

# Value Assessment and Long-Term Model Research

December 2023

  
London  
Anchor  
Institutions'  
Network

In partnership with

**Bloomberg Associates**

# LAIN Impact

~£1.3bn spent with small & diverse London businesses

3,500 members of staff trained in carbon literacy or environmental sustainability

70+ buildings prioritised for decarbonisation

10 London Anchors accredited to the Mayor's Good Work Standard

4,000+ apprentices supported in the last year

7,500+ Londoners' pay uplifted through new London Living Wage accreditations

100 small businesses supported through supplier readiness programmes and events

# Highlights from Interviews with LAIN Members

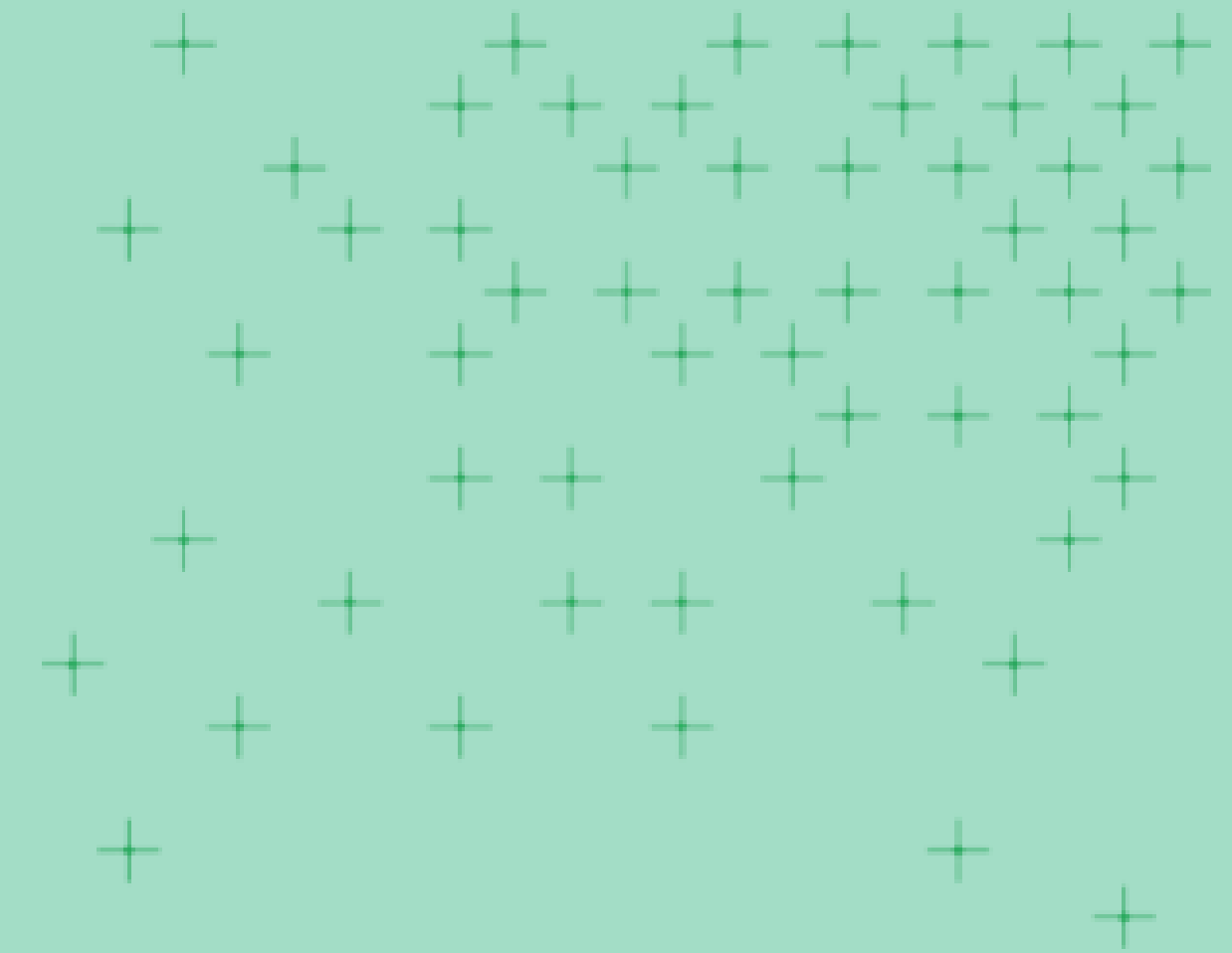
## Strengths

- Most members find the LAIN hugely beneficial
- Mayor's Office gravitas pulls big players together in a unique forum
- Outstanding LAIN coordination team supports effort masterfully
- Members benefit from subject matter alignment/support and tangible missions
- Sets and elevates shared goals and ambitions
- Challenges members to see their corporate missions differently
- Amplifies impact London-wide

## Weaknesses

- At times bureaucratic and slow pace
- Scopes are getting too wide and agendas too broad
- Anchor group participants change frequently and work needs to reset
- Political exposure filters out some ambitions

# Value Assessment



## LAIN Members Interviewed

1. Diocese of London
2. GLA
3. London Jewish Forum
4. Met Police
5. New City College London
6. NHS
7. Thames Water
8. Transport for London
9. University of London Watham College



# Visibility to others challenges and solutions

*What is the most important way your organisation has benefited from the LAIN?*  
(Number of Mentions)



*What is your organization doing differently because of LAIN?*

Developed collaborations with members outside of the LAIN

LAIN's priority themes now part of their daily jobs

Keeps them in the right track

Accelerated change, galvanized agenda that was not priority

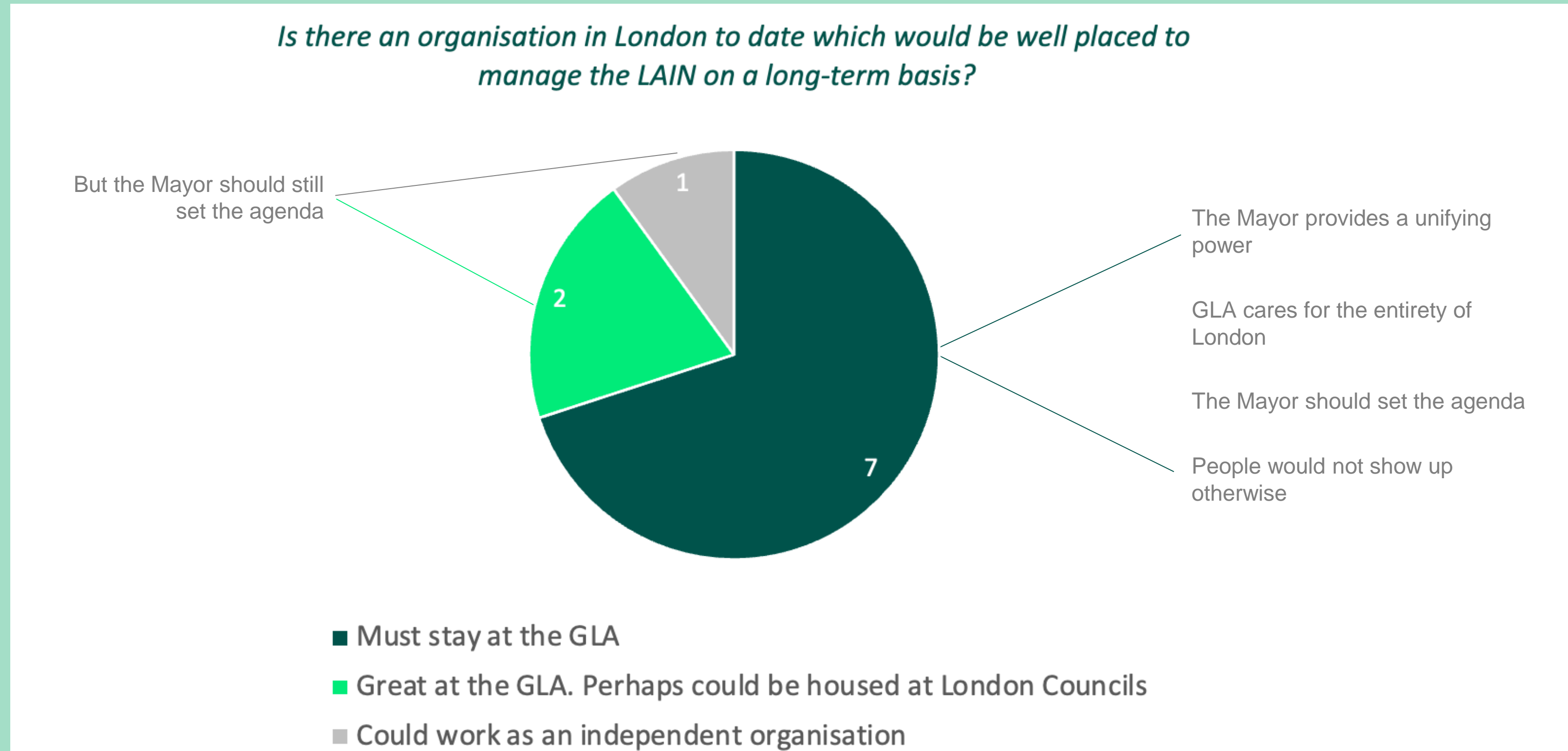
Removed barriers internally to advance change

