

## **London Anchor Institutions Network - Steering Committee Meeting Minutes**

**Date:** Tuesday 13 December 2022

**Time:** 14:00 - 15:30 GMT

**Location:** Woburn Room, Senate House and Microsoft Teams

**Chair:** Martin Machray, Executive Director of Performance, NHS England (London) (Network Co-Chair)

### **Members in attendance:**

- Andrew Gilbert, Co-Chair, London Jewish Forum
- James Lloyd, Skills and Employment Strategy Manager, Transport for London (virtually, delegate for Karen Wallbridge)
- Jenny Rowlands, Chief Executive, London Borough of Camden on behalf of London Councils (virtually)
- Lizzie Smith, Regional Director, Health Education England (London Region) and Senior Responsible Officer (SRO), NHS London Anchor Programme
- Mark Roberts, Director of Commercial Services, Metropolitan Police Service (virtually)
- Mark Ross, London Jewish Forum (joining for the first time)
- Professor Wendy Thomson, Vice-Chancellor, University of London (Network Co-Chair)
- Richard Watts, Deputy Chief of Staff, Mayor's Office, Greater London Authority (GLA) (virtually)
- Sally Hopkin, Assistant Director for Procurement and Commercial, London Fire Brigade (virtually)

### **Additional attendees:**

- Adam Freed, Bloomberg Associates
- Alejandro Colso-Perez, Head of Air Quality, GLA (Green New Deal working group lead)
- Ben Rogers, Professor of Practice, University of London
- Christopher Rocks, Supervisory Economist, GLA
- Garrett Richardson, Bloomberg Associates
- Giuliana Huerta-Mercado, Bloomberg Associates
- Jamilla Hinds-Brough, Mayoral Head of Delivery, GLA
- Jane Bartman, Bloomberg Associates
- Jillian Kay, Strategic Director – Recovery, London Councils (Place-based working group lead)
- Linda Gibbs, Principal, Bloomberg Associates
- Luke Bruce, Director, London Recovery Programme, GLA
- Nina Hemmings, Workforce Transformation Lead, Health Education England (London Region)
- Olivia Tusinski, Principal Policy Officer, London Anchor Institutions Network, GLA
- Souraya Ali, Head of LAIN Programme Coordination, GLA

- Stephen Waring, Head of Health Policy and Partnerships, GLA
- Suzie Alavi, Principal Programme Officer, London Anchor Institutions Network, GLA

### **Apologies:**

- Daniela Kirchner, Chief Operating Officer, Film London
- James Watkins, Head of Policy and Public Impact, London Chamber of Commerce and Industry
- Karen Wallbridge, Skills and Employment Lead, Transport for London
- Liam McKay, Director of Corporate Affairs, London City Airport
- Fr Luke Miller, Archdeacon of London, Diocese of London
- Lynne Graham, HR Director, Thames Water
- Mary Vine-Morris, Area Director and National Employment Lead, Association of Colleges
- Mostaque Ahmed, Director of Corporate Services, London Fire Brigade
- Niran Mothada, Executive Director, Strategy and Communications, GLA
- Richard Burge, Chief Executive, London Chamber of Commerce and Industry
- Sam Gurney, Regional Secretary for London, East and South East England, Trades Union Congress
- Zara Mohammed, Secretary General, Muslim Council of Britain

### **1. Welcome**

Martin Machray and Professor Wendy Thomson (Network Co-Chairs) opened the meeting by reintroducing themselves to the group.

Martin reiterated one of the group's objectives as being to provide a space for anchor organisations to think collectively about how they can best support the communities they serve, and to learn from and support each other to make a positive impact.

He explained that the London Recovery Board is transitioning to become a London partnership board. This is not indicative of London being 'recovered'. There is much more to be done to support Londoners through the many continued challenges and new crises they face.

Martin thanked those present for their ongoing commitment to the Network, and outlined the objectives of the meeting as being to consider:

- what the Network has achieved since its establishment almost two years ago and celebrate this
- how the group can work together and add value over the next year
- what the Network's priorities should be for 2023
- how anchors can achieve the culture change that may be needed in their organisations to deliver on each of their goals and commitments.

Members approved minutes from the previous steering committee meeting which took place on 21 September 2022.

## **2. Looking back**

### **Papers:**

- Overview of the Network in 2022
- Appendix A – Overview of Membership by Working Group
- LAIN Steering Committee Terms of Reference [Draft]
- LAIN Charter for 2023 [Draft]

Souraya Ali, Head of LAIN Programme Coordination at the GLA, provided a brief overview of the Network's origins as being born out of the London Recovery Board and set up in response to the significant hardship faced by Londoners during the pandemic.

