



Impact Report

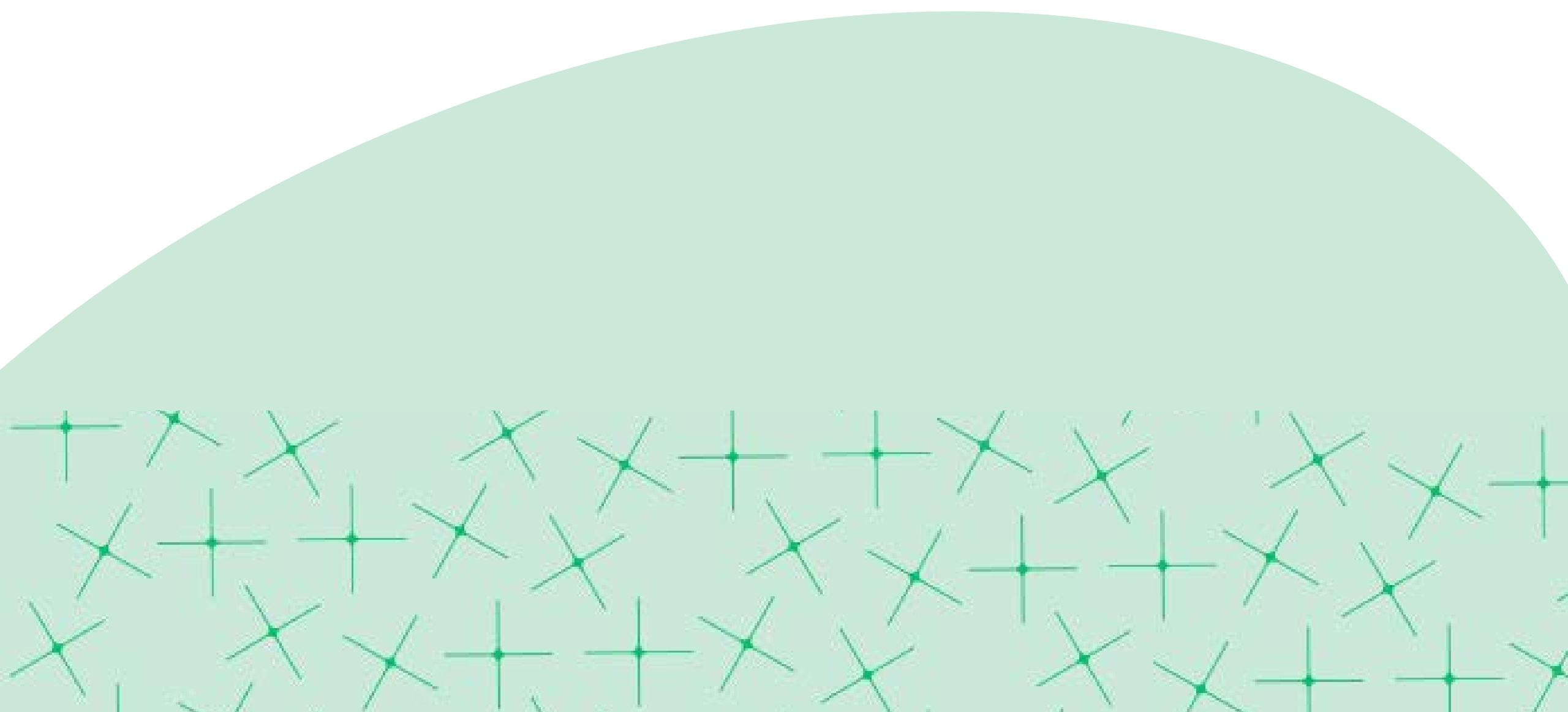
2021-2023



London
Anchor Institutions'
Network

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Mayor's letter on LAIN



“We were drawn from different sectors but bound by the same ambition to tackle the persistent inequalities in our city and address the impact of the climate emergency on our communities.”

The London Anchor Institutions' Network (LAIN) unites some of our city's largest organisations around the fundamental belief that we achieve together what we cannot achieve alone. This report serves as a record of the huge progress our city has made by putting that principle into practice.

Our members formed LAIN recognising that the burden of social and economic harm caused by the COVID-19 pandemic was not shouldered equally. We were drawn from different sectors but bound by the same ambition to tackle the persistent inequalities in our city and address the impact of the climate emergency on our communities.

Three years on, and under the stewardship of our wonderful co-chairs, Professor Wendy Thomson and Martin Machray, LAIN continues to go from strength to strength.

Our members have spent more than £1.75 billion with London's small businesses, creating local jobs and apprenticeships. We have reduced CO2 emissions through a range of decarbonisation projects, helping us accelerate towards London's 2030 net zero ambition. Thousands of Londoners now get a fair day's pay for a fair day's work because many LAIN members committed to paying the London Living Wage.

