

London Anchor Institutions' Network (LAIN) Responsible Procurement Working Group

15:00 – 17:00 GMT, 6 July 2023

Meeting convened via Teams

Attendees:

Alexia Nazarian (Bloomberg Associates), Gordon Innes (Bloomberg), Helen Linklater (Chair, Metropolitan Police Service), Katherine Adams (GLA), Lucy Crick (GLA), Michelle McCann (NHS London), Olivia Tusinski (GLA, LAIN Core Team), Saritha Visvalingam (Transport for London), Samiya Hirji (TfL); Souraya Ali (GLA, LAIN Core Team)

Apologies:

Tim Rudin (Transport for London), Simon Carlaw (Transport for London), Natalie Evans (Westminster City Council), Stephen Howells (University of London), Jennifer Porter (London Fire Brigade)

All actions:

June Market Engagement Event

- **Lucy** to share event stats and survey feedback with minutes for **group members** to review
- **Saritha** to share collated feedback from TfL and LFB on event with the group **before next meeting**
- **Lucy** to send comms sent to attendees with Saritha **by 14th July**

Database

- **LBH** database of SME's: **Group members** to send Saritha contact details of appropriate person to access this data to be given access **by 28th July**
- **Group members** to continue identifying one/two contract opportunities to trial advertising on LBH, **ongoing**

E-learning

- **Group members** to disseminate via procurement & event officers (friendly allies) in first instance
- **Michelle** to share comms campaign/story they are using to promote e-learning with the group **before next meeting**
- **GLA** to promote GLA policy leads that were part of the EDI in procurement meeting in first instance

Reserved Contracts

- **Group member** to review upcoming frameworks expiring within their organisations and seek to share back **at next meeting**
- **Lucy** to share Architecture and Urbanism Framework learnings **with minutes**
- **Saritha and Samiya** to share the process they piloted with the group in advance by **28th July**
- **Group members** to review their own internal processes in advance of group session, likely September (date TBC)
- **LAIN Core Team** to set up date for an initial workshop of GLA Group members to map internal processes and increase understanding of points of intervention/ownership by **28th July**
- **Group members** to identify reserved contracts subject matter experts for workshop **by 28th July**
- **Natalie's** prior action carried forward - start developing a tick list of 10 actions that should be in place in order to reserve contracts that could be shared amongst Anchors **ahead of workshop (likely Sept)**

Removing barriers

- **Natalie's** prior actions carried forward – working with City of London and borough colleagues to review and band of appropriate levels of insurance on select purchase categories and provide update **at next meeting**
- **Michelle** to share results of trust payment spend data **at next meeting**
- **Michelle** to gather feedback on buyer risks and if these materialise to share with group **at next meeting**
- **Katherine** and team to feedback on progress with incorporation of reduced indemnity levels into PO short form activity at **next meeting**
- **Group members** to raise indemnity insurance levels and deferment in tendering process with internal teams and feedback **at next meeting**

- **Saritha** to share attendee list of supplier diversity event with Gordon **by 14th July**
- **Helen** to circulate MPS short form T&Cs to group **when legal review finished**

Reporting

- **Olivia** to share systematic round up of reporting figures with group **before next meeting**
- **Olivia** to circulate proposed Performance Indicator wording with group **by 14th July** – group members to feedback comments **before COP 21st July**

Next 6 months

- **Group members** to consult on internal teams on future action plan items and bring **to next meeting**
- **Group members** to follow LAIN LinkedIn page

Minutes

1. Welcome and apologies

- Helen welcomed members, noted apologies and congratulated the group on a fantastic market engagement event last Thursday (29th June).

2. June Market Engagement Event Debrief

- Katherine noted several connections on LinkedIn already, a great venue, honest speakers, and valuable exercise to speak to attendees. Practical support was appreciated by attendees.
- London Tenders, showcased by speaker one, is a dynamic system and inspired ideas for a launch page that feeds out to all other portals.
 - Olivia also noted [London Business Hub](#) as one stop shop for links to member pages
- Samiya noted P&C colleagues were happy with the opportunity to speak to suppliers and in future would like to get colleagues from other categories involved. Supplier guide produced for the event was a meaningful takeaway.
- Saritha highlighted some lessons learned:
 - Businesses themselves: they were innovative and inspirational but likely could enter at tier 2/3 level and may not be as suitable to Anchors. Greater understanding of the types of businesses that will attend next time would be useful.
 - There is more to do with our key suppliers at these events and for TfL Commercial Innovation team to join.
 - More than 50 suppliers may have not been manageable.
 - TfL & LFB are collating feedback to send through.
- Olivia noted turnout numbers:
 - 200+ registered, 130 acceptance for capacity, 44 attendees on the day (lesson learned on turnout for a free event)
 - 75% micro and small businesses
 - 50% ethnic minority owned – could have been stronger on women led
 - 61% had not worked with public sector organisations
 - 41% professional services – should be better defined next time
 - Noted responses to feedback survey – following up to gain further feedback and share
 - Communications in the lead up to the event has been raised as an issue and is a lesson learned.
- Turnout lessons learned include:
 - Design elements that are needed to improve including using Eventbrite to ensure diary invites are automatically sent
 - Communications pre-event and rapid confirmation of a place is important

- Communications to promote the event should be clearer for what categories are and who is a suitable organisation
- Michelle noted more people came to marketplace sessions. Signed up a number of people to LPP Dynamic Purchasing System and were able to go through the Artemis e-procurement system with them to signpost.
- Gordon asked how replicable is this event?
 - Lucy and Olivia noted a lot could be replicated but at least 50% effort would still be required, format and venue could be replicated, depending on delivery partner
 - More resource intensive on communications and logistics than anticipated
 - 1 per year or 6 months would be maximum possibility.

