

London Anchor Institutions' Network (LAIN) - Steering Committee Meeting Minutes

Date: Tuesday 06 June 2023

Time: 14:00 – 15:30 BST

Location: Room 1W.18, PwC, 7 More London Riverside, London SE1 2RT

Chair: Lizzie Smith, Regional Director, Health Education England (London Region) and Senior Responsible Officer (SRO) for NHS London Anchor Programme (Delegated Chair)

Members in attendance:

- Andrew Gilbert, Co-Chair, London Jewish Forum
- Ben Rogers, University of London
- Daniela Kirchner, Chief Operating Officer, Film London
- David Rowell, Assistant Director, Procurement and Commercial (for Mostaque Ahmed)
- Diana Beech, Chief Executive, London Higher
- James Lloyd, Skills and Employment Lead, Transport for London (for Karen Wallbridge)
- Fr Luke Miller, Archdeacon of London, Diocese of London
- Mariam Hassam, Assistant Secretary General, Muslim Council of Britain (for Zara Mohammed) (online)
- Mark Roberts, Director of Commercial Services, Metropolitan Police Service
- Mark Ross, London Jewish Forum
- Mary Vine-Morris, Regional Director for London, Association of Colleges
- Muniya Barua, Deputy Chief Executive, BusinessLDN (online)
- Niran Mothada, Executive Director, Strategy and Communications, Greater London Authority (GLA) (online)
- Phil Graham, Executive Director, Good Growth, GLA
- Richard Watts, Deputy Chief of Staff, Mayor's Office, GLA
- Tess Fayers, Director of Wastewater Operations, Thames Water

Apologies

- James Watkins, Head of Policy and Public Impact, London Chamber of Commerce and Industry
- Jenny Rowlands, Camden Council on behalf of London Councils
- Karen Wallbridge, Head of Talent, Transport for London (sent delegate)
- Liam McKay, Director of Corporate Affairs, London City Airport
- Martin Machray, Executive Director of Performance – London, NHS England and Improvement (Co-Chair)
- Mostaque Ahmed, London Fire Brigade (sent delegate)
- Sam Gurney, Regional Secretary for London, East and South East England, Trades Union Congress
- Wendy Thomson, Vice-Chancellor, University of London (Co-Chair)
- Zara Mohammed, Secretary General, Muslim Council of Britain (sent delegate)

Additional attendees

- Alex Conway, Assistant Director for Economic Development and Programmes, GLA
- Alexia Nazarian, Bloomberg Associates
- Asif Hussain, Advisor to the Mayor – Policy and Delivery, GLA
- Beth Wheaton, Principal Policy Officer - Skills and Employment, GLA
- Chetan Lad, Interim Head of Energy, GLA (speaker, item 3)
- Clara Hallot, Bloomberg Associates

- Garrett Richardson, Bloomberg Associates
- Gordon Innes, Bloomberg Associates
- Jamilla Hinds-Brough, Mayoral Head of Delivery, GLA
- Katherine Adams, GLA Business Partner (Procurement), Transport for London
- Luke Bruce, Interim Assistant Director for Public Affairs and Strategic Partnerships, GLA
- Mark Hilton, Policy Delivery Director, Membership, Business LDN (speaker, item 3)
- Olivia Tusinski, Principal Programme Officer, London Anchor Institutions Programme, GLA
- Saritha Visvalingam, Responsible Procurement Manager, Transport for London
- Shehreen Najam, Senior Project Officer – Skills and Employment, GLA
- Souraya Ali, Head of London Anchor Institutions Programme Coordination, GLA (speaker, items 2 and 3)
- Suzie Alavi, Principal Programme Officer, London Anchor Institutions Programme, GLA

1. Welcome and actions review

Minutes from the last meeting were approved.

A special welcome was extended to London Higher who have just joined LAIN.

An update on actions from the previous meeting was provided:

- **All members** had an action to ensure they put forward a Communications Champions – *closed*. *A virtual Communications Champions group is now being set up to maximise opportunities for cross promotion of news, events and stories across the network.*
- **LAIN team** had an action to develop core messaging and comms toolkit. *Closed, circulated with meeting papers.*
- **All members** had an action to share nominees for the childcare task and finish group. *Closed, with thanks. An update was provided in the programme update paper.*
- **All members** had an action to upload the procurement e-learning modules to their organisations' learning management systems (LMS) – *Open. An update was provided in the programme update paper.*
- **LAIN programme team** had an action to refine/finalise reporting metrics in response to feedback. *Closed. An update was provided in the programme update paper.*

The chair outlined the objectives of the meeting as being to:

- Update members about key recent and upcoming activity
- Reflect on the progress of working groups
- Discuss opportunities and appetite to deepen group activity around renewable energy and other net zero related activity.