As Mayor, I want to sincerely thank our members for the enormous contribution they make to building a better London for everyone – a city that is fairer, greener and more prosperous for all our communities. We have accomplished a great deal through this collaboration; I hope this report inspires us with the confidence and optimism to achieve much more for our city.

Sadiq Khan
Mayor of London



1. What are public sector organisations looking for?

- Assurance – that you can deliver the
- Value for money
- Social value benefits
- Standard Questionnaire & Quality Qu
- Price 20%-70%
- Social Value 10%-20%



London
Anchor
Institutions'
Network

**Connect.
Be Inspired.
Take Action.**

...together for a
...greener, more
...diverse city.

...BY
...OF LONDON



Message from leadership

It is with great pride and gratitude that we share this assessment of our work together to build LAIN, the remarkable anchor network meeting the needs of our great city.

The London Anchor Institutions' Network has brought us together to generate impressive social and economic impact in three short years:

- Innovation on how to procure goods and services from small and diverse businesses. This experience has not only helped keep many businesses open, but also brought creative solutions to some of our contract needs.
- Acceleration of our green transformation, with our members leading the way with valuable information to lift barriers and solve problems they were facing in becoming net zero.
- Bringing us closer to our employees, their needs and that of the communities they live in by thinking critically about the opportunities we offer to people from underrepresented groups in London and challenging ourselves to become more inclusive employers.
- Supporting young people to thrive with quality mentoring that is proven to transform their lives.

LAIN continues to be a powerful platform through which we can learn, share, and pull each other forward to do more for those who need the most.

Indeed, by our assessment, it surpasses in size and consequence any other anchor effort currently in existence. It is a peer-driven practical approach that fosters joint problem solving and a collective exploration of how we each, as anchor institutions, can do better.

To our members, staff, and collaborators, we want to say thank you for your hard work. We are excited to see what more we can do together in 2024 and many years to come.

To those who are inspired by what you read here, join us. By expanding our circle, we build our strength and increase the impact we deliver for London.

LAIN Steering Committee Chairs



Professor Wendy Thomson CBE,
Vice Chancellor of University of
London



Martin Machray MBE, Executive
Director of Performance – NHS
England (London)

Reflections from Bloomberg Associates

In 2021, Bloomberg Associates, a pro bono consulting firm part of Bloomberg Philanthropies, worked with the Mayor of London to create the London Anchor Institutions' Network (LAIN). We supported the Mayor's vision that uniting London's largest organisations, for collective impact, would transform the city's recovery.

In late 2023, we spoke to LAIN members about their experiences. The research included interviews with representatives from member organisations; and similar networks around the globe whose work could be compared to LAIN's.

Three years after its creation, LAIN has surpassed our initial expectations. The model has been inspired by other trailblazing anchor leaders internationally. Now, in scope of membership, activities and impact, it achieves outcomes no other anchor effort reaches. LAIN stands out by focusing on all of London. It has management support from the Mayor's Office – but each anchor has an equal voice at the decisions table. It's driving real and significant change. As one member put it, "LAIN is not a talking shop."

Members reported that the Mayor's convening power has given big London institutions a unique place to connect and elevate shared ambitions. This allows them to act on social-purpose actions aligned to, and strengthening, their own corporate purposes – while meeting pressing community needs.

Learning how other organisations work to solve common challenges – such as how to build a more diverse and equitable workplace, how to achieve net zero, and how to creatively change procurement to purchase locally – was reported as a core benefit of LAIN. It has also challenged members to do better, faster. It has made anchors more innovative and aware of communities' true needs when solving business problems in a manner that generates positive social and economic impact.

LAIN has elevated the voices of HR, procurement and environmental professionals within member organisations, who have benefited from working with their peers and counterparts city-wide. They have been able to call attention to LAIN priorities; promote organisational action to remove internal barriers; and integrate the objectives into our culture.

The Greater London Authority's (GLA's) programme support was cited as being key to LAIN's success. The team behind LAIN's everyday operations has created publicly available content that inspires more organisations to join LAIN – or to create their own local networks. They have also organised seminars from top industry professionals; produced strategic city data; and given members one-on-one technical support on how to advance goals and report relevant progress. The GLA team has kept groups on a fast pace, and encouraged member collaborations that go beyond LAIN.

LAIN members believe that the network is strategically positioned to make a tangible impact in London – and that it should keep adapting to London's most pressing needs. It is not a finished task. LAIN, it could be considered, is still in its infancy. Its value contribution and endurance depend heavily on maturing its organisational structure, and growing its focus on members' technical support needs. CEOs and top leadership should remain directly involved with LAIN. Dedicated operational working group members, at staff level, should be consistently present to maintain momentum.

