

(by email)

Our reference: MGLA290925-5197

24 October 2025

Dear

Thank you for your request for information which the Greater London Authority (GLA) received on 28 September 2025. Your request has been considered under the Freedom of Information Act (FOI) 2000.

You requested:

This request concerns your organisation's policies, initiatives and actions as an "anchor institution" – that is, as a large, place-based organisation that uses its employment, procurement, estate, and other levers to support local economic, social, and environmental wellbeing.

Please provide the following information for the last three financial years (or the most recent available period):

1. Anchor Strategy / Policy

Copies of any published or internal strategies, policies, plans, or board papers that define your organisation's role as an anchor institution or set objectives for anchor-related activity.

The date of approval or adoption of such strategy/policy.

2. Dedicated Teams / Leadership

Details of any dedicated teams, departments, posts, or named roles (by job title only, not personal names) with responsibility for anchor-institution or community-wealth-building work.

Copies of any role descriptions or Terms of Reference for anchor-related working groups or steering committees.

3. Procurement and Local Supply Chain

Any KPIs, targets, or reports showing spend with local suppliers (e.g., within your local authority area or region), or with small and medium-sized enterprises (SMEs), social enterprises, or voluntary-community sector organisations.

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Any frameworks or procurement policies designed to strengthen local supply chains or inclusive procurement.

4. Employment and Workforce

KPIs, targets, or reports relating to local recruitment, apprenticeships, entry-level employment or career-pathway programmes aimed at residents in your local area.

Any policies or initiatives to address equality, diversity and inclusion in recruitment from local communities.

5. Estates and Capital Investment

Any programmes or policies to use your estates, land, or capital projects to promote local economic development (e.g., local supplier targets in construction, use of local land for community benefit).

6. Partnership Working

Details of your participation in any local or regional anchor networks (e.g., Birmingham Anchor Network, London Anchor Institutions' Network, Leeds Anchor Network, etc.).

Copies of Memoranda of Understanding, Terms of Reference, or equivalent documents for these partnerships.

7. Monitoring and Reporting

Copies of any recent reports, dashboards, board updates, or evaluations that measure the impact of your anchor-related activity.

8. Budget and Resourcing

Budget allocations or recorded expenditure specifically earmarked for anchor-related activity (if separately identified in accounts or reports).

Our response to your request is as follows:

1. Anchor Strategy / Policy

- Please see attached for the original London Anchor Institutions' Network Charter (1) from 2021 which the GLA signed up to. The Charter was refreshed in 2022 and updated again in 2025. [This is the current version.](#)
- Attached is a document (Anchor Institution pledges GLA (2)) that summarises proposals for GLA commitments to LAIN from the autumn of 2022.
- This [report to the London Recovery Board in March 2022](#) provides an update on LAIN and the GLA's role within it.
- This [paper to the London Partnership Board in October 2023](#) provides a more recent update on LAIN. [Appendix B](#) sets out the workplan at the time.

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- The most up to date information on LAIN objectives and strategy is on the [LAIN website](#).
- Please also see below for other relevant policies and papers relating to the GLA's role as an anchor institution.

2. Dedicated Teams / Leadership

Please see attached for:

- London Anchor Institutions' Network Steering Committee Terms of Reference (3)
- London Anchor Institutions' Network Internal Steering Group Terms of Reference (4)
- LAIN Roles and Responsibilities (5)
- LAIN Climate Leadership Working Group Ways of Working document (6)
- LAIN Inclusive Employment Working Group Ways of Working document (7)
- LAIN Procurement Working Group Ways of Working document (8)
- LAIN Childcare Working Group Ways of Working document (9)
- LAIN Supporting and Inspiring Young Londoners Working Group Ways of Working document (10)

3. Procurement and Local Supply Chain

- In July 2025, the Mayor published a revised [Responsible Procurement and Social Value Policy](#), which reflects his continued determination to use the GLA Group's buying power to help create a fairer, greener and more equitable city. This replaces the previous [Responsible Procurement Policy](#).
- The [Responsible Procurement Delivery Plan](#) sets out the ambitions and key actions that the GLA Group will prioritise to deliver the Responsible Procurement and Social Value Policy. These are shared by and implemented across the Functional Bodies and cover a number of key policy areas. This replaces the previous [Responsible Procurement Implementation Plan for 2022-24](#).
- Please also see attached for the A+U Framework User Guide (10). The Framework was established to support high quality city making at both the strategic and delivery ends of the design process, support the Mayor's mission-led approach to the recovery of London, and address the under-representation of women and people from minority groups by being more representative of London's diverse population.
- The latest [Impact Report of the London Anchor Institutions' Network for 24/25](#) provides some information on spend with local suppliers.
- The previous impact report is attached (11).

