



London
Anchor
Institutions'
Network

Welcome pack

A better future is possible, but it's not something any of us can achieve alone – it will take all of us working together.

We're so pleased you share our commitment to the goal of the London Anchor Institutions' Network (LAIN) to build a better London for everyone – a fairer, greener and more prosperous city.

Thank you, and welcome onboard!

This document contains an overview of the network, along with key contacts that you will need.

At a glance

Membership

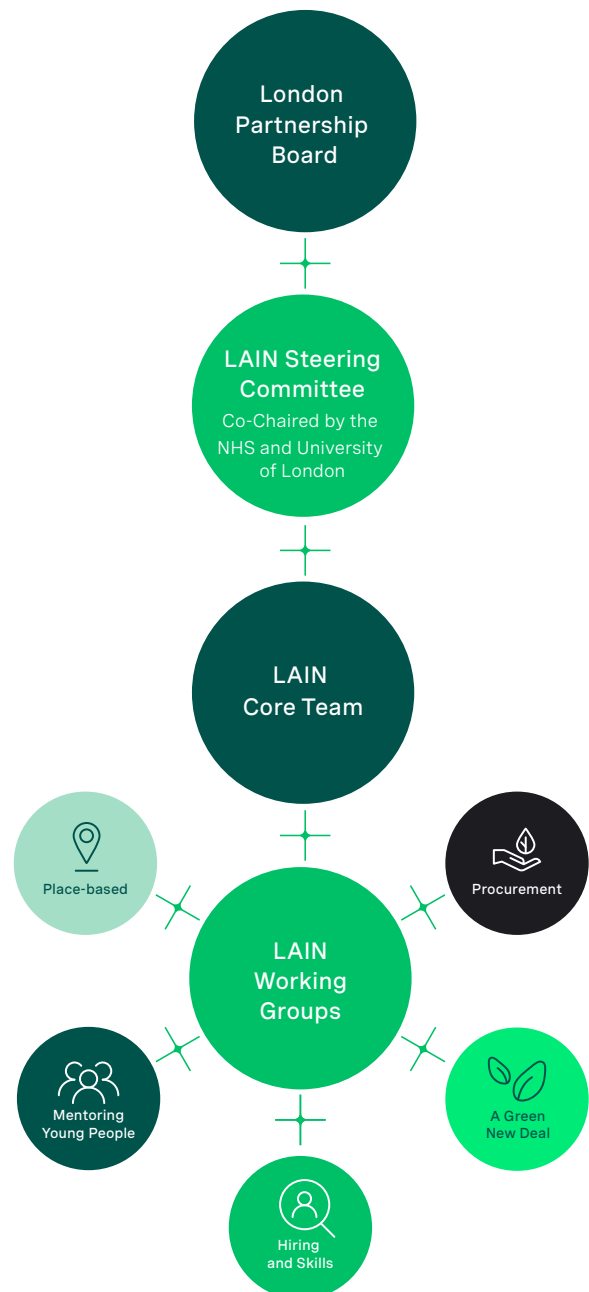
London's first ever city-wide network consists of a cross-section of public sector, education, cultural, faith-based and private industry organisations across the capital, and is growing all the time. Collectively our members represent dozens of anchor institutions in the city, employing tens of thousands of people, spending billions of pounds a year and managing millions of square metres of real estate. Current membership is listed on our website [here](#).

Governance

The work of the network is overseen by a **Steering Committee**, which meets at the level of decision makers to advocate and advise from the perspective of their sector or organisation to help achieve the aims set out in the network's guiding **charter**. Each of the network's signatories is represented on the Steering Committee. 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. The Terms of Reference for the Steering Committee is found in the **Members Hub** of our website. The Committee is currently co-chaired by the NHS and University of London.

The network's progress is reported back to the **London Partnership Board** (the successor to the London Recovery Board), which convenes London's leaders across government, business and civil society, as well as the health and education sectors,

trade unions and the police, to provide strategic advice to policy and decision makers on a range of significant, complex and cross-cutting challenges facing the capital. The Board is co-chaired by the Mayor of London and Chair of London Councils. The Co-Chairs of LAIN's Steering Committee also sit on the London Partnership Board.



Working groups

Members of the network are currently focused on driving progress in five areas listed below via dedicated working groups. The groups are chaired by representatives from different member organisations, and each has a different make-up of network members, based on members' interests and capacity.

The overarching purpose of each of our current working groups can be summarised as follows:

- **Procurement:** Supporting inclusive growth by buying a greater share of goods and services from London-based micro, small, medium-sized and/or diverse businesses.

(Chaired by Helen Linklater, Commercial Director – Enablement and Performance at the Metropolitan Police Service)

- **Hiring and skills:** Maximising good work opportunities for Londoners underrepresented in the labour market, and taking steps to be more representative of the communities they serve, at all levels of their organisations.

(Co-chaired by Karima Khandker, Head of Resourcing, Skills, Emerging Talent and EDI at Thames Water, and Janet Gardner, CEO of Waltham Forest College)

- **Mentoring young people:** Working with youth support organisations to improve life chances and opportunities for young Londoners through quality mentoring.