The sharing and learning that happens through LAIN is driven by each member's commitment to build a fairer, greener and more prosperous London. LAIN has become a historic endeavour, exemplifying how global cities can act locally to improve their residents' wellbeing; reduce disparities; and drive greater equity.

Bloomberg Associates

What we achieved

£1.75bn

of contracts signed with micro, small and medium sized businesses

7,200+

additional pay uplifts to the London Living Wage

5,200+

staff upskilled to respond to the climate emergency

4,000+

apprenticeships supported

87,000+

people working for a Good Work Standard accredited employer

2.1+

million tonnes of CO2 saved - enough to heat 1 m homes for a year

£2m

of apprenticeship levy funds transferred to small businesses to create apprenticeships



Sharing knowledge and expertise

LAIN innovates by bringing together leaders and experts from some of London's top organisations for the first time to share and overcome challenges together. Through the network, members have access to experts in their field who provide support on how to tackle problems, lift barriers and act creatively to achieve the group's common goals.

Below are a few highlights of the topics presented and discussed through the network:

Hiring and Skills

- Supporting retention and progression of colleagues from under-represented backgrounds – *Hamida Ali, Workforce Equality, Diversity and Inclusion Manager, GLA*
- Achieving Good Work Standard accreditation – *Janet Gardner, Principal and CEO, Waltham Forest College*
- Disability in the workplace – *Diane Lightfoot, CEO of Business Disability Forum*
- Race and ethnicity in the workplace – *Mac Alonge, CEO of The Equal Group*

Procurement

- The NHS approach to social value – *Michelle McCann, Chief Sustainability and Innovation Officer, NHS*
- The Metropolitan Police Service (MPS) approach to procurement – *Mark Roberts, Director of Commercial Services, MPS*
- Supply Chain Diversity – *Veronica Daly, Kings College London*

Net Zero

- The NHS approach to driving down carbon emissions via procurement – *Michelle McCann, Chief Sustainability and Innovation Officer, NHS*
- Green last mile deliveries – *Lucy Neville, Responsible Procurement Manager and Carolina Buneder, Principal City Planner, Transport for London*
- Pathways to renewable energy – *Chetan Lad, Deputy Head of Energy, GLA, Nigel Harnup, Director of Energy & Carbon at LASER Energy, John Miles Head of Category Assets & Estates, London Fire Brigade, Xiang Cheng, Head of Energy and Carbon, Thames Water*
- Estate Decarbonisation at New City College - *Riikka Vihriälä, Group Head of Strategic Projects, New City College*

Mentoring Young People

- Adopting the Mentoring Quality Framework and a bold volunteer policy – *Becki Lynch and Stephanie Dean, GSK*
- Delivering peer mentoring - *Dave Wong, Fitzrovia Youth in Action*

Childcare

- Childcare and early years education – *Alex Godbold, Senior Policy Officer, Children and Young Londoners, GLA*
- Challenges facing the early years sector – *Mike Abbott, Director of Operations, London Early Years Foundation*

Anchor Institution Practices

- The NHS on its anchor programme – *Michelle McCann, Chief Sustainability and Innovation Officer, NHS*
- Panel discussion on NHS anchor work – *Lizzie Smith, Director of Workforce, Training and Education, London Region (Interim), Dr Jo Sauvage, Executive Medical Director, North London Partners in Health and Care, Nathan Christie-Plummer, Deputy Director for Workforce, West London NHS Trust*
- Panel discussion on translating anchor theory into practice - *Jodie Eastwood, Chief Executive, Knowledge Quarter, Imandeep Kaur, Director, Civic Square, Neil McInroy, Senior Fellow, Democracy Collaborative*
- Advocating and embedding culture change – *Victoria Stoyanova, Founder, Institute of Belonging, Erik Rodin, Founder, Able*
- Communicating impact – *Deborah Sobel, CEO, Verity London*
- Building and measuring social value – *Guy Battle, Chief Executive, Social Value Portal, Anna McChesney-Gordon, Director of Consultancy, Social Value Portal*

Many thanks to all who have helped LAIN members advance their pledges.

Hiring and Skills

Taking steps to better represent the diversity of London's communities at all levels of our organisations.

LAIN members are working to help more Londoners from underrepresented backgrounds into good work.