The pandemic provided strong impetus for action, and whilst things may have moved on in many ways, the scarring impacts of the pandemic can still be seen and this new way of working is still needed.

The Network is London's first city-wide anchor initiative, and seeks to complement, rather than replace, local and sub-regional anchor networks, as well as maximise their impact through the work of the Place-Based Working Group.

The Network's key achievements to date are highlighted in the paper ('Overview of the Network in 2022'). Through 1-2-1 engagement with members, a more comprehensive view of achievements to date and future pledges is being developed ahead of the conference in January. Beyond individual commitments, there is much to celebrate in terms of the development of partnerships and peer support across the Network, including the valuable sharing of expertise and resources. It is the programme team's ambition to seed and facilitate as much of this as possible.

The close of the calendar year provides an appropriate moment to pause and reflect on the Network's ways of working. An updated Charter has been prepared by the programme team, as well as a Terms of Reference for the Steering Committee. These documents are in draft and feedback is welcome from members.

Members provided feedback in the meeting as follows:

Andrew Gilbert, London Jewish Forum - the revised charter reflects a shift away from anchors responding to the impacts of the pandemic to supporting the city's resilience more generally. The charter should still emphasise the Network's purpose as being to support Londoners through the challenges created and exacerbated by the pandemic specifically, which are still being felt by London's communities and continue to require a response from anchors, despite new challenges emerging. This was echoed by members of the group.

Andrew raised a concern that the focus of the Network, as described in the charter, is more economic than social.

Ben Rogers, University of London, added that the Charter should indicate the Network's role in responding to emergencies.

A discussion followed around the importance of maintaining a narrow and more explicit focus on a set of priorities to avoid diluting the Network's impact. The existence of a city-wide network means that the infrastructure now exists to collaborate on an emergency response if needed, and the Network's four current areas of focus would remain relevant in the context of an emergency.

It was agreed that the Network's priorities should be tested and reviewed regularly to ensure that anchors are targeting the most pressing issues for Londoners.

Martin suggested that this be reflected in the Terms of Reference.

Souraya outlined some of the core programme team's upcoming priorities as being to:

- broaden and deepen membership, including engaging more with individual member organisations that are currently represented on the Network by umbrella organisations or representative bodies
- introduce regular and more systematic reporting to the Steering Committee and successor to the London Recovery Board
- enable greater peer support across the Network
- demonstrate the impact of the Network through human stories and individual case studies.

Lizzie Smith added that NHS London is very keen to collaborate with other anchors and share practice.

### **3. Looking forwards**

**Slides:** State of London 2022

Christopher Rocks, Supervisory Economist at the GLA gave a presentation on the 'State of London' in 2022, sharing data relevant to the Network's current priorities and emerging trends.

Key insights are reflected on the slides. These include:

- Inflation is at a 40-year high, driven by a combination of factors including rising housing, energy and food costs.
- The expected unemployment crisis was averted, but economic inactivity has risen.
- Job seekers (including those considering returning to the labour market) are motivated by factors including pay, job location and flexible working opportunities.
- The labour market is currently very tight, particularly for the health and hospitality sectors.
- Employment rates are lower for certain demographics, including amongst Pakistani / Bangladeshi communities and disabled people.
- Around half of Londoners are 'just about managing' or 'financially struggling' – this can be attributed to rising inflation eroding pay gains.

- To help manage the cost of living, Londoners – especially those who are financially struggling - are changing their habits, including by buying cheaper products, buying less food and essentials, and using less water, energy or fuel.
- The pandemic has had a distinctly negative impact on young people's mental health. 16-24 year olds are reporting particularly low levels of life satisfaction and high levels of isolation. This is most acute for those not in education or employment. However, job quality is similarly impacting wellbeing.
- UK businesses are concerned by rising energy, goods and services prices, particularly within the hospitality sector.
- Company insolvencies are rising, particularly amongst small businesses and in the construction, hospitality and wholesale and retail sectors.
- Greenhouse gas emissions from transport and industrial/commercial activity have significantly reduced since 2012.
- However, urgent action and investment is needed to address the climate emergency and meet London's net zero by 2030 goal, particularly in the first half of this decade.
- An appropriately trained workforce is required to achieve this, which presents a major employment opportunity as well as a skills challenge.
- Action being taken to tackle the climate emergency varies amongst businesses, and is notably lower for small businesses.
- The climate emergency is set to worsen, with greater frequency of extreme weather conditions, creating harmful health, social and economic impacts as evidenced by the effects of heatwaves this year.

A discussion followed amongst members on how the Network could respond to the current challenges faced by Londoners, in light of the data presented.

Jenny Rowlands, (London Borough of Camden on behalf of London Councils) added that insights from the borough clearly indicate that the harsh impacts of the pandemic and rising cost of living are disproportionately affecting women. Significant challenges exist around childcare, high travel costs, and uneven distribution of care and domestic tasks creating barriers for women returning to work. Increased economic pressure is also leading to a rise in domestic violence.

Jenny highlighted the opportunity for anchor organisations to collaborate on the issue of childcare and get more women back into the workplace through, for example, flexible working opportunities and alternative initiatives.

This was echoed by Lizzie Smith (NHS London) who added that worker resilience is low, due to the length of time that people have been facing hardship.

**ACTION: Christopher** to prepare and share data providing insights into childcare issues, with a view to the Network considering next steps for how anchors could collaborate on these.

**ACTION: Jenny** to share women's forum data collated by the London Borough of Camden.

**ACTION: Jillian Kay** (London Councils) to share 'Annual Survey of Londoners' data collated by London Councils when published.

Andrew Gilbert (London Jewish Forum) shared insights that older members of the community are more likely to under-report on poor mental health, which may skew the data. Poor mental health is a cross-community issue and continues to rise. Andrew expressed a desire for anchors to collaborate on initiatives providing face-to-face, rather than virtual, mental health support for workers.

Mark Roberts (Metropolitan Police Service) reflected that the experiences of Londoners will likely have worsened since the data presented was collated.

Professor Wendy Thomson (University of London) added that economic inactivity is reportedly higher amongst older men. As anchors, members must be more consciously questioning how they can adapt to support workers and address labour market shortages by creating easier pathways into work for women, older and young people.

#### **4. Spotlight on NHS London: Embedding Culture Change**

**Slides:** The NHS London Anchor Programme: Our Journey to Date

Lizzie Smith shared an overview of the NHS London Anchor Programme, including its key policy drivers, a timeline of activity, resourcing and governance structure and core areas of focus.

Lizzie shared that the programme is still new, being born out of the pandemic and from NHS London's involvement in the London Recovery Board. It is a partnership between NHS London and Health Education England.

It has been challenging to land the anchors agenda, but the programme is now serving to inspire colleagues amidst the difficult times being faced by the organisation, and has its own dedicated team with a diverse range of skillsets in policy, systems and programme management.

The programme was initially focused on addressing workforce challenges but is now broadening its scope.

Its alignment to key policies and strategy has been crucial in driving transformation, as well as collaboration with other organisations, for example, with the University of London on how to address skills gaps, and learning from other sectors to strengthen its approach.

Given the structure of the NHS, the programme is adopting a place-based approach.

Lizzie shared an example case study on London Living Wage (LLW) commitments made by NHS employers. The programme has made significant progress, supported by the Living Wage Foundation. A target of 75% of NHS Trusts in London being accredited or on the path to becoming accredited LLW employers by March 2023 has been set, and only two further Trusts are needed to make commitments in order to achieve this.

Stephen Waring (GLA) added that there is evidence that larger numbers of private care employers are paying the LLW, but are not coming forward to get accredited.

The team is now reflecting on next steps for the programme.

Lizzie emphasised how keen NHS London is to collaborate on initiatives with other anchors as well as share learning. Her email address is: lizzie.smith@hee.nhs.uk

Luke Bruce (GLA) emphasised the value of the Network as being in opportunities to collaborate.

## 5. Shared opportunities/asks

### **Paper:** LAIN January 2023 Conference Outline

Souraya provided a brief overview of what members can expect at the upcoming conference in January as follows:

- Members should have all received a 'save the date' calendar invite; registration information will follow this week.
- The event will be hosted by Anoosh Chakelian (the New Statesman) and will open with a keynote speech from the Mayor.
- Other confirmed speakers include Professor Wendy Thomson, Councillor Georgia Gould (London Councils and Co-Chair of the London Recovery Board) and Lizzie Smith who will participate in a panel discussion that builds on her presentation today.
- Attendees will have the chance to attend break-out sessions focused on: advocating & embedding culture change, building and measuring social value, communicating impact, and taking a place-based approach.
- There will be opportunities for networking and making connections with other working group and steering committee members.
- The Network's achievements will be showcased through videos depicting human stories, which will be subsequently shared across digital platforms.  
**ACTION: Members to advise the programme team on any case studies or achievements they would like spotlighted at the conference.**
- The programme team is in discussion with members individually on engagement opportunities at the event.  
**ACTION: Members to advise the programme team if they would like to participate in a 'marketplace' activity to engage and share opportunities with other anchors at the conference.**

## 6. AOB

No other business was raised by members.

The meeting closed at 15:40.