(Chaired by David McCollum, Head of New Deal for Young People at the Greater London Authority)

- **Green new deal:** Accelerating London's drive to net zero through estate decarbonisation and ensuring a robust, trained workforce to support this.

(Chaired by Catherine Barber, Assistant Director for Environment at the Greater London Authority)

- **Place-based:** Advancing anchor partnerships and ways of working across London's local communities.

(Chaired by Caroline Wilson, Director of Inclusive Economy and Jobs at the London Borough of Islington)

Working group members come together to share knowledge and practice, access specialist expertise and pursue joint opportunities, such as shared databases or market engagement events, to deliver against individual and collective objectives and commitments, working to a jointly developed forward plan.

Members are generally senior leaders with technical expertise in the above areas. Their details can be found in the Members' Hub on our website.

The frequency of meetings varies by working group, as agreed by members, but meetings typically take place on a monthly or bi-monthly basis either virtually or in person.

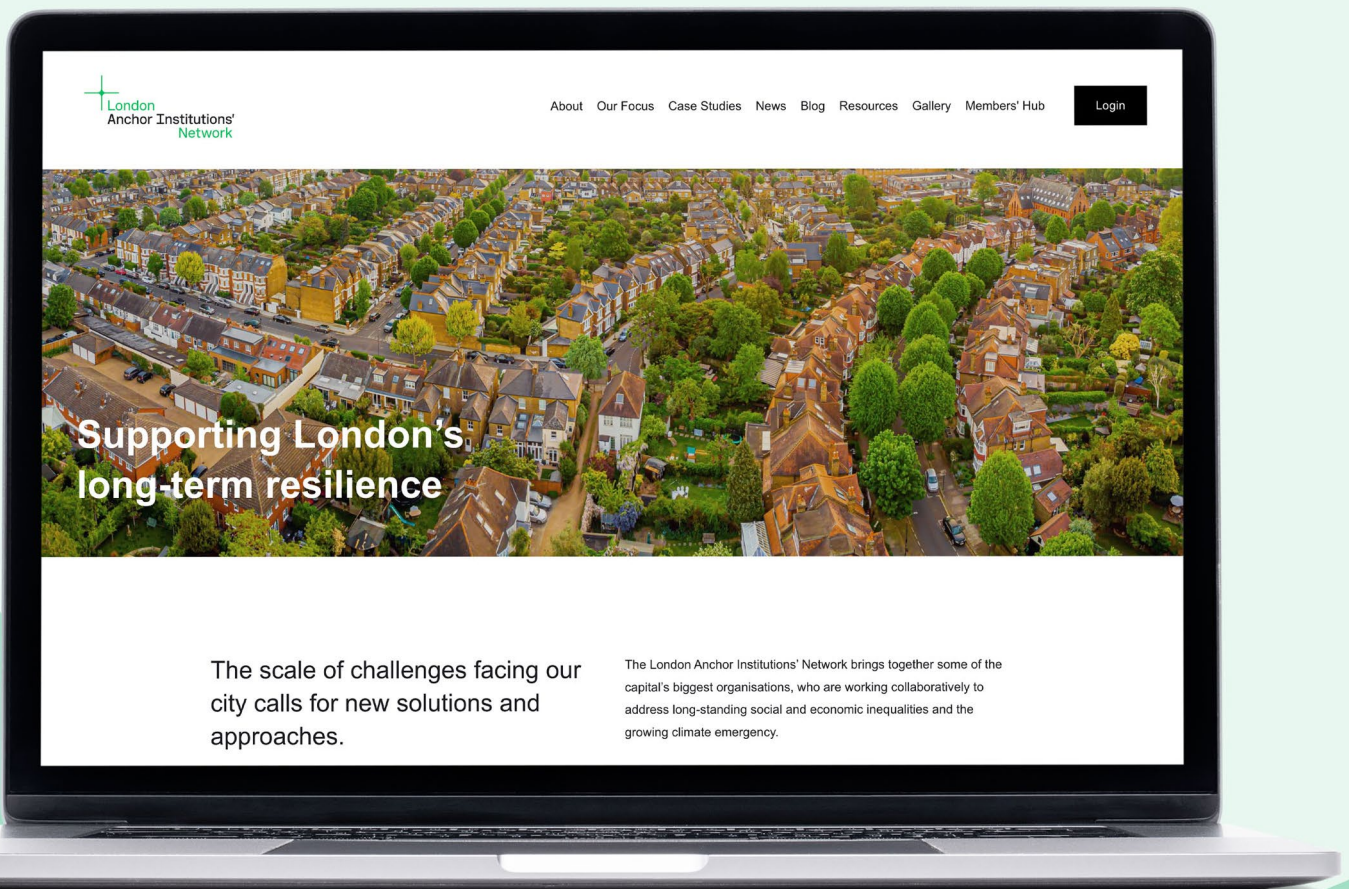
Examples of shared objectives and individual commitments being made by members in each focus area include:

