

**London Anchor Institutions' Network (LAIN)  
Steering Committee Paper: Overview of the Network in 2022  
13 December 2022**

**Origin and Purpose of the Network**

Born out of the London Recovery Board at the peak of the pandemic, major institutions across the city came together to form the London Anchor Institutions' Network in March 2021.

The Network's founding members signed a charter committing to adopt new ways of working and to collaborate to build a better future for Londoners using their procurement, recruitment and estate management capacities.

The charter was based on the premise that establishing a 'better future' is a bigger undertaking than any one organisation can achieve alone, and 'will take all of us working together' towards shared goals.

Whilst a variety of entities and initiatives co-exist to provide strategic leadership and advice to achieve a fairer, greener and more resilient London, the London Anchor Institutions' Network uniquely brings together senior strategic and operational leaders who have the power to agree actions on behalf of London's biggest organisations, enact organisational change, and oversee respective delivery. Members make individual commitments about their own practice, drive and participate in agreed collaborative action, and benefit from peer support across the Network to make change happen.

LAIN is London's first ever city-wide initiative that involves public sector, higher education, culture, faith-based and private industry organisations using their own institutional levers to drive tangible economic and social benefit in this way.

LAIN sits alongside existing and developing local and sub-regional networks which have their own priority areas of focus and objectives, informed by local and sub-regional challenges and opportunities.

Operating at the pan-London level, LAIN seeks to complement, rather than replace, these networks, as well as to help support their development and maximise their impact through the work of the Place-Based Working Group (see below).

**How it works in practice**

*Working Groups*

Founding members of the Network identified priority areas for action to:

- reverse rising unemployment and lost economic growth
- narrow social, economic and health inequalities
- support communities most impacted by the pandemic
- help young people to flourish, and
- accelerate delivery of a cleaner, greener London.

These resulted in the Network's thematic working groups, which currently consist of:

- **Responsible Procurement** - buying more goods and services from small and diverse businesses in London
- **Mentoring for Young People** - improving the life chances for young Londoners in need by placing them into quality mentoring and youth activities
- **Hiring and Skills** - supporting Londoners to build the skills that can lead to good jobs, and encouraging anchors to employ, upskill and promote Londoners most impacted by the pandemic
- **Green New Deal** – leading London's net zero efforts by accelerating estate decarbonisation and ensuring a robust, trained workforce to meet industry needs for building decarbonisation.
- **Place-Based** - ensuring that city-wide anchor strategies are rooted in the local, community fabric of London and build on the established work of London's boroughs.

Each working group sets out to achieve its goals through members:

- Defining tangible and ambitious targets as individual organisations in relation to their own recruitment, procurement and estate management practices
- Sharing learning and best practice about how to baseline, set and then deliver against these targets
- Identifying and collaborating on joint projects that align with the groups' objectives, such as job fairs, supplier databases and training initiatives.

The groups are chaired by representatives from different member organisations and, as Anchors choose which working groups to be part of, are made up of different members.

The diagram in **Appendix A** provides an overview of membership by working group.

### Programme Team

The Network is now supported by a dedicated core programme team within the Greater London Authority (GLA) focussed on the strategic development of the programme, overall programme management and coordination, and communications and stakeholder management.

Officers from relevant teams across the organisation and wider GLA Group (including the Environment, Responsible Procurement, Children and Young Londoners, and Skills & Employment teams) also provide policy expertise and project support to the working groups, as well as stakeholder engagement and secretariat support.

Pro bono support is provided by Bloomberg Associates in the form of strategic advice, policy expertise, international insights and bespoke support as needed to individual anchors.

## Where we are now

### Membership

There are now [17 signatories](#) to the Network's Charter, representing a cross-section of public sector, higher education, culture, faith-based and private industry organisations in London.

Some signatories are umbrella organisations, whilst others are anchors in their own right. Collectively, signatories represent dozens of anchors across the city.

Members of umbrella organisations (such as individual further education colleges, councils and universities) are actively participating in the Network – as reflected in **Appendix A** - and are making their own commitments to change their institutional practice and advance the goals of the Network.

### Pledges and progress to date

We've already seen impressive results from the Network, including:

#### *Responsible Procurement*

- In March 2022, the NHS, GLA, Metropolitan Police Service, University of London and Transport for London pledged to spend up to 30% of their annual procurement budget on small and diverse businesses based in the capital. This amounts to a total spend of £1.3bn over the next 3-5 years, with work continuing to establish baselines and translate these headline pledges into specific commitments and an annual breakdown.
- Members of the working group also hosted their first webinar 'Accessing Public Sector Contracts' in September, to support London-based micro and small businesses to access their contracts.

#### *Mentoring Young People*

- Members have been providing valuable 1:1 assistance and advice to the New Deal for Young People mission (part of the London Recovery Programme) team as it works on establishing the infrastructure needed to realise its target of providing high quality mentoring to 100,000 young Londoners most in need, as well as access to youth activities.
- Organisations are also directly supporting this mission through the provision of appropriate mentors, with staff from the Metropolitan Police Service already commencing this journey and now being matched to mentees via established mentoring charities and youth-facing organisations.

### *Hiring and Skills*

- Members have committed to various measures as part of taking steps to ensure their workforce is fully representative of the communities they serve. This includes increasing the number of London Living Wage apprenticeships and work placements they offer to Londoners from underrepresented groups, as well as publishing gender, ethnicity and disability pay gaps.
- For example, 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. 14 Trusts have so far achieved LLW accreditation.
- Members are also sharing best practice on reducing barriers to recruitment and retention for underrepresented groups, as well as achieving Good Work Standard accreditation.