Group members have:

- provided over 4000+ apprenticeships
- provided £2m to support apprenticeships in small businesses by transferring the apprenticeship levy
- committed to fair pay. 160,000 Londoners work for members who are Living Wage employers. An additional 7,200 low wage Londoners received a pay uplift due to new commitments
- published organisational pay gaps and actions being taken to reduce them
- achieved the Mayor's Good Work Standard. Ten members now have reached the benchmark, and together they employ 87,000 people

Working Group Members:

Association of Colleges ~ BusinessLDN ~ Capital City Group ~ Department for Work and Pensions (Jobcentre Plus) ~ Film London ~ Greater London Authority (GLA) ~ Lambeth Council, ~ London Borough of Barking and Dagenham ~ London Chamber of Commerce and Industry ~ London City Airport ~ London Fire Brigade ~ London Higher ~ London Metropolitan University ~ Middlesex University London ~ Thames Water ~ Transport for London ~ University of London ~ Waltham Forest College.

Hiring and Skills

“I think that having people like me in the workplace is very important because I believe that TfL does need what I would call the “autistic factor”. I just see ideas in a different way, but at the same time I see how the ideas would work if they ever happened.”

Dennis Ford is one of the 59 neurodivergent Londoners participating in Transport for London’s Steps into Work Programme over the years.

Inclusive workplaces

The Hiring and skills working group is focused on helping more Londoners from underrepresented backgrounds into ‘good work’ paying at least the London Living Wage. This includes disabled Londoners; Londoners from Black and minoritised ethnic backgrounds; prison leavers; care leavers; and refugees.

Members are making changes to attract, train and retain a diverse workforce. For example, the NHS and Waltham Forest College, have partnered to deliver Project SEARCH, a supported internship programme that prepares young people with disabilities, autism and/or sensory impairment for competitive employment. Each year, Whipps Cross Hospital and St. Bartholomew’s Hospital offer a hospital-based study programme, enabling young people to learn valuable job-related skills. Interns have gone on to secure permanent positions with the hospitals, helping the NHS to fill in-demand roles.

The working group has also been focused on how to create workplaces that feel inclusive and develop clear progression routes.

Thames Water works with the 10,000 Black Interns programme to build a pipeline of talent from the communities it serves. Candidates intern at Thames Water for eight weeks, earning the London Living Wage. After this, they may be hired as full-time employees. Temitope Akensika (video right) a former programme participant is now a full-time engineer at Thames Water.

Transport for London delivers Steps into Work, a 12-month programme that offers work experience and employability skills training to neurodivergent people. Participants complete three work experience placements, and can then apply for a full-time position and are supported for a further 12 months to secure employment.

The working group recognises the importance of using good data to assess where change is necessary. Members publish pay-gap data to help them understand the reasons behind pay differences, and have committed to actions to close them.

Finally, members are extending commitments to best employment practice - such as the London Living Wage, the Mayor’s Good Work Standard and the Disability Confident scheme.

Life with LAIN

Click on the photo and meet Temitope Anthonia Akensika, who started at Thames Water through the 10,000 Black Interns program.





Mentoring Young People

Helping young Londoners to flourish

Since LAIN's creation in 2021, its members have collaborated with the Mayor's New Deal for Young People (NDYP) mission to improve the life chances and opportunities of London's most disadvantaged young people, through providing access to high-quality mentoring and increasing the quality, quantity and sustainability of mentoring and youth services.

Members have approached this in different ways, from delivering their own mentoring programmes and partnerships, to supporting existing mentoring programmes by recruiting volunteer mentors from their workforces or sharing expertise.

Working Group Members:

Metropolitan Police Service ~ London Fire Brigade ~ Transport for London ~ NHS ~ Film London ~ London Jewish Forum ~ University of London ~ London Chamber of Commerce and Industry ~ Association of Colleges.

Mentoring Young People

Investing in community organisations and sharing expertise

Anchor organisations are committed to helping young Londoners thrive through mentoring and youth work.

Members such as Transport for London and the Metropolitan Police Service are supporting their staff to be trained as mentors and matched to young people by specialist mentoring providers. Film London directly delivers industry-based mentoring programmes aimed at young people; in 2023, it launched Film London Connect, a new six-month programme for 18-24-year-olds from underrepresented groups looking to break into the film industry.

To strengthen the quality of mentoring being delivered across the city, Film London, along with other anchor organisations, is adopting the [Mentoring Quality Framework \(MQF\)](#). **The MQF is a self-assessment tool for organisations to reflect on and develop mentoring practice, available on the LAIN website.** It was co-designed by the Mayor of London and the voluntary and community sector, in partnership with Bloomberg Associates and Action for Race Equality.

Members are also sharing their expertise to build capacity in youth services and improve the quality of mentoring. In July, the London Chamber of Commerce and Industry co-delivered, with the GLA, an online workshop 'Side Hustle - Routes into Entrepreneurship' for over 70 youth professionals. This is a great example of the added value that members can bring to mentoring provision across the city.

According to the Institute of Connected Communities (which is conducting a study on the impacts of mentoring) this practice has the potential to transform a young person's life - and to orientate them towards financial and emotional independence.

