

London Anchor Institutions' Network - Steering Committee Meeting Minutes

Date: Tuesday 12 December 2023

Time: 14:00 – 15:30 GMT

Location: Room G7, Senate House, University of London, WC1E 7HU

Chair: Lizzie Smith, Director of Workforce, Training and Education, London region (interim)

Member representatives in attendance

- Andrew Gilbert, Co-Chair, London Jewish Forum (virtually)
- Ben Rogers, Professor of Practice, University of London
- Daniela Kirchner, Chief Operating Officer, Film London (virtually)
- Jenny Rowlands, Camden Council on behalf of London Councils (virtually)
- Karen Wallbridge, Head of Talent, Transport for London
- Lizzie Smith, Director of Workforce, Training and Education, London region (interim) and Senior Responsible Officer (SRO), NHS London Anchor Programme
- Mark Corbett, Head of Policy and Networks, London Higher (for Dr Diana Beech) (virtually)
- Mark Ross, London Jewish Forum
- Mark Roberts, Director of Commercial Services, Metropolitan Police Service
- Mary Vine-Morris, Regional Director for London, Association of Colleges
- Mostaque Ahmed, Director of Corporate Services and Chief Financial Officer, London Fire Brigade
- Muniya Barua, Deputy Chief Executive, BusinessLDN (virtually)
- Phil Graham, Executive Director, Good Growth, GLA
- Richard Watts, Deputy Chief of Staff, Mayor's Office, GLA (virtually)
- Wendy Thomson, Vice-Chancellor, University of London (Co-Chair)

Apologies

- Dr Diana Beech, Chief Executive, London Higher (sent delegate)
- Lucy Craven, Head of Corporate Affairs, London City Airport (new representative for London City Airport, replacing Liam McKay)
- Fr Luke Miller, Archdeacon of London, Diocese of London
- Martin Machray, Executive Director of Performance – London, NHS England and Improvement (Co-Chair)
- Niran Mothada, Executive Director, Strategy and Communications, GLA
- Sam Gurney, Regional Secretary for London, East and South East England, Trades Union Congress
- Tess Fayers, Director of Wastewater Operations, Thames Water
- Zara Mohammed, Secretary General, Muslim Council of Britain

Other attendees

- Clara Hallot, Bloomberg Associates
- Gordon Innes, Bloomberg Associates (virtually)
- Helen Connor, Senior Events and Communications Officer, GLA (virtually)
- Hope McGee, Senior Projects Officer, GLA (virtually)
- Katherine Adams, GLA Business Partner, GLA Group Collaborative Procurement, Transport for London (virtually)
- Linda Gibbs, Bloomberg Associates
- Luke Bruce, Interim Assistant Director, Public Affairs & Strategic Partnerships, GLA (virtually)

- Miriam Lea, Senior Policy Officer, Economic Fairness, GLA (virtually)
- Olivia Tusinski, Principal Programme Officer, London Anchor Institutions' Network, GLA (virtually)
- Rachel Williamson, Head of LAIN Programme Coordination (maternity Cover) London Anchor Institutions' Network, GLA
- Suzie Alavi, Principal Programme Officer, London Anchor Institutions' Network, GLA
- Saritha Visvalingam, Responsible Procurement Manager, TfL (virtually)
- Tim Rudin, Head of Responsible Procurement and Supplier Skills Team, TfL (virtually)

1. Welcome and actions review

Lizzie welcomed Rachel Williamson as the new Head of LAIN Programme Coordination, covering Souraya Ali's maternity cover.

Minutes from September's Steering Committee were approved with no comments.

Rachel noted that most actions from the last meetings were closed but highlighted:

- A number of proposals for impact videos have now been received, with thanks, which the LAIN core team are progressing with filming and production; these will be shared with SC members.
- The continued opportunity for member involvement to support taking the Local Skills Improvement Plan (LSIP) forward.

2. Programme updates

Rachel Williamson (GLA) highlighted the following points from the programme update paper:

- University College London (UCL) and Old Oak Park Royal Development Corporation (OPDC) have now joined LAIN; representatives from UCL have joined the Green New Deal working group and expressed an interest in joining the Childcare working group, whilst representatives from OPDC have joined the Green New Deal and Procurement working groups.
- As agreed at the last steering committee meeting, we hosted a session focused on exploring renewable energy in November. Feedback has indicated that the session was valuable for those who attended it and provided the opportunity to exchange practice with peers.

ACTION: SC members to make suggestions for future events to LAIN core team, who would be happy to facilitate.

- The place-based working group is reconvening on Wednesday 13 December, chaired by Caroline Wilson of London Borough of Islington and Kate Gibbs of LB Camden. Bloomberg Associates are supporting.
- The new Childcare working group is meeting on Thursday 14 December for the first time. Bloomberg Associates are supporting.

ACTION: Members to contact the LAIN team if your organisation would like to join the childcare working group.