4. Employment and Workforce

- The [GLA's Workforce Equality, Diversity and Inclusion Strategy 2022-25](#) can be found online.
- The [GLA's latest Workforce Report](#) for 24/25 is published online. Slides 65 and 66 provide information on the S106 agreement that formed part of the planning consent for the GLA's move to the new City Hall in terms of commitments to prioritise consideration of Newham residents for employment opportunities at the GLA. Reporting information is provided for the last two years.

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- The [GLA Workforce Report for 23/24](#) is also online.

5. Estates and Capital Investment

- The [Royal Docks Delivery Plan](#) sets out key programmes and priorities for 2024-2029. The Delivery Plan provides detail on how we are fostering sustainable growth and what the delivery priorities are across six neighbourhoods, some of which cover GLA land.

6. Partnership Working

- The GLA participates in the London Anchor Institutions' Network (LAIN) as well as funding the team that coordinates the network. Terms of reference are attached as outlined above.

7. Monitoring and Reporting

- The [Responsible Procurement Case Studies Report 2023-2024](#) outlines key recent achievements.
- Previous Responsible Procurement reports present progress on delivery of this programme during [2019-20](#) and [2022-23](#).
- Attached is a presentation from November 2022 (London Anchors Annual Review for GLA (12)) summarising actions taken in relation to the GLA's procurement practice against its commitments to LAIN.
- Please see attached for the A+U Framework Usage report (13).
- The GLA Workforce Reports are linked to above.
- This is the [GLA Pay Gap Report and Action Plan for 2024](#)
- This is the [GLA Pay Gap Report and Action Plan for 2023](#)
- The latest [Impact Report of the London Anchor Institutions' Network for 24/25](#) is on the LAIN website.
- The previous LAIN impact report is attached (11).

8. Budget and Resourcing

- The London Anchor Institutions' Network programme budget is as follows for the last three financial years:
 - 2025/26: £412,000
 - 2024/25: £422,000
 - 2023/24: £403,000

If you have any further questions relating to this matter, please contact me, quoting the reference MGLA290925-5197.

Yours sincerely

Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

London Anchor Institutions' Charter

Our Context

Covid-19 has hit our city hard. Thousands of Londoners have died or are grieving loved ones as a result of Covid-19, thousands more have lost their jobs, countless businesses have been pushed to breaking point or gone under, and we've all had our lives put on hold. The pandemic has not hit all of London's communities equally, with many from Black, Asian and minority ethnic backgrounds, as well as disabled Londoners, being disproportionately impacted by Covid-19. Unquestionably, the impact of the pandemic – both on public health, and personal and collective economies - will continue to take a deep toll in the months ahead. But with the vaccine rollout gathering pace, we must begin to look to the future and think about how we want to rebuild, how we want our city to change, and become more equitable.

If we take the right decisions now London can be a better place to live and work after this pandemic than it was before. Our economy can grow faster and more equally – reducing unemployment, especially in hard hit communities, and creating better paid and more secure jobs than those we've lost. This will not happen in months and may take years. But action now can set the stage for a better future. We can all live and work in greener, cleaner, healthier and safer communities. And our society can be fairer – with a stronger safety net, more engaged communities and more value placed on the things we care most about.

A Way Forward and Our Role

That better future is possible – but it's not something that one politician or organisation can do alone. It will take all of us working together. This commitment to new ways of working together is at the heart of the London Recovery programme, a joint initiative led by City Hall and London Councils, and includes many institutional partners representing London's private, public and voluntary sectors alongside Trade Unions. The London Recovery Board has identified a particularly important role for our city's anchor institutions. An anchor institution is an organisation that by virtue of its size and the power of its procurement, recruitment and estate management capacity has the potential to make a real social and economic impact in the place it operates. London's anchor institutions perform and support critical work in our communities and have been engaged in these important efforts for years, with a deep footprint in their many communities. The London Recovery programme has committed to bring the city's anchor institutions together to reach shared goals, making a bigger and more positive change together than by working alone.

Our Commitment

This charter is a commitment from key anchor institutions in London to work together to help deliver activity that can help meet this grand challenge, as set out by the London Recovery Board: to restore confidence in the city; minimise the impacts on communities; and build back better the city's economy and society. As anchor institutions we pledge through this work to begin to redress the deep structural inequalities that the pandemic has exposed.

We will endeavour to undertake work that can meet the five key objectives agreed by the London Recovery Board. These are:

- To reverse the pattern of rising unemployment and lost economic growth caused by the economic scarring of Covid-19
- Narrow social, economic and health inequalities
- Help young people to flourish with access to support and opportunities
- Support our communities, including those most impacted by the virus
- Accelerate delivery of a cleaner, greener London

The London Recovery Board has also agreed on a set of principles that cut across all areas of activity and this includes an explicit focus on supporting communities and individuals who have been most impacted by Covid-19.