For LAIN members, mentoring has the added benefit of building an effective local workforce that is connected to communities' needs and some of London's biggest issues. It also enables their employees to build new skills and relationships.

In 2024 the New Deal for Young People's infrastructure pilot, called the Virtual Mentoring Academy, will enable a greater number of prospective mentors from organisations to be engaged, trained and matched.

Life with LAIN

Click on the photo and meet Charles Darlington, who has received training to become a mentor through the Spark partnership.



“Mentoring particularly for vulnerable groups of young people brings them the benefit of having somebody to listen to them, to listen to their concerns, and to give their expert advice and guidance to help them progress the next step in their lives”

Dr. Darren Sharpe, Deputy Director of the Institute for Connected Communities



Procurement

Ensuring our purchasing power maximises benefits to Londoners and contributes to local economic resilience.

The LAIN procurement working group aims to support inclusive economic growth by buying more goods and services from small and diverse businesses.

Since 2021 the group has:

- signed contracts worth more than £1.75bn with micro businesses and SMEs (MSMEs)
- awarded over 1,200 contracts to MSMEs
- hosted supplier events benefiting 100+ of London's smallest and diverse-led businesses
- produced and shared training for purchasing officers on supporting diverse-led businesses through procurement
- developed two bespoke guides for small and diverse businesses on social value and winning public sector contracts.

Working Group Members:

GLA ~ LFB ~ MPS ~ NHS London Procurement Partnership ~ Old Oak Park Royal Development Corporation (OPDC) ~ Thames Water ~ Transport for London ~ University of London ~ Westminster City Council

Procurement

Buying more goods and service from small and diverse businesses

The procurement working group has pledged that up to 30 per cent of their annual addressable spend goes to micro, small and medium-sized enterprises (MSMEs). As part of this, its members have entered into contracts worth more than £460m with MSMEs and diverse-led businesses this year. Having contractually committed over £1.3bn in 2022, this brings the total purchased by members from the smallest organisations to more than £1.75bn since monitoring began.

In order to achieve this, members have been implementing elements of a **shared action plan that addresses a range of structural barriers for MSMEs, from simplifying legal language in their contracts and improving payment terms, through to reviewing disproportionate insurance requirements.**

One example includes Westminster City Council, Metropolitan Police Service and London Fire Brigade all working to produce shortened Terms and Conditions documents, in some cases reducing these from nearly thirty pages down to six. In addition, they've simplified the language so documents are easier to understand. These templates have been shared with other members, to take forward in their own organisations.

The group has reached out to MSMEs in new ways to help build awareness of the goods and services they buy. Last year, the group produced two bespoke guides, accessed by more than 17,000 small businesses through direct and partner channels, demystifying public procurement and social value. Members of the group are also shifting away from solely posting contract opportunities on e-portals, to proactively marketing those opportunities to more diverse business audiences at in-person events. They have hosted several 'meet the buyer' events, attended by more than 100 London-based smaller and diverse businesses, 98% were owned or led by women, disabled people or Black, Asian or ethnic minority people.

Members are also making important changes to their own organisational practices. These changes include working with their wider procurement teams to break larger contracts down, or reserving under-threshold contracts specifically London-based MSMEs and the Voluntary, Community and Social Enterprise (VCSE) sector. The aim is to encourage more small and diverse businesses to bid for work with them, in the knowledge they are bidding against similar competitors on a level playing field.

Transport for London, leading the way amongst the group in this area, identified four contracts to reserve for MSMEs in the past year, totalling an approximate value of £475,000, with more anticipated in the pipeline across the GLA Group.

These individual actions are having a tangible collective impact. Examples include Coniston Ltd, a small construction firm that has been able to grow its business since winning a contract with the Metropolitan Police Service taking on an apprentice and growing their involvement with Release on Temporary License Scheme through supply chain partners, to provide opportunities for young offenders to engage in work and prepare to re-enter employment.

Life with LAIN

Click on the photo and meet Robin Taylor, commercial manager for Delatim Limited, one of the SMEs contracted by Transport for London.





Net Zero

Tackling the climate and ecological emergencies

Together, members of LAIN's Green New Deal working group have committed to reduce their carbon footprint and accelerate London's transition to net zero.

Since 2021, they have:

- saved over 2.1 million tonnes of carbon emissions through decarbonisation projects ranging from developing new infrastructure and retrofit activities such as installing new low-carbon heating and power systems, to electrifying their fleet and tackling food waste
- trained more than 5200 employees in carbon literacy or environmental sustainability
- identified 71 buildings from across their estates to retrofit
- secured £130million+ of funding for decarbonisation projects across the city.

