**London Anchor Institutions’ Network**

**Steering Committee Meeting Minutes**

**Monday, 7 February 2022**

**9:30 – 10:30 AM GMT | 4:30AM – 5:30AM EST**

**Via Teams**

**Attendees**

Professor Wendy Thomson, University of London (Co-Chair)

Dr Vin Diwakar, NHS London (Co-Chair)

Neil Stanfield, Finance Director and Company Secretary (for Richard Burge, CEO, London Chamber of Commerce and Industry)

Andrew Gilbert, Co-Chair, London Jewish Forum

Daniela Kirchner, Chief Operating Officer, Film London

Fr Luke Miller, Archdeacon of London or an Assistant Bishop

Jenny Rowlands, Chief Executive, LB Camden, attending on behalf of London Councils Mary Vine-Morris, Area Director and National Employment Lead, Association of Colleges Karen Wallbridge, Skills and Employment Lead, TfL

Richard Watts, Deputy Chief of Staff, Mayor’s Office, Greater London Authority

Susan Ellison-Bunch,Head of Strategy & Performance, London Fire Brigade

Niran Mothada, Executive Director Strategy and Communications, Greater London Authority

Malti Varshney, Associate Director, Clinical Networks and Senate, NHS

**Substitutes/alternates for absent members**

Omar Ofzal, Public Affairs & Communications Manager, standing in for Zara Mohammed, Secretary General, Muslim Council of Britain

**Apologies**

Fiona Dolman, Director of Transformation, London Fire Brigade

Sam Gurney, Regional Secretary TUC London, East and South East England at Trades Union Congress
Roisha Hughes, Director of Strategy and Governance, Metropolitan Police Service

**Other attendees (observing unless otherwise stated)**

Luke Bruce, Programme Director, London’s Recovery Programme, Greater London Authority/London Councils
Jillian Kay, London Councils (Place-based Working Group rep)
Bridget Ackeifi, Bloombto erg Associates (Hiring and Skills Working Group rep)
Alejandro Colsa-Perez, Greater London Authority (Green New Deal Working Group)
Christopher Barry, Greater London Authority (Procurement and Impact Reporting Working Group rep)
Jamilla Hinds-Brough, GLA Mayor’s Office (Youth Mentoring Working Group rep)
Asif Hussain, Advisor to the Mayor, Policy and Delivery
Natan Doran, GLA Mayor’s Office
Linda Gibbs, Principal, Bloomberg Associates
Gordon Innes, Principal, Bloomberg Associates
David Lee, Senior Manager, Economic Recovery, Greater London Authority
Sally Hopkin, Assistant Director for Procurement, London Fire Brigade
Alexia Nazarian, Bloomberg Associates
Garrett Richardson, Bloomberg Associates
Shaun Lowthian, Economic Fairness Programme Director (Interim) Greater London Authority
Olivia Tusinski, Principal Policy Officer, Economic Development, Greater London Authority

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| **Agenda Item** | **Owner** | **Notes** |
| Introduction | Vin DiwakarWendy Thompson(Co-Chairs) | * Chairs welcomed members of the Steering Committee, thanked them for their work and noted it’s been a year since the London Recovery Board established the task and finish group to consider the role of anchor institutions in supporting the recovery of London.
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| Readout from Working Groups | Overview(Shaun Lowthian, GLA)1. Procurement (Christopher Barry, GLA)2. Green New Deal (Alejandro Colsa Perez, GLA)3. Youth mentoring (Jamilla Hinds-Brough, Mayor’s Office)4. Hiring and Skills (Bridget Ackeifi,Bloomberg Associates) | * Shaun Lowthian covering Rachel Williamson on maternity leave as Interim Economic Fairness Programme Director supporting anchor institution work
* There are two types of working groups. Four Working Groups are directly developing and delivering numeric targets as part of their Charter pledge; they are each focused on different areas, procurement, youth mentoring and green new deal, hiring and skills.
* Two groups forming specifically to support the programme and other Anchor members more generally. These are:
	+ Impact Reporting – assisting with setting shared indicators and metrics to assess the impact of the programme overall (make sure we’re measuring the same thing)
	+ Place-based – generating place-specific case studies, and brokering programmes into local networks and relationships (eg between employers/local businesses and employees)

**Procurement*** The groups’ focus has been on purchasing from small, diverse businesses and voluntary and community and social enterprises. MPS and TfL Anchor members have set their targets within this group and together with NHS shown leadership to find solutions which remove SME procurement barriers in particular.
* The GLA, NHS and London Fire Brigade are still understanding their baseline and pipeline.The GLA has exceeded the 20% goal and is seeking to establish a new target. Specific interest areas and experience emerging around indemnity insurance,, below threshold opportunities auditing procurement processes and forward buying plans.