- *Much research and data shows that some Londoners, including those of Black, Asian and minority ethnic groups, people living with disability and those living with high levels of deprivation have been infected at higher rates by the virus itself than other Londoners and also that they have been consistently more exposed to the economic impacts of the pandemic.*
- *There is also evidence pointing to the fact sudden unemployment for people aged over 50 is also a particular problem as it can be harder to retrain and re-enter the labour market at this age.*
- *Research also points to the long-term, disproportionate economic impact of the pandemic and pandemic response on London's young people.*

As we learn more and systematically measure and map the social and economic impacts of this pandemic across our city, we believe that it is incumbent upon us to focus on the groups most impacted by the Covid-19 pandemic. Therefore, we pledge to begin our work in this area by focusing on three areas:

- maximising employment opportunities; and
- helping young people to flourish.

We are also working together to consider our contribution to the Green New Deal and the capital's net-zero carbon goals.

Our Collective Will

As several of London's anchor institutions, we employ 490,000 of people across the city and we have a collective budget of £73 billion. We commit to play our part in meeting this grand challenge by collaborating on projects and initiatives including but not limited to decisions about procurement, recruitment, estate and building management and other more general workplace policy decisions. We will also reflect on our deep and enduring presence in our communities through people we serve and engage daily, to leverage every opportunity to expand the power of our reach to improve community well-being.

We acknowledge that we have never worked collectively before on such a grand challenge and scale. We also recognise that the challenges ahead will be great, and

though there may be some quick wins from our collective efforts, we will need to work collaboratively with focussed intent to provide sustained recovery for our world class city. We understand that this will require collaboration, coordination, commitment, trust, robust communication and community engagement. We agree to:

1. Commit to significant efforts to leverage our anchor status by working across sectors on city-wide strategies, and coordinate specifically at the community level to ensure our most marginalised populations can fully engage with the opportunities and services our institutions offer;
2. Engage the members of our communities fully in this effort, to hear their needs, foster relationships of trust, and direct our strategies with their guidance;
3. Meet regularly at a level of decision makers within anchor institutions. We recognise some of the people attending our meetings represent a broad sector or a range of organisations under an umbrella where decision making is more diffuse but their attendance represents a commitment to advocate within their sector and/or organisational structure to achieve the aims set out in this charter;
4. Regularly work collaboratively on priority areas of action;
5. Grow the evidence base about the role and impact of anchors, scale the work of anchors across London and support innovation while informing policy change; and
6. Promote public health messaging.

Our collaboration will be supported by the GLA and London Councils London Recovery Team, which will be responsible for organising routine meetings, maintaining regular communication, providing guidance on best practice in priority areas, collecting and disseminating data, and coordinating agendas with the London Recovery Board.

Our Call to Action

The scale of the employment crisis in our country including in our capital is one that calls for new solutions and approaches. We call on all institutions in this city to join our challenge and orient their work to help achieve the outcomes and complete the missions agreed by the London Recovery Board. We stand ready to share our learning and best practice from this initiative.

Signed by:

- Association of Colleges
- Church of England
- Film London
- Greater London Authority
- London Chamber of Commerce and Industry
- London Councils
- London Fire Brigade
- London First
- London Jewish Forum
- Metropolitan Police

- Muslim Council of Britain
- NHS London
- Thames Water
- Transport for London
- Trade Union Congress (London, East & South East)
- University of London

MAYOR OF LONDON

Anchor Institutions GLA pledges

LONDONASSEMBLY

London's recovery mission	A new deal for young people through mentoring	Helping Londoners into Good Work through skills building	Helping Londoners into Good Work through recruitment
The indicator	By 2022, anchors will work in partnership with the voluntary and community sector and youth support organisations to match 15,000 young people to trained mentors.	Anchors will increase the number of apprenticeships or work placements that pay a London Living Wage for target populations by [eg.5%]	Anchors will take steps to be fully representative of the communities they serve including publishing gender, ethnicity and disability pay gaps and helping more Londoners from target populations into good work by [eg.5%]
Definitions	The target populations include: Special Educational Needs and Disabilities (SEND); Excluded from school or college; Associated with gangs or impacted by exploitation; NEETs; Impacted by domestic violence and abuse; Young refugees & asylum seekers; Young people with a social worker; Young people living in poverty	The target populations include: women; young people aged 16-24; BAME; those earning below LLW, older people 50+, deaf and disabled, those with experience of the criminal justice system, and those experiencing homelessness or rough sleeping. While it may not be possible to track all of these groups, efforts will be made to the extent possible.	The target populations include: women; young people aged 16-24; BAME; those earning below LLW, older people 50+, deaf and disabled, those with experience of the criminal justice system, and those experiencing homelessness or rough sleeping. While it may not be possible to track all of these groups, efforts will be made to the extent possible.
What will your organization pledge to do in 2022	Working with the voluntary sector we will pledge to promote the three days volunteering we offer all staff and provide a series of mentoring opportunities suitable for the skills we have within the organisation and matched to the identified cohort to mentor.	30 continuing apprentices and increasing by 10 new kickstart work placements – 30% increase We pledge to pay all our staff, including apprentices, kickstart participants and interns at least the London living wage	Please pledge a number of diverse, local hires Ambition to recruit in line with London's working age population: 37% BAME, 49.5% Female, and 16% Disabled.