Working Group Members:

Association of Colleges ~ Diocese of London ~ London Fire Brigade ~ London Higher ~ London Jewish Forum ~ London South East Colleges ~ NHS London ~ New City College ~ Newham College ~ Old Oak and Park Royal Development Corporation ~ Transport for London ~ University of London

Net Zero

Rewiring culture and practices

LAIN members have been committing to significantly decrease their carbon emissions. **Members are preparing decarbonisation plans and delivering large-scale retrofit and infrastructure projects.** They are also rewiring many of their core business practices and embedding new skills, working cultures and habits with staff.

Working group members have provided carbon literacy training and environmental sustainability training to more than 5,200 employees. Building knowledge is critical to delivering against their organisational targets, ensuring their people understand the role they have in tackling the climate emergency and a shared sense of responsibility.

The Diocese of London has been working with parishes on becoming net zero, training diocesan staff, clergy and volunteers. It is developing an induction module on carbon literacy for all office staff. They have also started to rewire and relight churches using LED, and install air-exchange heat pumps to increase energy efficiency.

New City College (NCC) has a strategy to decarbonise its campuses that is aligned to the climate action roadmap for further education colleges. The college has: introduced a temperature protocol to reduce average heating temperatures; introduced forced shut downs of PCs in the evenings; transitioned to LED lighting; built its new wellness centre using a more sustainable glulam frame; and procured a more sustainable waste-management contract.

"It's been very difficult to bring some of the new technologies, heat source pumps, etc. into an older style building. (...) But so far we've managed to achieve a reduction in gas by 10% and we've managed to reduce electricity by 11%."

Duane Smith, Facilities Manager, New City College at Hackney Campus

NCC's first heat decarbonisation project is on track for completion in March 2024 at its Redbridge campus, and is expected to reduce its carbon emissions by 63%.

Since 2021, Transport for London has been able to save over 2.14m tonnes of carbon emissions. This is equivalent to average heating of over one million homes for a year, and equates to around 7.5% of London's overall annual emissions. This has largely been achieved through grid decarbonisation and operational transformation such as electrification of the bus network. In 2023, Transport for London launched its 1,200th zero-emission bus.

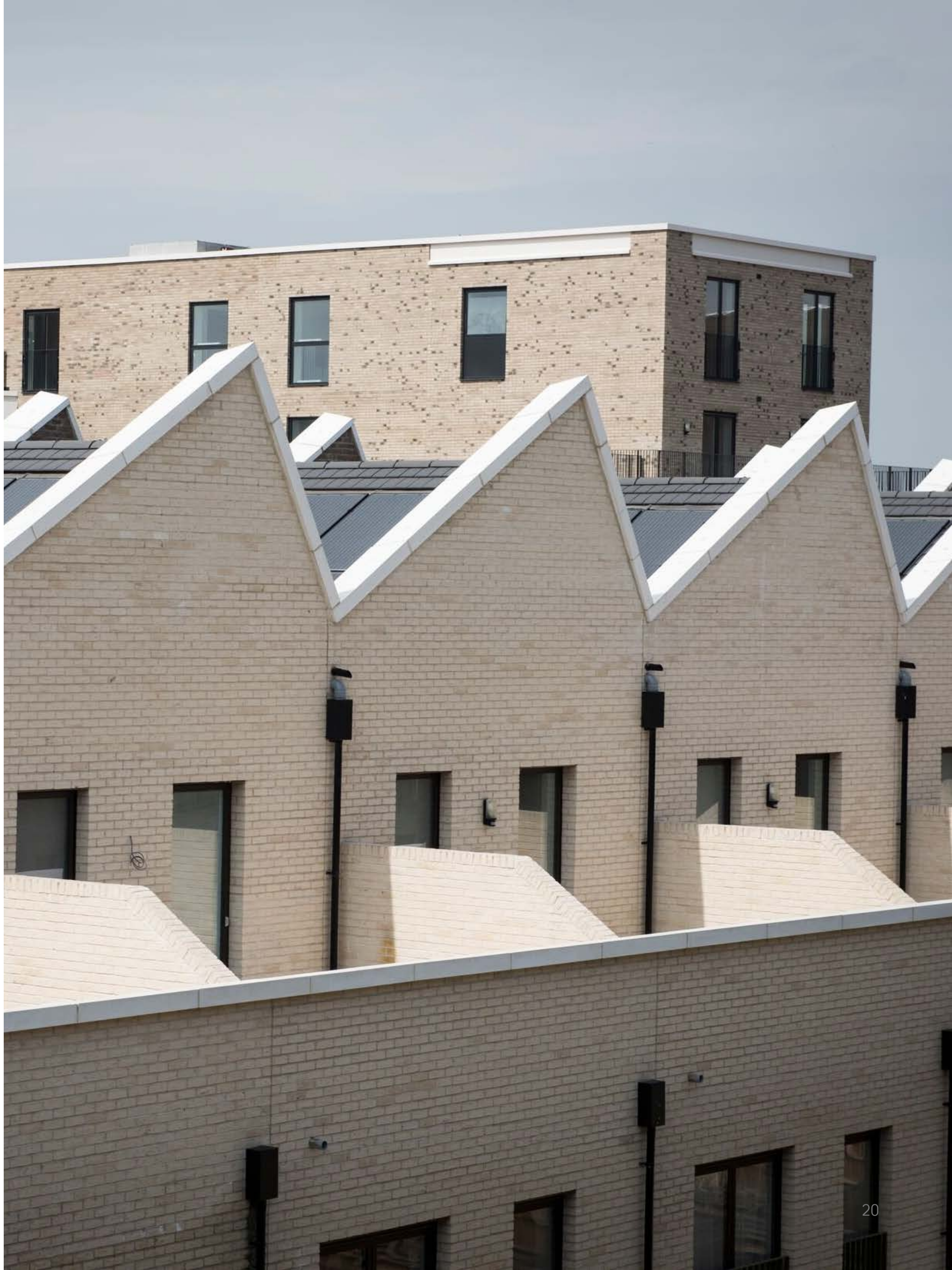
Across the group, each member has finalised individual plans on how to achieve net zero. This includes prioritising over 70 buildings to decarbonise, and members have already secured over £130m to progress these.

