London Anchor Institutions' Network (LAIN) - Steering Committee Meeting Minutes
Date: Tuesday 21 February 2023
Time: 10:00 – 11:30 GMT
Location: Microsoft Teams

Chair: Professor Wendy Thomson, Vice-Chancellor, University of London (LAIN Co-Chair**)**

Members in attendance:
- Andrew Gilbert, Co-Chair, London Jewish Forum
- Ben Rogers, University of London
- James Watkins, Head of Policy and Public Impact, London Chamber of Commerce and Industry
- Karen Wallbridge, Skills and Employment Lead, Transport for London
- Lizzie Smith, Regional Director, Health Education England (London Region) and Senior Responsible Officer (SRO), NHS London Anchor Programme
- Mark Hilton, Policy Delivery Director – Membership, BusinessLDN (delegate for Muniya Barua)
- Mary Vine-Morris, Regional Director for London, Association of Colleges
- Phil Graham, Executive Director, Good Growth, Greater London Authority (GLA)
- Richard Watts, Deputy Chief of Staff, Mayor's Office, GLA
- Sally Hopkin, Assistant Director for Procurement and Commercial, London Fire Brigade (delegate for Mostaque Ahmed)
- Tabetha Bhatti, PR and Communications Coordinator, Muslim Council of Britain (delegate for Zara Mohammed)
- Tessa Fayers, Director of Wastewater Operations, Thames Water

Apologies
- Daniela Kirchner, Film London
- Jenny Rowlands, Camden Council on behalf of London Councils
- Liam McKay, Director of Corporate Affairs, London City Airport
- Fr Luke Miller, Archdeacon of London, Diocese of London
- Mark Roberts, Metropolitan Police Service
- Mark Ross, London Jewish Forum
- Martin Machray, Executive Director - Performance, NHS
- Mostaque Ahmed, London Fire Brigade
- Muniya Barua, Business LDN
- Niran Mothada, Executive Director, Strategy and Communications, GLA
- Sam Gurney, Regional Secretary for London, East and South East England, Trades Union Congress
- Zara Mohammed, Secretary General, Muslim Council of Britain

Additional attendees:
- Alex Godbold, Senior Policy Officer, GLA
- Beth Wheaton, Senior Policy Officer, GLA
- Bridget Ackeifi, Manager, Bloomberg Associates

- Jamilla Hinds-Brough, Mayoral Head of Delivery, GLA
- Luke Bruce, Director, London Recovery Programme, GLA
- Lucy Crick, Senior Project Officer, GLA
- Olivia Tusinski, Principal Programme Officer, London Anchor Institutions' Network, GLA
- Saritha Visvalingam, Responsible Procurement Manager, Transport for London
- Shehreen Najam, Senior Project Officer, GLA
- Souraya Ali, Head of LAIN Programme Coordination, GLA
- Suzie Alavi, Principal Programme Officer, London Anchor Institutions' Network, GLA

1. Welcome and actions review

Minutes from the last meeting were approved. Members were reminded that meeting papers and other collateral for the network, can be accessed via the network's website.

A special welcome was extended to members joining for the first time:

- Tessa Fayers, Operations Director for Thames Water, representing Thames Water on the Steering Committee moving forward.
- Mark Hilton, Policy Delivery Director – Membership for BusinessLDN, delegate for Muniya Barua.
- Phil Graham, Executive Director of Good Growth for the GLA, who is taking on the role of Senior Responsible Officer for LAIN at the GLA.

An update on actions from the previous meeting was provided:

⇨ **Jillian Kay** (London Councils) to share data from the 'Annual Survey of Londoners' – *closed, the summary report was shared with the papers for this meeting.*
⇨ **GLA** to prepare and share insights into childcare issues with the group – *closed, tabled at the meeting (agenda item 4).*
⇨ **Jenny Rowlands** to share data collated by the London Borough of Camden from Camden's Women's Forum – *the data will be shared following the meeting.*

The Chair set the context for the meeting as follows:

- The State of London presentation to the Steering Committee in December and annual conference in January have provided impetus for the network to reflect on its impact and consider its direction of travel moving forwards.
- The network has a lot of potential and it would be helpful for members to provide their views on where the network should focus its efforts. The opportunity to support Londoners with childcare issues is being raised today. This has a knock-on effect on labour market issues, particularly concerning women.
- Members should also consider how the work of the network can be better communicated and supported within and across organisations.

2. Programme updates

Souraya Ali (Head of LAIN Team, GLA) spoke to the programme updates paper, highlighting the following points:

- Thanked members for their contributions to the conference, especially the University of London for hosting and Bloomberg Associates who provided a lot of support.
- The conference has generated new energy, ideas and enthusiasm amongst existing and prospective members, with new members joining including Newham College.
- It also generated constructive input on how to deepen and further embed our work.
- This includes building comms capacity across the network to drive internal and external comms activity about what is being achieved to build momentum.
- Feedback from the conference indicates an appetite for upskilling opportunities and resources, including masterclasses and written materials, and the programme team is keen to facilitate more of this. The new procurement e-training module available to network members is a recent example of this.
- Feedback also indicated that members particularly value peer support opportunities offered by the network and are interested in pursuing initiatives which cut across focus areas.