A new deal for young people through mentoring

What the GLA can pledge?

To work via Team London and Youth and Education teams and our partners to train and provide mentors for young people.

- To encourage GLA staff to sign up as mentors via programmes run by Team London and Youth and Education. Staff will be encouraged to use their 3 days volunteering days and a wide range of programmes will be offered.
- We currently have 50 mentors who have been formally trained via the GLA mentoring scheme to provide mentoring to fellow professional employees.
- We are also asking all senior staff (G10 and above) to commit to being a mentor within the GLA.
- All our apprentices are offered a mentor during the second part of their apprenticeship programme to support their career development. Apprentices are typically (though not always) young people aged 16-24. We currently have 30 apprentices.
- All staff are required to have an EDI objective, setting out their personal contribution to the GLA's social inclusion objectives – this could include volunteering to mentor.

Helping Londoners into Good Work through skills building

What the GLA can pledge?

To deliver high-quality apprenticeships and work placements which help young Londoners into entry-level professional work and launch their careers.

- In **2021 the GLA has 30 apprentices**. These apprentices will complete late in **2022/early 2023**.
 - 18 new Business Administrator apprentices (L3) who started in September 2021 and are paid London Living Wage.
 - 11 new Higher Associate Project Manager Apprentices (L4) – a follow on apprenticeship for business admin graduates.
 - 1 Finance apprentice (L4) who started in October 2021.
 - Our schemes have a great track record of attracting diverse candidates and delivering successful outcomes. 70% of our last Business Admin cohort achieved distinctions. All apprentices are supported with training, buddies, mentors and career development support.
 - We are committed to **10 new six-month business support work placements** starting in March 2022 part funded through Kickstart and topped up to London's Living Wage.
 - Our next apprenticeship intakes are not planned until **2023** when the existing cohorts finish. The plan (and current funding) is for a 2023 intake of c10 Project Management apprentices (L4) and c20 Business admin apprentices (L3).
 - We are using our **levy transfer allowance** (25%) to fund apprentices in London SMEs linked to the recovery – currently a commis chef at Pophams Bakery
 - We are also working with TfL to support their new approach to **employability and young people outreach, which will include two new employability programmes launching in 2022**, currently in design.
-

Helping Londoners into Good Work through skills building

What the GLA can pledge?

To support diverse Londoners to develop their skills and progress their careers

- We are committed to **recruiting and developing a workforce which reflects the city we serve**. We have action plans in place to improve career progression and recruitment for under-represented groups. We publish **pay gap analysis** for ethnicity, gender and in 2021 will publish for disability.
- We have commissioned an **independent review** to identify and tackle any barriers to career progression for Black, Asian and Minority Ethnic staff, especially Black staff.
- We run Steps into Work, a **supported internship for young disabled people** to help them develop work skills and secure long-term employment.
- We run a **Media and Marketing BAME Internship** targeted at undergraduates and recent graduates from Black, Asian and Minority Ethnic groups who are interested in pursuing a career in press, marketing, digital or media.
- Across the GLA group, we have led **Our Time** a sponsorship programme that aims to help women progress into senior leadership positions. We have prioritised applications to the programme from Black, Asian and Minority Ethnic women disabled women and LGBTQ+ women.
- We have sponsored GLA participants on external development programmes, such as the **London Leadership Programme, and Leaders Plus** a development programme to help working parents with babies and young children to accelerate their careers.

Helping Londoners into Good work through recruitment

What the GLA can pledge?

Helping Londoners into Good Work through recruitment

- Our **workforce representation targets and recruitment targets** are set against the Economically active population of London, which is 37% BAME, 49.5% Female, and 16% Disabled.
 - We have signed up to the Workforce Integration Network **inclusive employers' toolkit** which aims to help companies increase recruitment, retention and progression of young Black men within their workforces.
 - From January 2022 we will give **priority consideration to residents of Newham** for jobs that are anchored at new City Hall (commitment made under section 106 of the planning agreement). Roles will be advertised via 'Our Newham Jobs', Newham's Jobshop to diverse local residents.
 - All our roles have clearly defined job descriptions which outline objective criteria required for the job. They are reviewed for **inclusive language**, and to remove unnecessary qualification or experience barriers.
 - We openly advertise all our vacancies and provide **guidance on our website on how to apply** and be successful at interview. We also provide **feedback to unsuccessful interview candidates**. Where appropriate we have **run cohort-based recruitment** which attracts a broader range of applicants for a larger pool of potential vacancies.
 - We advertise through **specialist recruitment agencies and jobs boards** for example, Evenbreak and Timewise to attract diverse candidates. For certain roles (for example apprenticeships) we use **job fairs, and pre-application workshops** to attract and support candidates.
 - We promote **flexible working** and **workplace adjustments** through the recruitment process and during an employee's time at the GLA.
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Helping Londoners into Good work through small and diverse procurement

What the GLA can pledge?