LAIN members are looking together at renewable energy opportunities. In autumn 2023, London Fire Brigade and Thames Water shared their experiences of energy contracts and energy consortia with members, offering their reflections on the market and insights into types of renewables; practical and cost implications; and the benefits of working with a framework.

Life with LAIN

Click on the photo and meet Luke Miller, rector at St. Andrew by the Waldrobe, showing how the Church of England will be Net Zero by 2030.





Place-based

Developing anchor partnerships across London's communities

LAIN members believe that anchor networks should be created at all levels to help deliver benefits throughout London. This includes encouraging the formation of local networks; using LAIN's scale to expand city-wide strategies that have been proven locally.

Since 2021, they have:

- launched the Building Community Benefits report
- issued the How to Build an Anchor Network guide
- presented the LAIN model at conferences
- connected with other anchor networks within London, nationally and internationally
- provided support to groups and individuals interested in creating a network.

Working Group Members:

Camden Council ~ Central London Forward ~ GLA ~ Islington Council ~ Lambeth Council ~ Lewisham Council
London Councils ~ London Higher ~ NHS London ~ Tower Hamlets Council ~ West London Alliance

Place-Based

Connect. Be Inspired. Take Action

Creating positive impact by connecting, sharing and taking action is the core mission of LAIN. LAIN members would like more organisations, big and small, to join forces to tackle London's biggest challenges.

The place-based working group has supported the creation of local anchor networks and learnt from local practices that can be expanded city-wide.

The group published the [Building Community Benefit Report](#), which provides an overview of local anchor institutions networks across London and how they are working to support their local communities.

The working group members have been using their experience to support individuals and organisations seeking advice on how to create their own networks. To help the group also launched the [How to Build a Local Anchor Network](#) guidebook, with simple instructions on how to replicate the approach.

Since 2021, LAIN members have been invited many times to present on the power of this network, how it works and the impacts it creates for Londoners.

LAIN was featured in the Social Value Conference 2023, in the London Partnership Board, Mayor's Business Forum, the Mayor's Jobs and Skills Business Partnership, to UCL Partners and a Health Anchors Learning Network.

LAIN has become part of a community of anchor networks in the UK and abroad. This community, shares lessons learned, and solves problems together, in the best anchor network spirit.

This group also works to implement actions locally that can later be expanded city-wide. In 2024, they will develop two initiatives with the NHS and Transport for London working with Islington and Camden Councils initially, but with the potential to expand in other boroughs. With the NHS, the group will tackle recruitment of local employees, and with Transport for London they look repurposing underused estates for local groups.



LAIN available resources

Supporting the network

Practical guides and materials are available on LAIN's website www.anchor.london.uk. These cover topics such as:

- making recruitment practices more inclusive for disabled and neurodivergent people
- supporting retention and progression of colleagues from underrepresented backgrounds
- improving the quality and relevance of mentoring
- carbon literacy training
- securing funding for estate decarbonisation projects
- reserving contracts for small businesses
- reviewing indemnity insurance requirements for contracts
- how to bid for public sector contracts, understanding the procurement process (for London's small businesses)
- guide to Social Value (for London's small businesses)
- guide to reducing barriers to small and diverse businesses and Voluntary, Community, and Social Enterprises in London in anchor institutions' procurement processes

Communicating our impact

There is video content (some of which have been featured in this report) on the website, which illustrates the impact LAIN members have had in the lives of many organisations and individuals.