### *Green New Deal*

- Members of the group have been progressing their estate decarbonisation plans and have identified 18 priority buildings to seek funding or financing, including from the Public Sector Decarbonisation Scheme, Salix, the Mayor's Energy Efficiency Fund, and/or Mayor's planned green finance facility.
- Members have also been setting decarbonisation targets. To name a few, New City College has committed to reducing its Scope 1 and 2 emissions by 20% by 2024 compared to its 2019/20 baseline, the Church of England has committed to a 50% reduction by 2025 compared with 2005, and the University of London has committed to a 75% reduction by 2025 and 86% reduction (in scopes 1 and 2 emissions by 2030).
- To ensure staff are well-equipped to support the delivery of these pledges, members including London South East College, NHS London, University of London and New City College have committed to ensuring 100% of all relevant staff receive specific decarbonisation training by March 2024.

### *Place-based*

- Led by London Councils, this group has been working to capture the lessons, know-how and approach to building productive and effective anchor institution partnerships at the local level, and disseminating that learning to encourage more partnerships to form.
- The group has produced a report and 'how-to' guide and is forming a community of practice across London boroughs.

### *Collaboration across the Network*

Adding to commitments being made at an individual level, members are coming together to provide peer support, share knowledge and experience, and collaborate on joint initiatives to achieve common goals. Some examples include:

- King's College London presenting to the Responsible Procurement working group on how to increase supply chain diversity.
- NHS London hosting a workshop on how to capture social value across areas of employment, air quality or volunteering.

- New City College sharing a detailed view of its decarbonisation planning with other Green New Deal working group members.
- Waltham Forest College sharing advice arising from its journey to becoming the first Further Education College to achieve the Mayor's Good Work Standard accreditation.

### Oversight and governance

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

Steering Committee representatives meet quarterly and provide a strategic view across all areas of their organisation's participation, as well as advocate and advise from the perspective of their sector and/or organisation to help achieve the aims set out in the Network's charter.

Representatives also commit to facilitating activity in their respective organisations in support of individual and collective commitments, promoting the sharing of knowledge and best practice, and building the evidence base for the role and impact of anchors to further the continued growth and development of the Network.

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The Network ultimately reports to the London Recovery Board, co-chaired by the Mayor of London and Chair of London Councils, which brought together leaders from across London's government, business and civil society, as well as the health and education sectors, trade unions and the police, to oversee London's recovery from the pandemic.

Two years on, the Board is transitioning to a new form by March 2023 that will enable its members and partners to address wider complex and cross-cutting challenges facing the capital, such as the rising cost of living, whilst retaining the demonstrated benefits of partnership working and convening London's leaders for strategic discussions.

The Network's Co-Chairs will be represented on the updated Board, and the Network will continue to report to the Board after its transition.

### **Looking ahead to 2023**

Whilst in many ways things have moved on, the Network is a key legacy of the pandemic and remains a priority for the Mayor - as relevant now as it was in the context of recovery.

Through the Network, London's major public and private sector institutions continue to work together to build resilience and tackle long standing problems and new threats to the city - from structural inequalities to the climate crisis.

### Forward focus for working groups

As members continue work to define their commitments further and establish baseline data to be able to measure progress and impact, forward planning is underway across the Green New Deal, Mentoring Young People, Responsible Procurement and Hiring & Skills working groups to agree priorities, key activities and events over the next 6-12 months.

- **Responsible Procurement:** the group has identified the delivery of market engagement events to remove barriers between the public sector and small and diverse businesses, improving the use of existing supplier databases and maximising the number of 'below threshold' contracts reserved for small and diverse businesses as priority initiatives.
- **Mentoring Young People:** the group intends to focus on the bespoke recruitment of volunteer mentors from anchor institutions to established mentoring providers to directly support disadvantaged young people; developing plans for larger scale mentor recruitment, training and deployment through the mission's local mentoring academy pilots; and supporting anchor institutions to develop and increase the quality of any mentoring they deliver or fund through adoption of the mission's mentoring quality framework and support package.
- **Hiring and Skills:** the group is focused on increasing London Living Wage paying apprenticeships for underrepresented groups within their own organisations and across their supply chains, as well as making their workforce more representative of the communities they serve, including specific actions to support more disabled people, care leavers, prison leavers and other underrepresented groups into work.
- **Green New Deal:** the group will continue to focus on anchor institutions making further progress within its core focus areas of estate decarbonisation and workforce development, with potential refreshed targets to be assessed in early 2023. As part of this, priority initiatives include connecting members to GLA and external supports, facilitating cross-learning and training, and identifying and advancing members' decarbonisation pipeline projects.
- **Place-based:** Following publication of its report, a community of practice will be established across London boroughs to support the creation and extension of effective anchor institution partnerships at a local level.

### Upcoming strategic and programme management priorities

- **Growth strategy:** The intention is to continue to secure the involvement of new members in the Network, with a focus on deepening as well as broadening the membership body. In addition to core criteria such as being London-based, with significant workforce, procurement spend and real estate, as well as alignment of values with LAIN's goals, new members will be sought from priority sectors including higher education institutions, property developers and housing providers.
- **Building and deepening connections:** In response to feedback from within the Network, we will be looking to facilitate more connections between Members to enable more formal and informal sharing of practice and peer support. This includes the conference in January and more in-person events (alternating with virtual ones).
- **Reporting:** Members' progress in delivering against their targets is currently monitored in a light-touch way via direct engagement by the core programme team. It is the intention to introduce more systematic reporting of progress from 2023 in order to have a clearer view of the combined impact of the Network.

- **Communicating impact:** With new comms resource in place, the core team will work with Members to identify and develop stories to communicate the impact of the Network and help measure social value.

## **Appendix A – Overview of Membership by Working Group**