To ensure our procurement processes encourage small and diverse businesses to enter our supply chain

- Work with partners including London Business Hub and Newable, to **promote contracts suitable to small and diverse businesses**, to **support them through supplier readiness programmes**, and hold early market engagement and targeted ‘meet the buyer/supplier’ events.
- **Pilot the use of the reserved contract mechanism** to reserve contracts specifically for local SMEs and VCSEs.
- **Pilot a risk-based approach to reducing indemnity insurance levels**, to address one of the significant barriers experienced by small businesses.
- Undertake an **external review of our procurement processes and procedures** to identify barriers and approaches to addressing these.
- **Implement a Diversity Action Plan within the Architecture + Urbanism (A+U) framework** to address barriers experienced by under-represented suppliers and promote equality of opportunity in accessing contracts within this framework. Specific actions include reserving spaces on each framework lot for micro and/or small enterprises, hosting supplier engagement events, and holding large suppliers to their diversity commitments.
- **Develop an ‘Inclusive Commissioning Protocol’ for GLA’s Skills and Employment Unit** to ensure that all commissioning and procurement delivered using skills budgets (including the Adult Education Budget) is used as a lever to encourage workforce equality and supplier diversity.
- **In 20/21, 26% (£59.6m) of GLA’s addressable spend was with SMEs.** We will develop our data capture approach to better measure small and diverse spend with suppliers at tier 2 and below. We will aim to identify ways to measure spend with local micro and small suppliers specifically, while continuing to use our spend data to articulate and demonstrate the economic and social benefit for the UK of GLA Group spend beyond London.

London Anchor Institutions Network Steering Committee Terms of Reference

Introduction

The onset of the COVID-19 pandemic was the most challenging period in London's recent history, resulting in profound social and economic impacts, with those already familiar with unequal living standards hardest hit. In the face of this challenge, organisations across London committed to work together as never before.

The London Anchor Institutions' Network (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 growing urgency of the climate emergency and its impacts on the city.

The founding members of the Network, representing some of the city's largest institutions, pledged to leverage their procurement, recruitment and estate management capacity to support Londoners most impacted by the pandemic, and to ensure a green recovery. The idea was that by working together towards shared goals, major organisations could make a bigger and more positive change than by working alone.

The London Anchor Institutions' Network is London's first ever city-wide initiative committing institutions to collaborative impact at this scale.

This partnership of public, private, faith-based, education and cultural bodies represents dozens of major organisations across the city, who collectively employ tens of thousands of people, spend billions of pounds a year and manage thousands of square metres of real estate. With focused intent, these institutions can use these levers to help build a better London for everyone.

The Network is supported by a core team hosted at the Greater London Authority.

Purpose

The LAIN Steering Committee will inform the Network's strategic priorities and oversee their execution.

The Committee will report to the London Partnership Board (the successor to the London Recovery Board), which convenes London's leaders to address the city's challenges – providing strategic advice to policy and decision makers across the capital and beyond.

Members of the Committee will:

- Advise from the perspective of their organisation and / or sector to help achieve the aims set out in the Network's Charter, reviewing these on an annual basis.
- Provide a steer on the sustainable development of the Network itself as well as identifying new strands of work, partnerships and other opportunities to further the Network's goals.
- Provide a strategic view across all areas of their organisation's participation in the Network, including identifying where they are well-placed to lead on priority activities identified by the Network.
- Champion the aims of the Network within their own organisations and more widely, advocating for ambitious commitments and active participation in the Network's activities.
- Ensure that their organisation is appropriately represented on any working groups in which they choose to participate, and that those representatives have the support and authority they need to be active group members, which includes sharing upfront information to inform baselining and conveying organisational commitments.
- Facilitate action in their respective organisations in support of individual and collective institutional commitments, including helping to identify resource, where appropriate, to co-develop or co-commission shared tools and resources with other organisations in the Network.
- Ensure timely and accurate reporting of progress against their organisation's commitments and identify case studies or stories that help to celebrate LAIN's achievements and build the evidence base about the collective impact of the Network on London and Londoners.
- Promote the sharing of knowledge and practice across the Network and engage in peer-to-peer support to embed and extend good practice and foster a culture of innovation.

Membership

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

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.

Members are to act as representatives of the organisation or body in which they hold any position, including of employment.

The Steering Committee will select two Co-Chairs from among its membership. These positions will be reviewed by the Committee on an annual basis.

A Member may step down from the Committee at any time by giving notice to the Co-Chairs in writing, copied to the LAIN core team (anchors@london.gov.uk), having immediate effect. In this case, Members are asked to identify an alternative representative from their organisation.

Organisational arrangements

Meetings will be held quarterly or at any other frequency that the Committee may agree.