LAIN uses social media to regularly share information about projects and events.

Since it launched in April 2023, LinkedIn activity has generated 7,366 organic posts, with an average engagement rate of 2,323. The LAIN newsletter reaches 320+ subscribers every six weeks.

The hashtag #LondonAnchors used for LAIN's conference in January 2023 achieved a potential reach of over 300k on LinkedIn and 44.5k views on X. The Meet the Buyer event in June 2023, using the same hashtag achieved a potential reach of 3.2m people on X and 54.5k on LinkedIn.

The LAIN programme team is available to members and Londoners interested in finding out more and how to build connections and share knowledge.



Coming next

Together, LAIN has achieved a great deal. We enter 2024 confident that LAIN has proven its potential for enduring value. The importance of our work as anchor institutions extends well beyond the immediate post-pandemic era and is as relevant now as when we began.

The network has shifted from supporting London's recovery from COVID to building the city's resilience in the face of challenges such as the climate and cost of living crises, and is working to build a city that is fairer, greener and more prosperous for everyone.

At the LAIN conference in February 2024, members came together to build connections, be inspired by peers, and to make plans for the coming year. The LAIN network is growing and action is deepening at working group level. We remain committed to ensuring LAIN is an exemplar on a global stage of what a network can achieve.

In 2024, the LAIN core team will support the network to;

- remain relevant by responding to emerging priorities and work with leaders to quickly move to action.
- provide clear and practical support that helps LAIN members and other organisations with shared aims and objectives.
- measure our impact and work effectively to manage reporting and minimise the burden of collecting from diverse organisations.
- support working groups to identify the impact they can make in their own organisations and see opportunities to develop solutions together to shared challenges.

The Steering Committee will continue to provide valuable leadership of the network by sharing their perspectives on how they would like LAIN to deepen its work; expand and strengthen its partnerships; and hone its efforts for the future.

About LAIN

LAIN is London's first city-wide initiative, convened by the Mayor of London, that commits institutions to collaborative impact, using their procurement, recruitment and estate management capacity for social and economic benefit.

LAIN has a growing membership across the public, private, faith-based, education and cultural sectors. We are working together to make a significant difference.

London faces unprecedented challenges. By acting together, London's major public and private sector institutions can find new ways of building resilience and tackling long-standing problems and new threats to the city.

By working together towards shared goals - tackling inequalities, supporting inclusive economic growth and taking action in the face of climate change - we can make a bigger and more positive change than we would by working alone.

Leveraging LAIN's collective power, we can build a better London, creating the social and economic conditions our organisations need to flourish.

How it began

The onset of the COVID-19 pandemic was the most challenging period in London's recent history, It resulted in profound social and economic impacts - those already familiar with unequal living standards were hardest hit.

In the face of this challenge, organisations across London committed to work together as never before. Convened by the Mayor of London, LAIN was formed in March 2021 to tackle the long-standing social and economic inequalities exposed and exacerbated by the pandemic, and to work collectively to address the climate emergency and its impacts on the city.

LAIN's founding members, representing some of the city's largest institutions, pledged to use their procurement, recruitment and estate management capacity to support Londoners most impacted by the pandemic, and ensure a green recovery.

The idea was that by working together towards shared goals, they could achieve a bigger and more positive change than by working alone.

With the ongoing challenges facing London - from the cost-of-living crisis to the growing urgency of the climate emergency - this work is as relevant now as when it began.

Our goals

- Support more Londoners from under-represented backgrounds into good work. Take steps to make our workforces representative of London's communities at all levels of our organisations.
- Improve life chances and opportunities for disadvantaged young Londoners through quality mentoring.
- Support inclusive economic growth by buying more goods and services from small and diverse local businesses.
- Lead London's net zero efforts by driving down our carbon emissions.
- Help to set up and grow effective place-based partnerships.

Current members



Credits

LAIN 2023 Steering Committee chairs:

- Professor Wendy Thomson CBE – Vice Chancellor, University of London
- Martin Machray – Executive Director of Performance, NHS England (London)

Thanks also to working group chairs, co-chairs and policy leads

LAIN programme coordination is funded by the GLA, and is comprised of the following staff:

- Souraya Ali – Head of London Anchors Institutions' Programme Coordination
- Rachel Williamson – Head of London Anchors Institutions' Programme Coordination (maternity cover)
- Olivia Tusinski – LAIN Strategic Growth and Partnerships Lead
- Suzie Alavi – LAIN Programme Delivery Lead
- Helen Connor – LAIN Senior Communications and Events Officer
- Hope McGee – LAIN Senior Project Officer

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