**ACTION/STEER:*** Anchor institutions to identify more contracts and projects which can be reserved for small and diverse owned businesses.
* Encourage Anchor institutions that have not yet set numeric targets set them before the March meeting of the London Recovery Board.

**Green New Deal*** In the process of formalising as a working group. Came together in December for the first time to explore where working group can add value to what they are doing and on tangible metrics/impact areas
* All Anchors invited to working group before the summit – only those that raised their hand and were keen to know more were invited. Keen to expand more but discussing 1-1 with proactive volunteers.
* GND is broad area of work; two key areas being focused on at present for this group – De-carbonisation of public estates (net zero in buildings and estates) and Workforce development supporting the green skills sector.

**ACTION/STEER:*** *Putting together Terms of Reference and aiming to have first working group meeting next week – look to make an announcement at Retrofit summit*
* *Requests to Steering Group on clarifying how faith groups can be integrated into working group rather than remain separate or small grassroots focused*
* *Steer from Chair that principle remains of ensuring faith groups are integrated, whilst recognising institutional realities. Sensible for group as a whole to be focused on handful of actions with collective strategic impact*

**Youth Mentoring*** On the positive side: Collective target to meet 100,000 by 2024 that figure is based on assessment of young people – exclusion, risk of exploitation, interaction with care system. Shared by the overall recovery board mission. We’re working to best capitalise on enthusiasm of Anchors to help meet that goal. We’ve taken some time to identify where we best channel that

**ACTION/STEER:*** *SC not convinced recruitment drive is adequate response. Quality, culturally competent, mentoring should be a focus. Group lead will be going back to WG members to understand their contributions in next few weeks*
* *Steer from Richard Watts that the aim of this programme is quality not quantity, and depth rather than light-touch mentoring which there is already a lot of.*

**Hiring and Skills*** Meeting since late September last year. Similar to GND, 1-1 conversations hosted focusing on meeting needs of the anchors, leveraging their unique role, building off what they’re doing well already
* Two targets set – around apprenticeships/work placements and recruitment into anchor institutions.
* Working group has a mixed view of target setting and is still defining feasible commitments from each anchor institution
* Core approach has been defining/developing projects anchors can contribute to, respecting their ongoing work and prioritising amongst that list. Taking the route that Procurement WG has led on around developing projects. Identifying projects that anchors can contribute to, respecting their ongoing work. Working with the group now to prioritise according to feasibility (resource) and impact.
* Note from Mary Vine Morris that each anchor has so much activity already happening in this area, so its sensible to ask whether this should be counted here, or if metrics should concentrate only on what adds value (latter). Programmes should target populations we want to reach.
* The Chair noted a lot is being done in terms of purposeful workforce planning on an individual organisation level, but not necessarily together; we need to scope that to make those next steps
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| Readout from Working Groups (Supportive infrastructure) | 1. Place-based Working Group (Jillian Kay, London Councils)2. Impact Reporting Working Group (Christopher Barry, GLA) | **Place-Making*** Group established at the end of last year and met for the first time at the Anchors Conference in December. Group is Borough led – London Councils, people working in boroughs and sub-regional partners. The idea behind setting up this group – many councils already have excellent partnerships in places. This is an opportunity to connect into those and amplify
* Capturing the lessons and know-how about how to build, spread and disseminate, and encourage new partnerships. Set an objective as a group – to direct energy and attention to perhaps those areas with fewer anchor institutions within their boundaries to those with fewer anchor institutions within their boundaries.
* Malti Varshney commented on a desire to undertake some offline cross-referencing between NHS and Anchors across elements of work being undertaken in sustainability, young people and skills, hiring. Will pick up with relevant contacts offline