However, if the Co-Chairs decide that a meeting is not necessary, they may cancel the meeting. They may also call additional meetings or informal meetings as required.

Whilst attendance is restricted to Members, outside specialist input may be invited in agreement with the Co-Chairs either on a standing basis or on a specific project, topic or initiative. This includes advisors and observers.

LAIN core and programme team representatives will attend meetings as appropriate to facilitate discussion of any given matter.

A member of the LAIN core team will provide secretarial and logistical support, including taking the minutes of each meeting.

Openness and transparency

Agendas and papers for meetings will be circulated to Members ahead of each meeting.

Summary minutes of meetings will be posted on the Members section of the London Anchor Institutions' Network website.

London Anchor Institutions' Network – Internal Steering Group ToR

Background

The London Anchor Institutions' Network (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 growing urgency of the climate emergency and its impacts on the city.

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

The idea was that by working together towards shared goals, major organisations could make a bigger and more positive change than by working alone, building a better London for everyone. These ambitions remain as relevant as ever, as London transitions away from recovery.

The network is convened by the Mayor of London and reports to the London Partnership Board. It is overseen by a Steering Committee, co-chaired by representatives from member organisations, which sets the overall strategic direction for the network.

It is supported by a core team hosted at the Greater London Authority (GLA) focussed on the strategic development and coordination of the programme, overall programme management, and communications and stakeholder management.

Officers from relevant teams across the organisation and wider GLA Group also provide policy expertise and project support to programme working groups, as well as stakeholder engagement and secretariat support.

GLA Strategic Leadership Group

The GLA's Strategic Leadership Group for LAIN will:

- Provide oversight and strategic direction for the programme and the GLA's contribution to leading the network, based on Mayoral policy and delivery priorities, including new members, strands of work, partnerships and other opportunities to further the network's goals.
- As part of this, support the development of sustainable delivery models for the network itself.
- Sign off strategic plans and content as required.
- Help to champion the network internally and externally, advocating for its goals and approach, and ensuring that it is being articulated as both a Mayoral and corporate priority.
- Help to ensure that the achievements of the network are being clearly and effectively communicated to stakeholders and Londoners.
- Be responsible for identifying staffing, financial and other resources as required to realise the programme's objectives.

- Maintain oversight of the GLA's own role as an anchor institution in the network, including development of commitments in line with the programme's goals, delivery against those commitments, timely reporting of information, and active participation in relevant working group meetings and network activities.
- Maintain oversight of the wider GLA Group's participation in the network as anchor institutions, enabling and maximising this participation as above.

Membership

Membership will consist of:

- Mayoral Head of Delivery
- GLA Group Collaboration Director
- SRO for the London Anchor Institutions' Network
- Assistant Director for Economic Development and Programmes
- Head of London Anchor Institutions Programme Coordination

Other representatives, including members of the LAIN core team and GLA leads of the programme's working groups, may also be invited to present or provide updates on an ad hoc basis.

Organisational arrangements

Meetings will be held quarterly on MS Teams.

A member of the LAIN core team will schedule the meetings, propose the agenda, ensure any relevant papers are shared in advance, and take and circulate a note of key decisions and actions.

London Anchor Institutions' Network: Programme Team Roles and Responsibilities

Anchors programme internal oversight

- Mayor's Office lead
- Senior Responsible Officer
- Assistant Director

Anchors Core Team: overview

The role of the Core Team is to:

1. Work with the GLA Internal Steering Group and the Steering Committee on the strategic development of the programme:
 - Provide overall policy and strategy expertise, including identifying and sharing inspiration and learning from other anchor networks locally, nationally and internationally
 - Develop a strong cross-cutting narrative for the programme
 - Agree shared strategic goals and identify opportunities for delivery of wider objectives through anchor institutions
 - Ensure governance structures are clear, robust and working effectively
 - Lead the identification and recruitment of new anchor institutions
2. Provide strategic coordination of the programme
 - Act as a critical friend to working groups, supporting with the development and prioritisation of workplans, as well as development of and progress against numeric pledges.
 - Support with escalating and unblocking issues, including via liaison with senior representatives from anchor members at Steering Committee level and beyond.
 - Where appropriate, provide support securing additional resource to assist with delivery of events, seminars etc.
 - Create visibility across working groups, including peer-to-peer learning on ways of working
 - Where appropriate, facilitate connections between working group topics or members and wider programmes, initiatives and opportunities across other working groups and the GLA
 - Help facilitate and bring awareness of proposals for co-investment or collaboration across the Anchor members to Steering Committee
3. Provide programme management for the overall programme
 - Ensure that clear objectives, key activities, outputs and milestones are identified and tracked on a programme schedule, accountabilities and risks are managed, progress monitored, and timely and accurate reporting is provided to the London Recovery Board and other governance forums.
 - Ensure that meetings cycles are established and running effectively
 - Provide a secretariat function for the Steering Committee
4. Provide communications and stakeholder engagement support for the overall programme
 - Engage internal and external stakeholders in the anchor institutions agenda