Annual Conference 2024

- The LAIN team has started planning the annual conference, building on the success of January's event at Senate House.
- This year, we are proposing a smaller member-facing event at City Hall focused on deepening our practice in existing focus areas.
- We would like members to invite along colleagues with relevant expertise to help unblock challenges, for example, inviting Finance or Insurance colleagues along to help us achieve our procurement commitments.
- We are also planning to invite representatives from other anchor networks in the UK and abroad to share insights.
- The conference provides a great opportunity to promote LAIN's achievements, as well as an appropriate moment to share findings from the LAIN evaluation report by Bloomberg Associates.

Members discussed the proposed event outline and ultimately proposed that events over 2024/5 should include:

- An internal facing conference in early 2024 that drives progress against our current commitments, focusses on our action plans for the next year and maintains momentum (this would be helpful to do on an annual basis). It was suggested that each working group might focus on one problem area and that the conference facilitates peer learning and collaboration to unblock challenges and enable members to take away tangible actions.
- A larger externally facing conference in 2025 with the new Mayor and a fresh mandate that raises the profile of LAIN and re-energises.
- A smaller private event with new Mayor, new Chair of London Councils and Chief Executives of LAIN members in Autumn 2024– there has been lots of change at senior leadership level and their engagement is critical.

ACTION: Members to advise asap if the proposed event date (Thursday 8th February) doesn't work for staff in their organisations to attend.

2. LAIN Evaluation

Linda Gibbs (Bloomberg Associates) introduced that the evaluation focused on two primary areas:

- how the network is performing and its value to members
- how the network compares with other networks and models.

To ensure a variety of views, the Bloomberg Associates team interviewed representatives from across LAIN's steering committee and working groups, from members of different organisational types and sizes.

Top level findings are detailed in the accompanying paper and include:

- There was a clear consensus around the value of LAIN and continuing its activities, with interviewees highlighting the benefit of meeting with diverse organisations with a pan-London perspective

- Members have a great appreciation for the work of the LAIN team and the support and technical assistance offered by wider teams in the GLA involved in the working groups
- The Mayor's leadership is key to the network's success, although LAIN's political exposure may filter ambitions
- Areas for improvement include ensuring that any growth of the network does not compromise fluidity and agility, that processes are not too bureaucratic, and that LAIN remains focused on fewer priority areas and doing these well.

In terms of how LAIN compares with networks in the UK and elsewhere:

- Local government is always involved, but hosting of anchor networks happens in and out of government
- LAIN has an active and engaged steering committee
- Most networks operate on mixed funding models (public and private)
- The value proposition for all centres around the convening power and technical assistance offered by anchor networks
- Membership of anchor networks is typically made up of a mix of public and private entities, including business alliances.

LAIN has become an impressive operation within a few years and no other anchor network has such a significant footprint in the city or membership. The GLA has also made a considerable contribution through the creation of a dedicated core team.

The network's commitments and achievements to date are commendable - notably £1.75 billion committed to purchase from smaller businesses and the commitments to good jobs.

Members reflected that:

- consistent representation across member organisations is critical in ensuring continued momentum, alongside engagement at senior leader level
- being one of the biggest anchor networks and part of a global movement are key messages to share internally and externally, alongside LAIN's achievements
- current resourcing of the network (heavy contribution by GLA) may need to be adapted if scaling up in the future
- review of LAIN's action plans is important to ensure our work remains relevant in the current context
- it is crucial that we remain focused on achieving our agreed goals, before expanding further.

Bloomberg Associates will produce an impact report that will be publicly available.

The team will also produce a set of options, including proposals for LAIN's long-term model with short and medium-term steps, that can be considered at the next steering committee meeting.

ACTION: Bloomberg to develop the LAIN Impact Report for communication/ distribution by Steering Committee members

4. Mid-year reporting

Lizzie Smith noted the challenges of collecting data from multiple organisations with differing reporting cycles and KPIs. Members are invited to share feedback with the LAIN team on how the process can be improved.

Rachel Williamson shared that the LAIN team has worked hard to simplify and clarify reporting asks, with members agreeing to collect data twice annually. The data helps us to communicate our impact and will be featured in videos and social media messaging and shared at events.

Engagement with members in the mid-year reporting process was strong, with good levels of returns.

We are on track to meet our public procurement commitments this year, but data collection will need to be more sophisticated to present this more accurately.

Data from the Green New Deal group provides a useful cumulative view and has highlighted areas where data collection is proving more difficult, such as in demonstrating tons of CO2 reduction.

Returns from the Hiring & Skills and Mentoring Young People working groups reflect that these working groups are in different places with regard to targets and reporting.

ACTION: Steering Committee members to review their organisation's mid-year returns with a view to addressing any issues ahead of the full-year commission next year.

Members reflected that returns do not provide a full view of achievements (when these fall outside of the agreed metrics) and that steering committee members play a key role in ensuring collated data including cumulative figures is shared back within their organisations as part of internal advocacy work for LAIN.

ACTION: LAIN team to develop a comms pack for members to share collated data back to their organisations.

5. AOB

No other business noted.

Date for next meeting is 5 March 2024.

ACTION: Members to contact the LAIN team if they are able to host the next meeting.