Members reiterated that the conference was a success and has provided a springboard for thinking to the future. Key reflections on future development were:

- The need to scale up initiatives led by individual members which can be adopted across the network.
- A decision needs to be made on whether development of the network over the next 6 months should focus on extending or deepening its scope – some members indicated a preference for the latter, but highlighted the need to carefully consider resourcing implications, as well as the ability to deliver results on the ground.
- The need for members to better understand how each area of the network is being resourced by their organisations was raised by the Chair.

In terms of comms:

- The conference was effective in building a greater understanding of the network and its impact – particularly the case study videos.
- Future comms should continue to highlight progress and tangible results, as well as the scale of the network and its potential.
- Collateral should be simple with messaging that can be tailored to suit the interests of each audience – there was a consensus that it would be helpful to spotlight on a few focus areas, particularly hiring and skills, procurement and net-zero.
- Comms should emphasise the 'why', in other words, what's in it for each audience?
- Comms messaging should incorporate a clear call-to-action.
- Members' own stakeholders – in particular their workforces – are a key and vast audience, and it is essential for the network to focus first and foremost on maximising its internal reach.

- Anchor institution ways of working sets organisations apart as 'good' employers, and can be amplified to promote employee engagement and recruitment (given growing trends in people choosing to work for more 'responsible' and ethical organisations).
- A comms toolkit is being developed to support members with this.
- A network of comms colleagues is being established to facilitate collaborative network-wide comms activity and develop further collateral.
- The NHS faces particular challenges with delivering external comms activity about the network as its comms channels and externally-facing content are focused on public health. The NHS is keen to utilise other available channels across the network for sharing its achievements, and work with other anchors on an effective external comms strategy.
- BusinessLDN and the London Chamber for Commerce and Industry have been coordinating recent comms activity to businesses with success, and have a well-established set of channels that can be utilised.
- Key messages need to be considered and agreed by this group before comms colleagues are commissioned to develop new collateral.

ACTION: Members to ensure that the LAIN Programme Team is connected with comms colleagues in their organisations in order to build a network of comms contacts across the network.

ACTION: LAIN programme team to develop up core messaging and comms toolkit.

3. **Spotlight on impact**

Souraya Ali (Head of LAIN Team, GLA) spoke to the impact and metrics papers:

- The steering committee was asked to provide feedback on the proposed approach to gathering the information that enables the network to assess and report on its progress i.e. through a mix of numeric data and narrative, supported by 'human' stories.
- The programme team is looking to do this in a more consistent and streamlined way with working groups going forwards and build up clear baseline data.
- The intention is to report on a smaller set of user-friendly measures, recognising that members will each have different approaches to reporting including different reporting periods.
- Any reporting against metrics would continue to be supported by narrative (also enabling peer-to-peer support and knowledge-sharing) and human stories to ensure the impact of the network can be easily understood by different audiences.

Broadly, the proposed approach to reporting was endorsed by the group with metrics to be discussed further with working groups.

Members emphasised the importance of being able to provide clear logic for why the network has chosen to prioritise each focus area, including how the objectives of each area meet their own organisational needs as well as social objectives. This should be reflected in the articulation of the metrics.

It was agreed that there was value in having aggregated data, based on a small set of key metrics to report against to demonstrate progress, including being able to track trends in uplifts that have been achieved.

It was also agreed that local anchor networks should take responsibility for any reporting against place-based objectives.

ACTION: LAIN programme team to review the metrics again in light of steering committee members' feedback and discuss these further with the working groups.

4. Looking forwards – childcare opportunities

Following interest expressed by members in December's steering committee meeting, Alex Godbold (Senior Policy Officer, Children and Young Londoners Team, GLA) gave a presentation on the main issues relating to childcare in London – particularly in the context of how it affects (primarily) women's participation in the labour market.

Key points from Alex's presentation, including an overview of barriers preventing families from accessing childcare, can be found on the slide set shared with these minutes.

Members were invited to share their reflections and demonstrated a clear appetite for anchor institutions to do more to tackle the issues raised. Members shared initial reflections and ideas on opportunities to:

- promote more flexible working arrangements, noting the detrimental impacts of inflexible work patterns on women's participation in the labour market
- create more local job opportunities
- share childcare information with employees, for example, promoting the Mayor's toolkit for employers (developed in partnership with Coram Family and Childcare)
- support any tax-based childcare schemes for working parents, similar to the employer-supported childcare voucher scheme (now closed)

A task and finish group will be set up to explore this further, and participants are already being identified. The group's first step will be to define a problem statement and identify the network's scope for action in this area. The programme team is collating examples of related good practice amongst employers to inform discussions.

ACTION: Members to share nominees for the childcare task and finish group with the programme team.

5. AoB

Information about Get Online London was shared with members. Get Online London is London's digital inclusion service, launched last year by the Mayor of London and London Office of Technology and Innovation, and delivered by the Good Things Foundation.

It aims to support up to 75,000 digitally excluded Londoners to get online over three years, by providing free:

- o Refurbished devices such as laptops, tablets and phones
- o Mobile data using donated sim cards
- o Digital skills

ACTION: Anchor institutions can support the initiative by donating old digital devices, AV equipment and servers that are no longer needed, which will be securely wiped and refurbished, helping to drive down waste and support digital inclusion. Those who are interested should email [partnerships@goodthingsfoundation.org.](mailto:partnerships@goodthingsfoundation.org)

No further business was raised. The next meeting will take place on 6 June 2023 at 14:00. It was suggested that this meeting will be in person.