- Ensure ongoing communications and engagement activity with the overall cohort of institutions
- Support the wider programme team with increasing institutional awareness of network members, including insights into relationship management
- Identify success stories and develop into shareable content to highlight the network's impact and galvanise further action
- Build a bank of resources and identify and develop content to enable the sharing of best practice across the network
- Keep the anchors website and other communications platforms up to date, including a regular newsletter
- Organise and manage events for members at the programme level

Anchors Core Team: individual roles and responsibilities

LAIN programme coordination is funded by the GLA and comprises the following:

Head of London Anchors Institutions' Programme
 Principal Programme Officer
 Principal Programme Officer
 Senior Project Officer (0.5FTE)
 Senior Communications and Events Officer (0.5FTE)

Further support is provided to the programme by GLA colleagues across the following units:
 Environment and Energy Unit
 Skills and Employment Unit
 Children and Young Londoners Team
 Economic Fairness Team

Job Descriptions

Head of Anchor Institutions Programme Team:

JD: Leading the strategic development and coordination of the anchors programme, including:

- Working with the Mayor's Office and Co-Chairs to develop the overarching goals and narrative for the programme
- Reviewing and streamlining governance structures
- Ensuring effective stakeholder management processes are in place
- Developing and managing effective relationships with key staff in Anchor Institutions, including bilaterally and through the creation of cross-programme forums and structures
- Identifying opportunities for joined up working with relevant activity across the GLA Group
- Developing the long-term resourcing model for the programme

Principal Programme Officers:

JD: Supporting the overall programme management of the LAIN, including the development and oversight of tools and systems to support with planning, monitoring and reporting on

delivery. Supporting specific working groups, including managing the relationship with the chair and member engagement.

Comms and Events and Project Officers:

JD: Leading the delivery of the internal and external communications strategy for the Network. Key objectives include:

- Identifying and developing stories to communicate the impact of the programme in different formats
- Supporting with ways of sharing learning across the network
- Managing the network's website and other communication channels including delivering the newsletter
- Managing the delivery of events
- Managing relationships with anchor comms partners

Descriptions of Working Group roles

Chair	• Provide strategic leadership and direction including establishing priorities for the group's work programme • Chair working group meetings
Lead Officer	• Provide policy / subject matter expertise and project support • Work with Chair to set agendas and approach to meetings • Work with Chair to prepare any papers etc • Work with core team to report on impact against commitments • Support the delivery of any identified projects that the group wishes to take forward • Work with core team to ensure group's activity is aligned with programme as a whole
Member engagement	• Work with Chair to strategically manage group i.e. identify, invite and induct any new anchors • Act as primary relationship manager for all anchor representatives on the group, working closely with the core team to ensure coherent relationship management with each anchor institution as a whole • Motivate and empower members to drive forward their commitments • Follow up with group/ anchors on agreed actions, and support their implementation • Work with anchors and comms lead in core team to identify opportunities to communicate and celebrate progress and impact
Secretariat	• Schedule meetings • Take and send minutes • Collate resources • Maintain contacts and other trackers • Provide other admin support as necessary
GLA corporate rep	• Represent GLA corporately • Engage and contribute on potential GLA commitments as an anchor institution in its own right

	• Liaise with relevant, senior colleagues outside of the programme to secure internal support for and buy in to commitments • Report on progress against these commitments • Share subject matter expertise and good practice with other anchor members
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London Anchor Institutions' Network: Climate Leadership Working Group

Ways of Working Document

Version: July 2025

Purpose

The Climate Leadership working group (WG) was established as part the [London Anchor Institutions' Network](#) (LAIN), which brings together London's major organisations to create a fairer, greener and more prosperous city – getting more Londoners into good work; helping small businesses to grow; and taking action to tackle the climate emergency.

The aim of the WG is to lead efforts to tackle the climate and ecological emergencies facing London by:

- Decarbonising estates to accelerate towards net zero
- Improving climate literacy for senior leaders, staff and students through training.
- Building London's climate resilience through climate adaptation projects

Review Point

This ways of working document may be reviewed at any time by members to ensure it remains appropriate for the requirements of the WG.

Participating organisations

1. Association of Colleges
2. Capital City College Group
3. Diocese of London
4. King's College London (KCL)
5. London Fire Brigade
6. London Higher
7. London Jewish Forum
8. London South East Colleges
9. New City College
10. Newham College
11. NHS London
12. Old Oak and Park Royal Development Corporation (OPDC)
13. Transport for London
14. University of East London (UEL)
15. University College London (UCL)
16. University of London (UoL)

Membership of this group is not limited to the above organisations. Other members of the LAIN may express interest in joining this WG, and participation will be considered based on the demonstrable commitment the prospective member has to deliver against the WG focus areas.