3. Update on action plan elements

Activity 1: SME Database

- Saritha updated on previous actions:
 - Exploration with LCCI initiated, would need a data sharing protocol. Initial email exchange started but requires follow up meeting
 - Spoke to SupplierIO and Kaleida, a brokering system for all diverse owned UK based businesses (850 SME's), both can offer trials. If we had reserved contracts we could test this but currently struggling to understand how procurement officers will utilise.
 - LBH has a large database (200k SMEs) – happy for any partner organisations on this group to access.
- Katherine presented to TfL Senior Leadership Team on key commitments to cascade from the top. SME payment within 10 days has been prioritised. Conscious of multiple messages to procurement officers and what message we're going to be presenting to them when.
- Saritha asked is there a trial with MSDUK we can pursue for self-certified diverse own business data?
 - Helen noted MPS are a member of MSDUK (500 suppliers), feel they have not yet had the value anticipated from it. Their Friday bulletins seem useful.
 - Olivia noted opportunity to utilise LBH distribution list for similar 'bulletin' function

Activity 2: E- learning

- Helen noted target was for roll out by end of June. MPS have experienced challenges. L&D team time to issue has been long, they raised some accessibility issues in the content. MPS have gone directly to LRS to contract with them to make changes to the content. Likely roll out September.
- Michelle noted challenges are resolved, scorm files now on NHS learning hub. Now creating comms campaign for Trusts. Creating a shared email address to manage access to the modules to track uptake/usage. Getting email address approved in next week.
- Katherine highlighted modules were presented to P&C leadership team, produced a newsletter article, presented to GLA leadership team, and went into core brief.
 - Samiya noted 15 staff have completed the module, mostly LAIN members
 - Suggested targeting friendly colleagues at market engagement event to help influence greater uptake.
- Gordon highlighted mandatory communications used at Bloomberg, have we got the right balance of carrot and stick?
 - Helen noted at MPS it will be mandatory and given a month to do it.
 - Katherine highlighted there are several mandatory courses being promoted at the same time. Currently feel we cannot make mandatory.

- Olivia suggested more alignment on who we target in terms of some of the contracts most appropriate and who's buying them, knowing who the right individuals are and sending the modules to them.
- Saritha noted specifiers of contracts are appropriate targets.

Activity 3: Reserved Contracts

- Helen noted some actions require update from Natalie at next meeting.
- Saritha noted there was difficulty with the pipeline for the market engagement event, despite two-weekly meetings to assess what contracts were coming up. There is a barrier here. Anything under threshold is via a framework. Getting notifications as early as possible is key. DFT have a working group around this and struggling to do this. Promoting this out to specifiers more than procurement leads is a route to pilot.
- Olivia noted this item in the action plan entails most complex problem solving. Previous meeting notes suggested convening a dedicated task and finish group and/or workshop on this to understand what this process actually entails, which particular goods and services are most suitable and who is buying them.
- Souraya highlighted at EDI in procurement meeting there was an appetite across the organisation to do this but require simple process to follow.
- Helen agreed but noted in the Met resources are squeezed overtime, people lack the headspace to progress this. The will is there but convenience is not.
- Helen: pipeline has been published but there is a piece for Helen's team to be more proactive and talk to buyers 6 months ahead. A lot under £50k goes onto Compete4. Longer term strategy is to reduce Compete4. Crown commercial frameworks are used.
- Olivia suggested progressing this by setting up the task and finish group internal to GLA initially to map out process and ownership points. Potentially trialling this in relation to corporately purchased goods and services (cleaning, maintenance, security) where ongoing contracts are up for renewal. With focus on clarifying process, selecting most suitable goods and services, identifying buyers, improving visibility of expiring/upcoming contracts and how those are communicating.
- Gordon asked how do we avoid extra work but channelling down the right path? Is there a way to set up a framework to have only SME's?
- Souraya noted Who is getting on the frameowrks is really key. Worth that conversation – learning from something like the GLA's A+U framework. Sense of when they're being renewed. Events framework at GLA just missed but other ones that will be refreshed sooner.
- Olivia noted personal experience purchasing goods, never being aware of option to reserve a contract and what responsibility in that. Questioned role of commissioning officers and how this is being communicated to them. Suggested that identifying centrally purchased corporate goods and services (eg cleaning, loo roll, security, stationary) be prioritised and ensuring buyers made aware of reserve contracts.