**ACTION/STEER:*** *Steering Committee to confirm this working group adds value and to work with us collaboratively.*
* *Niran Mothada highlighted the need to understand objectives of the group and what data and information will be useful to collect..*
* *Richard Watts made the point that the critical thing is understanding how different the various places are. What is most useful is reaching a standard set of objectives – how they are reached will be different across different parts of the city to be devolved.*

**Impact Report** * First met in summer 2021 with the purpose of establishing consistent metrics and reporting processes which establish a framework for evaluating impact of programme as a whole. Consistent with TOMS (Social value measures) used by the GLA Group. Thank you to LSE for thought leadership.
* To note that a suggested 6 step process for reporting impacts is proposed for anchors: Sign up to indicators,
* Additional request to Steering Committee around communications and telling Londoners what their impact is through case studies, publishing impact on website.
* Group suggests annual press event/release for London Recovery Board members
* Comment from Jazz Bhogal around how perception and confidence in skills offer is especially important in ethnic communities

**ACTION/STEER*** *4 requests of Steering Committee members -*
1. *Endorse the process – can share proposed information sharing steps; -* [*Reporting anchor institutions’ contribution to London’s economic and social recovery.pptx - Google Slides*](https://docs.google.com/presentation/d/1FWejPaW1aBL8KoEMpQgiBCV3ZQp9iQDK/edit#slide=id.p1)
2. *Encourage anchors to make pledges who have not done so;*
3. *Encourage members to share draft reporting framework internally;*[*London social value framework - Google Slides*](https://docs.google.com/presentation/d/1AP8_VjKBJGBD8Im4AlM2Ki0VrdLEOwRt68l7r163z-E/edit#slide=id.gfb2655e6c8_0_0)
4. *GLA Economics – to report specific recovery related datasets (around data collection)*
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| Forward looking Comms | Aimee McAvoy, GLA  | * Main priority is comms to follow the LRB meeting on 1st March, before pre-election period.
* Intention to generate press release around 1 year anniversary of the signing of the Charter; the goal is to produce some case studies and add narrative around missions that can be shared by stakeholders internally and externally especially around agreed targets
* Andrew Gilbert commented that guidance on what messages or content to put out there would be helpful

**ACTION/STEER:*** *Anchors to put themselves forward for interviews or case studies*
* *Steering Committee members to nominate an internal champion for the anchor programme from within your organisation who can provide streamlined conversation across workstreams/departments, where applicable*
* *PR/Comms leads at anchor members to follow up directly at* *aimee.mcavoy@london.gov.uk*
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| Update on additional signatories to London Anchor Institutions Charter | Shaun Lowthian, GLA | * Two new Anchors have signed the Charter - London First and Thames Water.
* Additional 4 in the pipeline – the Charter has also been sent to London City Airport, UK Power Networks, Lloyds Banking Group and London & Partners
* Initial outreach has been made by London and Partners to an additional 13 private sector organisations prioritised and business engagement team looking to pick up conversations with them
* In the overall breadth of membership there seems to be scope for more representation from Higher Education Institutions and to consider more private sector anchors aligned with priority sectors outlined in the Mayor’s Economic Development Strategy, notably tech, digital, life science, finance and cultural/creative industries

**ACTION/STEER:*** *Project team will continue to close the loop with organisations that have already been invited.*
* *The SC has today noted the importance of quality over quantity generally across programme. SC to steer level of growth, or whether it is better to work in depth with the current cohort of signatories?*
* *Onboarding approach is still being developed*
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| Long-term resourcing of programme | Luke Bruce, London Councils, GLA | * Bloomberg’s valuable input to the programme to date noted along with recognition that this resource won’t last forever
* Flagging that there is work to be done between now and next Steering Committee to set out long-term resourcing of ambitions, and what role individuals anchors might want to play in sustaining this

**ACTION/STEER:*** *Committee to note the need for ideas and conversations between now and summer for future delivery model of the programme*
* *Committee to provide Immediate responses and engage with 1-1 follow up conversations*
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| AOB | Vin Diwakar | N/A |