Guests and other participants will be invited to the working group on an ad-hoc basis to share expertise and to support network-building.

Chair

This working group is chaired by Natalie Isaac, Head of Sustainability, University of London. The GLA has responsibility for convening the group and supporting the development, monitoring and reporting of the working group, as well as providing the secretariat function.

How we work together

- As members of the group, we actively participate in it, including by sharing best practice and resources, and working towards and reporting on collective goals and metrics agreed by the group (also see Reporting section within this document).
- We share challenges and successes in meeting our agreed goals, and support colleagues in the group by sharing ideas or problem-solving issues.
- Guest speakers and subject specialists are invited to attend working group meetings where relevant, to share knowledge and expertise with the group. Members are encouraged to suggest speakers and draw on their networks for this purpose.
- Views expressed by participants during meetings will not be treated as the formal position of the organisation they are representing.
- The LAIN communications toolkit helps to inform external and internal communications activity within our organisations, relating to this WG and the LAIN network as a whole. This includes cascading and amplifying messages about what is being achieved through the network as well as identifying case studies that help to tell the story of the impact we are having.

Focus areas

The WG agrees priority themes based on member interest, Mayoral and London-wide priorities. These priorities are the main focus of the WG and are where the GLA can provide the most support. Other areas are optional for members to progress based on their own priorities. We also agree on topics for learning and more discrete support, such as knowledge sharing workshops or research outputs.

Status	Area (year started)	Headline goal
Priority areas with ongoing support	Estate decarbonisation (2022)	Identify and progress estate decarbonisation opportunities, including providing inputs to London's net zero pipeline.
	Carbon literacy and staff engagement (2023)	Roll out carbon literacy training for staff, including senior managers.
	Climate resilience and adaptation (2024)	Establish an understanding of climate risk and readiness in own organisation and identify interventions.
Optional areas, de-prioritised¹	Electric vehicle charging (2023)	Anchors with private land to take action on developing EV infrastructure
	Green last mile delivery (2023)	All anchors to take action on green last mile deliveries by 2025
Learning areas	Infrastructure learning (2024)	Learn from and share best practice examples of infrastructure for resilience, decarbonisation and greening, identifying projects to be developed
	Community climate resilience (2024)	Learn from best practice in community engagement to support community preparedness and resilience

¹Optional focus areas are those that were previously explored by the WG and are now de-prioritised. Some organisations continue to work on these areas if they align with their internal objectives. The GLA will provide limited support on these areas at this point in time.

Activities

Estate decarbonisation:

- Identifying and progressing estate decarbonisation and retrofit opportunities, including providing inputs to London's net zero pipeline, and accessing technical assistance and project funding/financing
- Exploring opportunities to switch to renewable energy, and other low-cost changes

Carbon literacy and staff engagement:

- Developing in-house training
- Procuring training
- Increasing senior staff engagement

Climate resilience and adaptation:

- Climate risk baselining
- Climate resilience training, and incorporation into existing carbon-focused training
- Project identification and scoping
- Strategy development and integration into existing strategy

Learning areas - Infrastructure and community climate resilience:

- Setting learning objectives
- Sharing best practice and case studies on with others
- Helping shape discrete research outputs (commissioned by the GLA)
- Participating in learning opportunities (workshops, peer-to-peer sessions)

Key Progress Measures

Estate decarbonisation:

- Net zero targets in place (plus any interim targets)
- Tonnes of CO2e savings achieved
- Amount of decarbonisation funding and financing secured

Carbon literacy and staff engagement:

- No. of staff who have completed carbon literacy training
- No. of staff who have completed environmental sustainability training

Climate resilience and adaptation:

- Completion of climate risk baseline, [yes or no] by [date]
- % green coverage per metre/ estate (and/or developing appropriate metrics)
- Climate adaptation plan drafted, or integration in existing strategies.
- No. of climate resilience projects identified

- Type of support sought/received – e.g. accelerators support

Learning areas - Infrastructure and community climate resilience:

- Learning objectives met
- No. Infrastructure projects identified
- No. learning events attended

Reporting

All LAIN institutions are asked to report on key metrics twice per year.

Meeting Frequency

The group meets bi-monthly for between 1-3 hours. We aim to meet in-person at alternative meetings, so 3 times per year. Minutes and materials will be made available after each meeting. Members are encouraged to host meetings.

In the months between WG meetings, the GLA provides support via 1-2-1 30 minutes conversations with each member (6 1-2-1s per year). This is an informal opportunity to connect, share progress and identify opportunities and challenges. Minutes and actions from these meetings are maintained by the GLA.

Resources

WG members will have access to a members-only site that houses resources and key documentations. Meeting materials will also be made available, along with short videos and guidance documents. Peer-to-peer support is a significant resource benefit for the group. The GLA will also support by signposting funding opportunities, connecting with networks and providing templates and resources for progressing work areas.

London Anchor Institutions' