**London Anchor Institutions Network (LAIN)**

**Steering Committee meeting: 21 February 2023**

**Paper: Summary of network impact by working group**

In preparation for LAIN’s annual conference last month, members from across the network shared data and qualitative information about activity and achievements over the past year relating to their commitments and working group deliverables - from London Living Wage and Good Work Standard accreditations to supported internship for neurodiverse Londoners, from reserved contracts for SMEs to supplier readiness programmes targeting diverse-owned businesses, and from new net zero targets to carbon literacy training for staff.

A summary of this is provided below. This not only shows the scale of what is already being achieved by the network, but also provides a helpful baseline on which to build. Information is also provided about future priorities and deliverables.

The steering committee is invited to share any feedback on the information below, including considering how the network’s progress can be further amplified both publicly and within members’ own organisations. A comms toolkit is being developed to support members with this.

**Hiring and Skills**

* On the Hiring and Skills side, members have been focussing on maximising good work opportunities for Londoners and being more representative of the communities they serve.
* This includes opening up employment opportunities for those who are underrepresented in the labour market, including some very targeted work with specific cohorts who face particular barriers to employment - from Thames Water’s work with prison leavers through to Film London’s work with career returners and the NHS’s work with refugees. Collectively, members have reported offering **80 supported internships for neurodiverse Londoners and those with learning disabilities** in the past year, but with more data due at the end of the financial year, that number will rise.
* Members have **directly supported over 4,000 apprentices** in the past year and supported apprenticeship creation across other organisations too. This includes the **transfer of almost £2m of apprenticeship levy to small and medium-sized enterprises** (SMEs), often working with the London Progression Collaboration (LPC).  University of London have now commissioned the LPC to work with the federation, exploring how they can best use their Apprenticeship Levy (estimated to be at least £12m pa) to increase provision of apprenticeships across the federation and London SMEs, with a particular focus on those from vulnerable groups (young people with experience of the care system and criminal justice system).
* Members have also shown strong commitment to fair pay. London Living Wage accreditation is widespread across the network, with almost **160,000 Londoners working for a Living Wage organisation in our network**. The NHS has pledged that 100% of its employers in London will have committed to paying their staff the London Living Wage (LLW) by March 2023, with 75% of Trusts in London becoming LLW accredited or on the path to accreditation by that time. 15 Trusts (out of 35) have so far achieved LLW accreditation resulting in an **uplift of pay to almost 6,000 members of staff** (more than 2,600 of whom since the start of 2022).
* London Living Wage accreditation is at the heart of the Mayor’s **Good Work Standard** which sets a benchmark for good employment practice. Network member Waltham Forest College recently became the first further education (FE) college in London to be accredited to the Standard setting a terrific precedent for the sector. Several more members of the network are now working to achieve the accreditation, to join nine other members who already hold it (Business LDN, the Greater London Authority, London City Airport, London Fire Brigade, the Metropolitan Police Service, Transport for London, the Trades Union Congress, the London Borough of Lambeth and the London Borough of Barking and Dagenham).
* Over the next year, several members have also **committed to publish ethnicity pay gap information for the first time**, **as well as do more to monitor and close disability pay gaps**. The hiring and skills working group will be focusing on recruitment and workplace progression for disabled Londoners and those from Black and minoritised ethnic backgrounds in the months to come.

**Procurement**

* On the procurement workstream, members have been focused on buying a greater proportion of their goods and services from small and diverse businesses, supporting local, inclusive economic growth. Some, such as the Metropolitan Police Service (MPS), are already ahead of their spend targets with SMEs for this year. Whilst many members are working through challenges with data reporting, the data that we have seen indicate **more than £750m spent with small, medium-sized and diverse-owned businesses over the past year**, with indirect spend figures much higher than that.
* To achieve this, members have been working collaboratively to review and make changes to their procurement policies and processes, as well as putting significant new systems in place to capture more granular information about their supply base. They have trialled new approaches, including **piloting reserved contracts for SMEs**, with the GLA Group collectively reserving in the region of £718m worth of contracts in the last financial year.
* **Supplier diversity** is a big focus, with specific efforts being made to reach more diverse-owned businesses (i.e. with a majority ownership or senior management team comprising individuals from Black, Asian and minority ethnic groups, women, disabled people or LGBTQ+). The Metropolitan Police Service has become one of the first public sector bodies to work with Minority Supplier Development UK, to identify and support diverse businesses to access its supply chain. It aims to direct 20% - double its current target - of total spend to this sector by the 2024/25 financial year.
* Members of the network are also working with partners at the Greater London Authority (GLA), London Chamber of Commerce and Industry and Federation of Small Businesses, to **support more small businesses to become supplier ready**. Last autumn the NHS, London Fire Brigade, GLA, MPS and Transport for London (TfL) ran a joint webinar to help London-based small businesses learn how to access their contracts. Over 80 London SMEs attended the event, and 62 benefitted from a supplier readiness programme procured by the GLA.
* The working group’s forward plan (some of which is already underway) includes piloting a small and diverse business database to support contract reserving and market engagement, rolling out e-training for procurement officers to help prioritise procurement from small and diverse businesses, a joint market engagement event in June, and more work to revise members’ procurement guidance and processes.