2. Programme updates

Souraya Ali (Head of London Anchor Institutions Programme Coordination, GLA) spoke to the programme update paper, highlighting the following points:

- Since the last steering committee meeting, there has been a lot of engagement and activity to develop a comms toolkit with practical assets for members – circulated with the SC meeting papers.
- These assets will be issued to Communications Champions for use.
- The assets can be tailored to suit the needs and priorities of each member.
- An example comms asset is a presentation that can be used to introduce and promote LAIN internally – this includes content on the business case for members' involvement across each focus area.
- The LAIN team welcomes feedback on these assets and any suggestions for additional assets that would be useful.
- The team is producing more impact videos this summer and members are welcome to put forward suggestions for subjects.
- A LAIN LinkedIn page has been set up to share content externally.

ACTION: Members to connect both individually and institutionally with the LAIN LinkedIn page and re-share content across their own channels.

ACTION: Members to get in touch with the LAIN team about any communications opportunities that they would like to take up (e.g. providing speakers for internal events, drafting guest blogs, suggesting video ideas etc.)

Richard Watts (GLA) noted that it has been challenging to generate press coverage about LAIN and emphasised the need to promote the network internally as a key first step in raising awareness.

Souraya Ali (GLA) said that in response to feedback from the network, the team has developed an events framework and is recruiting a new team member to deliver an events programme for LAIN. This will include opportunities for members to connect, learn and engage in peer support activities. It also proposes networking events for SC members starting in the autumn and likely to be delivered around the meeting itself (12 September).

ACTION: Members to provide feedback on networking events for SC members and let the LAIN team know if your organisation would like to host a networking session

Souraya Ali (GLA) confirmed that many members have uploaded the procurement e-training onto their Learning Management Systems. The LAIN team can provide support to members with this including providing draft text for any internal comms.

ACTION: Members to champion the e-procurement learning modules across relevant units of their organisations and report back on adoption and completion of the training.

Souraya Ali (GLA) outlined that the new approach to reporting is being piloted in the procurement working group, via relevant SC members. Constructive feedback from this will inform a roll-out across all working groups later in the year. Based on feedback from members, there will be two reporting points each financial year: mid-year (mid-September) and year-end (early April). Feedback on the proposed approach to reporting is still welcome to refine the process.

There will be a substantive item on LAIN at the London Partnership Board (LPB) meeting in October, chaired by the Mayor, as part of which mid-year reporting will be shared.

Andrew Gilbert (London Jewish Forum) noted that tangible commitments and clear progress are being made through LAIN within the public sector, but there is a gap regarding engagement from commercial and community sectors.

The LPB is a forum for exploring where involvement from the private sectors sits best. It may not necessarily align to LAIN's purpose and priorities. Lizzie Smith (Chair) added that the NHS and public health sector values inter-sector networking opportunities to learn from practice in other fields.

ACTION: LAIN team to discuss with Andrew Gilbert where further opportunities for collaboration with commercial and community sectors might be.

A broader point was raised on the value of face-to-face engagement to break through barriers and facilitate more creative problem-solving, as exemplified by the Metropolitan Police Service's (MPS) work on procurement.

Phil Graham (GLA) emphasised that the event programme for LAIN should be co-owned. The GLA does not have the capacity to drive all LAIN activities but can offer coordination and comms support to deliver events designed to build connections amongst members and spark or seed ideas for members to take forward.

3. Working group progress & forward look (10.25-10.50)

Souraya Ali (GLA) spoke to the corresponding paper which provides an overview of progress and blockers across LAIN, and highlighted the following points:

- It is key for LAIN to continue building and capitalising on the momentum generated over the last six months.
- The procurement working group is made up of a small number of committed members doing great work. It is working towards the delivery of an exciting 'Meet the Buyers' event in June which builds on last year's webinar for MSMEs and diverse-owned businesses.
- The group is turning its attention to preparing its six-month plan beyond June's event and now is an opportune moment for new members (particularly from the private sector) to join, help shape this new phase and benefit from all the learnings so far.

Members agreed that this group is making meaningful progress to drive inclusive growth across London. There is a great opportunity to raise the profile of LAIN internally through the achievements of this group.

Praise was given to Helen Linklater, Commercial Director at MPS, who chairs the group.

Tess Fayers (Thames Water) expressed an interest in Thames Water being involved.

- The Green New Deal working group is accelerating London's efforts to reach net-zero and has been focussed on estate decarbonisation since it was set up last year. Members identified over 70 buildings for retrofit and are being supported by the GLA and Bloomberg Associates to access funding and financing opportunities to progress these.

- In the meantime, the group has identified complementary areas of work including green last mile deliveries, installation of EV infrastructure and boosting carbon literacy amongst senior managers, which members are now developing targets for.
- Across the network, members can also drive progress to net zero by switching to renewable energy sources (see below).
- The Hiring and Skills working group is the largest and most diverse group. It continues to focus on supporting more Londoners from underrepresented background into 'good work' and taking steps to ensure members' workforces are diverse at all levels. It is particularly focussed on disability and ethnicity. Progress in these areas requires deep culture change but has the potential to make a significant difference to Londoners, particularly in the context of the cost-of-living crisis. Most members have made tangible commitments, but some gaps remain. Having clear targets and deliverables will enable LAIN to maximise and demonstrate its impact.
- The Mentoring Young People working group is building momentum with a new mentoring matching platform due to be in place this autumn. Some members are working on developing their own mentoring initiatives, with an emphasis on quality.

The need to scale up and develop ambitious targets across all areas was echoed by members who reiterated that changes in practice make business sense and support organisations to tackle their own problems.

ACTION: Members to engage with their working group representatives to set new and review existing targets across each focus area, with a view to making these as ambitious as possible.

ACTION: Members to consider opportunities to engage in other focus areas and join these working groups, in particular the procurement working group.

Lizzie Smith (Chair) introduced Mark Hilton, Policy Delivery Director – Membership, BusinessLDN to provide an overview of the London Skills Improvement Plan (LSIP). A slide set with information about LSIP is shared with these minutes.

Mark highlighted key points as follows:

- LSIP is a Department for Education (DfE) initiative, with the London one developed in wide partnership with business representative organisations, the GLA and local government.
- It is '*a statutory employer-led and data-driven plan for understanding current/ future skills needs and better matching training provision to this employer demand, in order to help employers meet their skills gaps, fill vacancies and ultimately to get more Londoners into jobs*'.
- Hundreds of stakeholders were engaged in its development, including LAIN members.
- Priority sectors and cross-cutting themes include hospitality, creative, green skills, digital skills, health and social care and the built environment. Many, including labour market inclusion and increasing green skills, are aligned with LAIN's focus areas.
- It is anticipated that DfE will give approval to London's LSIP in July.
- After this point, LAIN members are asked to support by galvanising business engagement, demonstrating leadership and driving implementation across London's skills and training providers.

Key reflections from the group were:

- The skills system is currently learner-led and learner demand must be there to ensure the necessary provision is offered by further education and training providers.
- It is important for the LSIP to accurately reflect skills gaps; however, the devolved Adult Education Budget provides flexibility to address industry needs as they arise.
- Finding teachers with the right skills and knowledge to deliver courses is critical – LAIN can support with this through business engagement.

ACTION: LAIN team to explore with BusinessLDN concrete opportunities for LAIN members to support the implementation of the LSIP once it secures approval.

Lizzie Smith (Chair) introduced Chetan Lad, Head of Energy (Interim) at the GLA to present on the GLA's approach to securing reliable and affordable renewable energy.

The IPCC report released in March highlighted that critical temperature thresholds will already be surpassed by 2030 – which underscores the need for LAIN to pursue meaningful, coordinated and sustained action around net zero in both the short and medium term.

Chetan gave an overview of programmes being delivered by the GLA's Net Zero Energy unit in support of the Mayor's ambitious net zero targets, including Power Purchase Agreements (PPAs) for renewable energy.

Key points and collaboration opportunities were highlighted as follows:

- The Net Zero Energy unit is keen to build bigger and stronger partnerships with LAIN members. This includes opportunities for LAIN members to be represented on the Retrofit for Net Zero London programme board.
- London Power supports access to renewable energy at a fair price and is aimed at householders. LAIN members can support behaviour change towards net zero through promotion across their employee networks and the communities in which they work.
- The GLA Group is working in collaboration to procure PPAs and incentivise the development of renewable energy infrastructure to facilitate decarbonisation on a larger scale. It has set a target of at least 50% of its collective energy demand being delivered through renewable PPAs by 2030. The Group is keen to share its learnings about PPAs and support other organisations to follow suit.
- Through its Enablers and Zero Carbon Accelerators Programme, the GLA is also providing technical assistance to support other organisations to progress investable net zero projects.

Chetan provided his contact information for any follow up: Chetan.Lad@london.gov.uk

Phil Graham (GLA) highlighted that 4 of 21 LAIN members surveyed have switched to 100% renewable energy sources. With energy prices going down and competitive pricing returning, it's an opportune moment for other members to commit to doing the same.

ACTION: Members to explore their organisations' appetite for switching to 100% renewable energy (if not already actioned) and report back to the LAIN team on or before the next Steering Committee meeting.