Created awareness about their role in the community

Got them out of their bubble

Became more creative in problem solving

# Mayoral Leadership is Key for the Success of LAIN



# LAIN Value Proposition

## Mayor of London

- Making London more resilient post Covid-19
- Accelerating London's priorities

## Contributions

- Convenes members, experts, stakeholders
- Funds LAIN's management team and external consulting support
- Sets a London-wide agenda
- Shares official data
- Provides technical assistance
- Promotes members successes

## Value Received

Wider and faster positive impact to Londoners

- Access to subject matter ESG experts
- Visibility to challenges and best practices from other industries
- Technical support from the GLA to leverage city policies and programs
- Political support for lifting barriers internally
- Problem solving together
- Connections/strategies to attract/retain talent
- View of London-wide real estate needs
- Partnerships with members for projects outside of the LAIN
- Promotion of members' social impact

## Anchor Organisations

- Solving for ESG goals
- Hiring and retaining talent
- Efficiently using real estate
- Connecting to London's needs
- Perceived as driver of social impact



- Public pledge to address London's biggest challenges
- Participation of senior leaders
- Share expert knowledge and experiences
- Drive changes internally to accelerate priorities
- Promotes LAIN priorities internally and externally

# Your suggested improvements for LAIN

1. Reignite energy with quick tangible wins
2. Flexible focus that adjusts to London's needs
3. Fewer work groups - but doing them really well
4. Meetings that drive change and solve problems not discuss theory
5. More nimble. Shorter and sharper documents and processes
6. Less GLA people joining the Steering Committee meetings
7. Less onerous data sharing and better support on how to gather data
8. Meet organisations where they are: members resource availability and operations vary
9. Bring CEOs and senior leadership back to the table and closer to the Mayor
10. Tailor promotional communications to reflect differences in members' pledges



# Long-Term Model Research



# LAIN Compared to Other Anchor Networks

Anchor Network	Legal Structure			Governance			Funding			Value Proposition (1)				Footprint			Membership		
	Independent	Government	Mixed	Led by Hired Executives	Led by Government Staff	Led by Members Directly	Government Only	Membership Only	Mixed Sources (public and private)	Technical Assistance (train, research)	Elected Official Leadership	Convening Power	Promoting members	National	City/Region	Local	Public Only	Public and Private	Private Only
LAIN		X			X	X	X			X	X	X	X		X			X	
LOTI					X					X		X			X		X		
London & Partners			X (2)	X						X	X				X				X
Business in the Community	X			X						X		X		X				X	
CEBDS (WBCSD) (4)	X			X						X		X		X					X
Preston Model		X			X		X			X	X	X			X		X		
Rush Model	X			X						X		X	X			X			X
Washington DC Model	X			X						X		X			X				X
Leeds Anchor Network		X			X					X	X	X			X				X (3)
Scotland Model		X			X		X			X	X	X		X			X		

- (1) Promoting and accelerating social impact is the underlying value proposition of all
- (2) Independent organisation with the Mayor and his team on the Board
- (3) Private members participate in a separate committee invitation-based
- (4) Brazilian branch of the World Business Council for Sustainable Development

# Research Highlights

## Legal Structure

- A mix of host run (typically local government) or not-for-profit run (as host or established for the mission).
- Those inside government can be independent from the political agenda or be steered by the incumbent administration

## Governance

- Executive leadership generally sets priorities (1)
- Members guide direction but not operations
- Other groups inform decisions (Community or CEOs Councils)

## Funding and Staff

- Most have mixed sources of funding, which can include consulting fees, foundation grants, government grants, line item in city's budget, membership fees, partnership fees.
- City staff often manage public sector anchor work within their portfolio.

## Value Proposition

- Tailored technical approaches on how to get things done
- Referral to experts and resources to advance projects
- Convening power
- Voice to influence the political agenda by proximity to policy leaders