**Mentoring**

* Through the Mentoring Young People working group, members have committed to work in partnership with the voluntary and community sector and youth support organisations to improve life chances for young people by matching them to trained mentors.
* This includes supporting the London Recovery Programme’s New Deal for Young People Mission to ensure that 100,000 disadvantaged young Londoners have access to high quality mentoring by 2024.
* The group also aims to promote quality mentoring for young people more broadly across London.
* In line with this, TfL has partnered with charity 1 Million Mentors to mentor young people interested in STEM careers. Whilst the Metropolitan Police has identified mentors for programmes such as Spark 2 Life, with a focus on young people at risk of offending or exclusion.
* Plans for the year ahead include connecting employees to New Deal for Young People mentoring programmes and other youth organisations or volunteering opportunities. They also include supporting development of the GLA’s Mentoring Academy Pilot, which is working with youth organisations to address challenges in delivering mentoring provision across London, as well as adopting and promoting the Mentoring Quality Framework - a self-assessment tool to help organisations that provide mentoring for young people to reflect and develop their practice.

**Green New Deal**

* The Green New Deal working group aims to lead London’s net zero efforts by accelerating estate decarbonisation and ensuring a robust and trained workforce to meet industry needs for building decarbonisation
* Members have been **putting plans in place to achieve net-zero**, **and some have already implemented significant decarbonisation projects**, including Walthamstow Fire Station becoming England’s second zero-carbon fire station. Through its newly published ‘Climate Budget’, the GLA Group has committed to measures that will cut 249,000 tonnes of carbon by 2030 compared with 2015-16 levels - a reduction of 85%.
* The Church of England has a net zero by 2030 target on scopes 1, 2 and part of scope 3 emissions (business travel in non-owned transport). The University of London has a net zero by 2036 target on scopes 1 and 2 and is developing a shared Decentralised Heat Network (DHN) with two other organisations using waste heat taken from sewers to power six of their buildings. The shared DHN will target 88% carbon reductions across the three organisations. The NHS has a net zero by 2040 target on their carbon footprint (scopes 1, 2 and part of scope 3 emissions) and a net zero by 2045 target on their carbon footprint plus (scopes 1, 2, 3, and travel-related emissions outside of their scopes).
* Several FE colleges are also taking action to move to net zero. London South East Colleges (LSEC) has a net zero by 2050 target and is developing an Energy Centre that will utilise source heat pumps for 50% of its heating to decarbonise 10,000 sqm of its estate. New City College is committed to reducing its environmental footprint and reduced its scope 1 and 2 emissions by 10% in 2021/22 compared to 2019/20 levels.
* Anchor Institutions within the Green New Deal Working Group have joined the GLA, London Councils and the Cities Climate Investment Commission (3Ci) to enable and accelerate the flow of finance into climate-related projects to support London in reaching net zero by 2030. Anchors are supporting the creation of a pan-London pipeline of bankable projects and/or portfolios that could be funded by public and private capital in the upcoming years. Members have submitted **71 draft estate decarbonisation projects** including implementation of heat pumps, solar panels and insulation. Nine of these projects alone could lead to more than 2,000 tonnes of CO2 savings.
* The Green New Deal working group has enabled Anchors to access technical support and funding opportunities to decarbonise their estate. For example, the GLA is working with partners to provide free support to **5 NHS GP surgeries to reduce energy use through the Mayor's Business Climate Challenge** (BCC). Learnings from their energy audits and recommended energy savings measures will inform retrofit planning for 1,300+ GPs London-wide. **Six Anchors have engaged with, and two Anchors have or plan to receive support from, the GLA’s Retrofit Accelerator – Workplaces** to decarbonise 127,351 sqm of their estate, helping to drive down emissions from buildings.
* To help move faster to net zero, anchor institutions are also **on track to have trained almost 1,000 members of their staff in environmental sustainability or carbon literacy** by the end of this financial year.
* The Green New Deal working group is currently reviewing key deliverables and activity for next financial year in its current two workstreams of estate decarbonisation and workforce development, whilst also exploring new areas of activity to introduce. This will be discussed further at the next Working Group meeting in March.

**Place-based**

* Our colleagues in the boroughs have been working to share good practice about effective anchor institution networks at the local level.
* This has culminated in a **report and how to guide** to support those looking to establish and grow anchor networks in their local area.
* New anchor networks are being established across the city including by the new administration at Westminster City Council.
* The Place-Based working group now has a new Chair – Caroline Wilson, Director of Inclusive Regeneration at the London Borough of Islington – who is establishing a community of practice across local anchor networks to further share and develop practice.