public sector, higher education, cultural, faith-based, and private industry bodies.

Following the last Steering Committee meeting, we are really pleased that members are deepening their involvement in LAIN and have put forward representatives to join additional working groups, with London Fire Brigade now joining the Mentoring Young People and Hiring and Skills working groups, and Thames Water joining the Procurement working group.

- If you would like your organisation to join any additional working groups, please let the LAIN team know.

**Reporting**

As previously agreed in Steering Committee meetings, reviewing our individual and collective progress against a set of shared metrics is important in demonstrating and understanding our impact through LAIN.

A commission for mid-year reporting has therefore been issued to collect information on progress from members across each working group via relevant Steering Committee members. The deadline for this has been set for 4 October, partly with a view to being able to share key headline figures at the London Partnership Board meeting on 17 October (see below). Your support with this is greatly appreciated. Results will be aggregated and anonymised, unless we agree otherwise with you, and will be shared at a future Steering Committee meeting.

We are planning comms activity across LAIN's channels to celebrate members' achievements based on data obtained through this round of reporting and will share any related assets with you and your LAIN Communications Champions to do the same.

- If you have any questions about reporting, please contact Souraya Ali.

**London Partnership Board**

We are pleased to have been invited to bring a substantive item on LAIN to the next meeting of the London Partnership Board on Tuesday 17 October. The Board, co-chaired by the Mayor of London and Chair of London Councils, brings together London's leaders to address the city's challenges, providing strategic advice to policy and decision makers across the capital and beyond. It is the successor to the London Recovery Board, from which LAIN originated. This is a great opportunity to celebrate the progress LAIN has made and inspire further action against our goals, setting out how the wider membership of the London Partnership Board can complement and support our activity.

## Key updates from LAIN working groups

### **Procurement working group**

- **Meet the Buyer Event:** In June, LAIN's procurement working group ran a Meet the Buyer event for London's diverse-owned small businesses to learn more about how to enter their supply chains. The event was a brilliant collaborative effort across the Met Police, TfL, the GLA, the NHS, the London Fire Brigade, University of London and others. 75% of attendees represented micro businesses (having less than 10 employees), half were ethnic minority owned and over 60% had never worked with large public organisations before. You can watch a short overview of the event [here](#) and read [this blog](#) from Helen Linklater, chair of the group.
- **Guides for SMEs:** Linked to the event, LAIN members helped to produce two new guides for London's small businesses to help them to become supplier ready: [LAIN Guide to Social Value 2023](#) and [LAIN Guide to Public Procurement 2023](#). These have been widely disseminated through LAIN members and partner organisations and are hosted on a dedicated procurement page on the London Business Hub.

### **Mentoring Young People (MYP) working group**

- **'Side Hustle - Routes into Entrepreneurship' event:** In July, LAIN member the London Chamber of Commerce and Industry (LCCI) co-delivered an online workshop with the GLA for over 70 youth professionals delivering mentoring programmes across London, to strengthen their support for young people interested in starting their own business or 'side hustle'. This is a great example of the added value that members can bring to the New Deal for Young People mission. LCCI is now looking at how it can build on this offer, including developing resources for organisations delivering NDYP programmes.
- **Peer mentoring;** The last MYP working group meeting on 7 September focussed on peer mentoring amongst young people and adoption of the Mentoring Quality Framework led by Glaxo Smith Kline, who are adopting the Framework nationally.

### **Hiring and Skills working group:**

- **London Living Wage:** Congratulations to LAIN Steering Committee member, Lizzie Smith, Regional Director at Health Education England and SRO for the NHS London Anchor Programme, who was jointly honoured with David Bradley, CEO of South London and Maudsley NHS Foundation Trust, as Health and Social Care Champions at the Living Wage Champion Awards this summer. The awards recognise outstanding individuals and organisations for their dedication to promoting the Living Wage - a key aim of LAIN's Hiring and Skills Working Group. Thanks to the role Lizzie and colleagues have played in championing the London Living Wage, NHS London exceeded its target for 75% of NHS Trusts to be Living Wage accredited or on the path to accreditation by March 2023. 22 (out of 35) London-based NHS Trusts are now fully accredited Living Wage employers, with a further 7 actively pursuing accreditation. These 22 accreditations have led to 7,273 staff receiving pay rises to the London Living Wage.
- **Inclusive workplaces:** The Hiring and Skills working group has continued to focus on best practice in relation to increasing the representation of disabled colleagues and colleagues from minoritised ethnic backgrounds in the workplace. The next working group meeting on 2 October will continue this focus, with an emphasis on workplace progression.

- **Good Work Standard (GWS) - reaccreditation:**  
Four years since its launch in 2019, organisations who achieved accreditation to the GWS as part of the first tranche of employers, must now be re-accredited. The GWS has set the benchmark for best employment practice, providing fair pay and conditions to tens of thousands of Londoners. Several LAIN members were amongst the first of the 130+ employers recognised in this way, with others becoming accredited more recently. The process for reaccreditation is light touch, and we hope LAIN members will continue to be part of the GWS community, making London the best city to work in.
  - Please advise relevant teams to contact the GLA's Economic Fairness team via [fairness@london.gov.uk](mailto:fairness@london.gov.uk) for any queries about reaccreditation or joining the GWS.

### **Green New Deal (GND) working group:**

- **Green Last Mile Deliveries (GLMD):** The GND working group is progressing its new work area on GLMD. As part of a workshop hosted by TfL, TfL shared its roadmap for developing relevant goals and targets and identifying the contracts pipeline. The next meeting chaired by New City College on 21 September will review the current status of this work across members and look at the next stages in TfL's roadmap.
- **Renewable energy:** With approximately 36% of carbon emissions in London coming from heating and powering London's commercial and industrial buildings, switching from standard to 100% renewable and/or green energy tariffs remains a good opportunity for LAIN members to reduce carbon emissions in the run-up to implementing longer-term (and high capital) decarbonisation works to their estates. Alongside stimulating the growth and maturity of the market, there are further opportunities to secure favourable prices by group purchasing via consortium. Some members are making the switch to energy frameworks, citing benefits in the range of availability and price. Subject to member appetite, proposed next steps include convening a session led by members who have already been through this process.
  - Please let Souraya Ali know if your organisation is interested in joining a session on opportunities to switch to 100% renewable or green energy tariffs.

### **Communication and stakeholder engagement**

In response to the emphasis Steering Committee members have placed on communicating the value and impact of anchor ways of working both internally and externally, we have continued to build up communications and stakeholder engagement activity:

- The LAIN team held two successful **kick off meetings with LAIN Communications Champions** from across the network in July. These meetings brought comms leads together from across member organisations for the first time and sparked discussions about how we can share and amplify stories about each other's work and achievements. Communications Champions demonstrated shared enthusiasm for a collaborative working approach going forwards and the benefits of establishing a group to work in this way. Some, such as Transport for London, have already acted as a result, featuring the work of LAIN in its internal comms as a starting point.
- The LAIN team is looking at further opportunities to bring LAIN Communications Champions together to work on improving cross-promotion of LAIN activity and build their capacity to deliver engaging communications about LAIN externally and internally.

- Please continue to liaise with your respective LAIN Comms Champions about opportunities to spotlight your organisation's involvement with LAIN and achievements through the programme.
- The LAIN team and other representatives have continued to **present at member, stakeholder and public events to promote the work of LAIN**. These include the Social Value Conference on 13 June; London Higher Network Meeting on 13 June; University of London all staff town hall on 4 July; University of London Federation Collegiate Council on 8 July; the Mayor's London Business Forum on 6 September. Upcoming engagements include: UCL Partners Anchor Measurement and Impact event on 4 October and Health Anchors Learning Network national event on 16 October.
  - Please let the team know if you would like a speaker for an internal or external event.
- The **LAIN newsletter** also continues to be issued regularly along with new **blogs**, and the LAIN **LinkedIn** page is now active with a growing following.
  - If you have a story you would like us to feature, please let the core team know via [anchors@london.gov.uk](mailto:anchors@london.gov.uk).
- We are also building our collection of **impact videos** to bring the programme to life and showcase the real difference that members are making to the lives of Londoners.
  - If you have a subject idea for an impact video, please let the core team know via [anchors@london.gov.uk](mailto:anchors@london.gov.uk).
- Following the network's first in-person conference last January, the team is considering options for bringing LAIN representatives together in 2024 and beginning engagement with members for input on desired content, format and outcomes.

## Resourcing

We are pleased to have recruited a new member to the LAIN team, Senior Project Officer, Hope McGee, to support the delivery of events across the network as well as discrete projects. Hope will be starting in her role in October.

Head of LAIN, Souraya Ali, will be going on maternity leave in November. Souraya's maternity cover will be confirmed next month.

Additional resourcing is also being secured from the London Boroughs to support the work of the Place-based working group going forward.

## LAIN evaluation by Bloomberg Associates

Two and a half years since its inception, and ahead of the next Mayoral election, this is an opportune moment to assess the progress LAIN has made and explore possible future opportunities for the network. Long-standing partners of LAIN, Bloomberg Associates (BA) – the philanthropic consulting arm of Bloomberg Philanthropies which supports cities around the world to improve the quality of life for residents - are kindly offering to carry out this work (pro bono). Bloomberg Philanthropies are a separate entity from Bloomberg, the data and

information company, and were established by Mike Bloomberg to support Mayors and local communities around the world to improve cities. You can read about their mission here: <https://www.bloomberg.org/>.

Proposed areas of focus for this evaluation include:

- A public facing element, demonstrating and positioning LAIN's achievements in a national and international context, against a backdrop of growing anchor institution movements across the world.
- Analysis for the Steering Committee of options for the future, including different models for how LAIN could grow, develop and be resourced. This would involve structured interviews led by BA with Steering Committee members, as well as conducting research and sharing best practice on other anchor models around the world, based on their work supporting other global cities.
  - Steering Committee members are invited to share initial feedback on this proposal.
  - The LAIN team will also be in touch with more information on how Steering Committee members can further steer and engage with the work in due course.

**Steering committee members are asked to:**

- Advise relevant colleagues to get in touch with the Economic Fairness team via [fairness@london.gov.uk](mailto:fairness@london.gov.uk) to kick off the reaccreditation process for the Good Work Standard or if your organisation would like to join the GWS community.
- Let Souraya Ali know if your organisation is interested in joining a session on opportunities to switch to 100% renewable or green energy tariffs.
- Work with your teams to identify subjects for comms opportunities including impact videos, stories and blog topics, and continue to liaise with your respective LAIN Comms Champions about opportunities to spotlight your organisation's involvement with LAIN and achievements through the programme. The LAIN team is also happy to provide speakers for any events you want to run.
- [If not already subscribed] Follow LAIN's LinkedIn page and share amongst relevant networks.
- Share any initial feedback on the current proposal for the LAIN evaluation and engage in opportunities to feed into the work being undertaken by Bloomberg Associates, including proposed analysis on options for the future of LAIN.