Working Group	Shared Objective(s)	Example targets (commitments) set by individual members
Procurement	Purchase 20% of goods and services from local micro and SMEs, diverse-owned businesses and voluntary, community and social enterprises (directly or indirectly within their supply chain).	<ul style="list-style-type: none"> • Annual spend figure (£) with micro and SMEs, diverse-owned businesses and voluntary, community and social enterprises based in London • No. and amount (£) of contracts reserved for micro and SMEs, diverse-owned businesses and voluntary, community and social enterprises based in London
Hiring and Skills	<p>Increase the number of apprenticeships that pay a London Living Wage for Londoners from underrepresented groups.</p> <p>Take steps to be fully representative of London's communities including publishing gender, ethnicity and disability pay gaps and helping more Londoners from target populations into good work</p>	<ul style="list-style-type: none"> • No. of apprenticeships that pay the London Living Wage • No. of young people in supported internships • Amount (£) of apprenticeship levy transferred to SMEs • Publishing and closing gender, ethnicity and disability pay gaps
Mentoring Young People	Work in partnership with the voluntary and community sector and youth support organisations to match trained mentors from their workforces and communities to disadvantaged young Londoners.	<ul style="list-style-type: none"> • No. of appropriate mentors from their workforce/communities who complete mentoring training • No. of trained mentors who go on to mentor young people
Green New Deal	<p>Develop estate decarbonisation plans setting out the actions they will take to achieve net zero-carbon</p> <p>Train all estates staff in carbon literacy and energy data literacy.</p>	<ul style="list-style-type: none"> • Estate decarbonisation plan in place • No. of buildings identified for retrofit • m² of building fabric retrofitted • Tonnes of CO² saved • No. of estates staff receiving carbon literacy training

Resources

The LAIN [website](#) has information about the network including news, blog posts and resources. It also has a Members' Hub with dedicated pages for the Steering Committee and each working group where you can find membership information and contact details, meeting papers and minutes, presentations and further resources.

A LAIN newsletter is issued roughly every six weeks containing news, resources and upcoming events across the network and beyond. This is an opportunity for you to share news and progress with fellow members.



LAIN programme team

The network is supported by a core team at City Hall

The focus of the core team is to:

- Provide policy and strategy expertise for the network as a whole
- Provide membership support, build partnerships and support information-sharing and coordination amongst members
- Monitor progress and provide programme-level reporting
- Provide communications support and help deliver added value activities that benefit our members
- Service the Steering Committee

You can talk to us about:

- Getting linked into the working groups to explore your interests further
- Ideas for new networking opportunities, seminars and workshops
- Commissioning new projects and initiatives in collaboration with fellow members
- Sharing your progress - from setting initial commitments to showcasing case studies, newsletters, blogs for the website or other press and communications-related items



Souraya Ali, Head of London Anchor Institutions Programme, leads the strategic development and coordination of the anchors programme. You can also contact Souraya about the Steering Committee, Hiring & Skills and Place-based working groups.



Suzie Alavi, Programme Delivery Lead, oversees programme management of the network, including the development and oversight of tools and systems to support with planning, monitoring and reporting on delivery. You can also contact Suzie about requests, opportunities and reporting related to the Mentoring Young People and Green New Deal working groups.



Olivia Tusinski, Network Strategy and Growth Lead, drives the membership and growth strategy of the network. You can contact Olivia about requests, opportunities and reporting related to the Procurement working group, as well as networking, seminars, workshops and co-commissioning opportunities.



Helen Connor, Senior Communications Officer, leads the internal and external communications strategy for the network. You can contact Helen about storytelling opportunities, case studies, the newsletter or website content and events.

"Together we can make a bigger and more positive change than we would by working alone. We look forward to working with you to build a better future."

Wider programme team

A wider group of specialist policy and project officers at City Hall support the network at working group level:

Responsible Procurement – [Lucy Crick](#),
Senior Project Officer, Economic
Fairness Team

Green New Deal – [Gintare Masiulyte](#),
Principal Policy Officer Environment Team

Hiring & Skills – [Beth Wheaton](#), Principal
Policy Officer and [Shehreen Najam](#), Senior
Policy Officer, Skills & Employment Team

Mentoring Young People – [David McCollum](#),
Head of New Deal for Young People

The Place-based working group is supported by colleagues from London's boroughs.

We are also grateful to have pro bono support across the network provided by Bloomberg Associates in the form of strategic advice, policy expertise, international insights and bespoke support as needed to individual members and working groups.

Next steps to get started

1. Nominate a senior representative to join the Steering Committee
2. Let the core team know which working groups your organisation would like to get involved in, and we can introduce you to colleagues leading those groups
3. Let us know who in your organisation to invite to the Members' Hub of the LAIN website, where you can access contact details for other members, past meeting minutes, presentations, and other useful resources and guides
4. Once you have access to the Members' Hub, download our comms packs from the 'Communications Support' area for branding guidelines, a logo kit and social media pack to help you spread the word about your involvement
5. Link us up with your communications lead so we can discuss working together to spotlight progress

Get in touch

For any queries or support, please feel free to get in touch with the core team via anchors@london.gov.uk



Learn more at:
www.anchors.london