

# London Anchor Institutions Network Steering Committee Terms of Reference

## Introduction

The onset of the COVID-19 pandemic was the most challenging period in London's recent history, resulting in profound social and economic impacts, with those already familiar with unequal living standards hardest hit. In the face of this challenge, organisations across London committed to work together as never before.

The London Anchor Institutions' Network (LAIN) was formed in March 2021 to tackle the long-standing social and economic inequalities exposed and exacerbated by the pandemic, and to work collectively to address the growing urgency of the climate emergency and its impacts on the city.

The founding members of the Network, representing some of the city's largest institutions, pledged to leverage their procurement, recruitment and estate management capacity to support Londoners most impacted by the pandemic, and to ensure a green recovery. The idea was that by working together towards shared goals, major organisations could make a bigger and more positive change than by working alone.

The London Anchor Institutions' Network is London's first ever city-wide initiative committing institutions to collaborative impact at this scale.

This partnership of public, private, faith-based, education and cultural bodies represents dozens of major organisations across the city, who collectively employ tens of thousands of people, spend billions of pounds a year and manage thousands of square metres of real estate. With focused intent, these institutions can use these levers to help build a better London for everyone.

The Network is supported by a core team hosted at the Greater London Authority.

## Purpose

The LAIN Steering Committee will inform the Network's strategic priorities and oversee their execution.

The Committee will report to the London Partnership Board (the successor to the London Recovery Board), which convenes London's leaders to address the city's challenges – providing strategic advice to policy and decision makers across the capital and beyond.

Members of the Committee will:

- Advise from the perspective of their organisation and / or sector to help achieve the aims set out in the Network's Charter, reviewing these on an annual basis.
- Provide a steer on the sustainable development of the Network itself as well as identifying new strands of work, partnerships and other opportunities to further the Network's goals.
- Provide a strategic view across all areas of their organisation's participation in the Network, including identifying where they are well-placed to lead on priority activities identified by the Network.
- Champion the aims of the Network within their own organisations and more widely, advocating for ambitious commitments and active participation in the Network's activities.
- Ensure that their organisation is appropriately represented on any working groups in which they choose to participate, and that those representatives have the support and authority they need to be active group members, which includes sharing upfront information to inform baselining and conveying organisational commitments.
- Facilitate action in their respective organisations in support of individual and collective institutional commitments, including helping to identify resource, where appropriate, to co-develop or co-commission shared tools and resources with other organisations in the Network.
- Ensure timely and accurate reporting of progress against their organisation's commitments and identify case studies or stories that help to celebrate LAIN's achievements and build the evidence base about the collective impact of the Network on London and Londoners.
- Promote the sharing of knowledge and practice across the Network and engage in peer-to-peer support to embed and extend good practice and foster a culture of innovation.

## **Membership**

Each of the Network's signatories will be represented on the Steering Committee at the level of senior decision-makers.

Where a member of the Network is also part of an umbrella body that is a signatory to the Charter, they can choose to be represented on the Steering Committee by the nominated representative of that umbrella body.

Members are to act as representatives of the organisation or body in which they hold any position, including of employment.

The Steering Committee will select two Co-Chairs from among its membership. These positions will be reviewed by the Committee on an annual basis.

A Member may step down from the Committee at any time by giving notice to the Co-Chairs in writing, copied to the LAIN core team ([anchors@london.gov.uk](mailto:anchors@london.gov.uk)), having immediate effect. In this case, Members are asked to identify an alternative representative from their organisation.

### **Organisational arrangements**

Meetings will be held quarterly or at any other frequency that the Committee may agree.

However, if the Co-Chairs decide that a meeting is not necessary, they may cancel the meeting. They may also call additional meetings or informal meetings as required.

Whilst attendance is restricted to Members, outside specialist input may be invited in agreement with the Co-Chairs either on a standing basis or on a specific project, topic or initiative. This includes advisors and observers.

LAIN core and programme team representatives will attend meetings as appropriate to facilitate discussion of any given matter.

A member of the LAIN core team will provide secretarial and logistical support, including taking the minutes of each meeting.

### **Openness and transparency**

Agendas and papers for meetings will be circulated to Members ahead of each meeting.

Summary minutes of meetings will be posted on the Members section of the London Anchor Institutions' Network website.