Activity 5: Removing barriers / T&Cs

Guides

- Olivia highlighted social value guide is complete and has been published on LBH. Public procurement guide in progress, to be completed imminently.

Terms and Conditions

- Natalie's actions to be carried forward
- Michelle noted average payment date of trusts is with data analysts, will be part of the comms package to promote e-learning. Will share results of this at next meeting.
- Helen noted short form T&C's being given review by lawyers and then can feedback

Indemnity Insurance and Payment Terms

- Saritha noted action to discuss incorporating indemnity insurance piece into PO short form piece needed more budget to progress this. Need to go back to procurement and commercial on this. Unsure if we have the appetite to use this. Was taken to Senior Leadership Team.
- Helen asked if any members have done any analysis of reducing insurance levels?
 - Saritha noted this came out of the Go for Growth report, it is not as much as businesses consider but what does deter them are uncapped liability.
- Michelle noted at tender stage they're asking whether they can have this, perception is they add it onto contract price so do not see this as a barrier.
- Olivia brought discussion back to which purchase categories are most relevant for this with lower risk levels, how do we start exploring band levels proportionate to contract values. FSB and LCCI can support with this.
- Helen suggested raising this internally with legal teams, rather than at SSQ stage that we see certificates at this stage, but rather at a particular stage you provide insurance later in the process. Places a risk to buying organisations but if we could defer the requirement this may remove barriers.
 - Olivia responded this solves part of the problem but questioned whether the level of insurance being asked of suppliers is unnecessarily high in instances, posing financial barrier? Intelligence around that currently missing – piece of work to do.
 - Helen noted we need incremental changes that make a tangible difference.
 - Michelle highlighted trusts have already implemented deferment of insurance policies until appointment
- Souraya asked Michelle to gather feedback on buyer risks and if these materialise
- Saritha noted TfL have attended a DFT event. Meet the Buyer event got us producing a mini guide. Will be picking up any lessons learned for next event.
- Saritha attended supplier diversity event pitched at large corporates. Anchors are quite leading on this front. Raised issue of engaging with more advocacy organisations.

Activity 6: Reporting

- Helen noted six monthly reporting should be going in via the MS form.
- Olivia thanked the group for feeding in figures and highlighted we have exceeded three-five years goals in year two which should be celebrated. Opportunity to think about for pledges for year ahead
 - Helpful to each work to set clear upfront targets for 2023/24 informed by members' overall budgets for the year, revised percentage target of spend and what this amounts to in £.
- Souraya noted the reporting trial was a process and has helped team refine question for next time which will be mid-year **19th September**

- Souraya highlighted LAIN core team are being asked to host a substantive item on Anchors in the Autumn. This is a public meeting and webcast, so substantial opportunity to showcase work on procurement success story and data from next reporting round will be extremely useful for this.
- Souraya highlighted LAIN team must now complete corporate dashboard quarterly and are being asked to adopt actions and performance indicators. **What would be a good indicator and actions for this group?**
 - Olivia highlighted potential actions and performance indicator to include (one only); timescales for agreeing these are for Q2 (end of July)

Action:

 - Work with the London Anchor Institutions' Network (LAIN) members to disseminate supply chain opportunities to small and diverse owned businesses'
 - Deliver 1 market engagement event per year targeting small and diverse London businesses
 - Disseminate member's supply chain opportunities quarterly

Performance indicators

 - **Amount £X** of annual addressable spend spent by Anchors on goods and services with small and diverse businesses in London
 - No. of SMEs receiving information or advice on supply chain opportunities (could be based on LBH webpage visits / downloads + distribution lists of FSB/LCCI/BEO)
- Saritha noted they have started looking at spend, however some of it highlights a large a number of SME spend is with one to two SME's. Will need to start looking at this data to track if this is coming from us reducing barriers.
- Alexia asked how we celebrate and showcase this great work and interrogate data to understand the best successes. Could do brief interviews with buyers.

4. Call for new action plan elements/ideas

- Saritha suggested doing something more with Tier 1's around how they can diversify or upskill their supply chains
- Helen suggested getting better at improving contact details for SME newsletter, across the group and utilising LBH comms support
- Olivia floated the idea of items around more dedicated activity around sustainable procurement
 - Michelle asked could we do more around social value mandate as a route to getting commitments from suppliers on their sustainable pledges. Olivia suggested NHS work around this would be great to share.

5. AOB

- Olivia noted the [LAIN LinkedIn page](#) and asked all group members to follow
- Gordon asked where we are with bringing on additional Anchors to the group?
- Souraya noted at last Steering Committee was explicitly asked, Thames Water was enthusiastic but current situation is now not appropriate. Souraya meeting with UoL collegiate to see if other leads there.
- Gordon noted he had a meeting with Visa ESG Head of Supplier Management, they were interested in doing more around best practices and raised the question of where stakeholders like this can be brought into an appropriate network.

Next meeting:

- Lucy to add a September date in the diary for next working group meeting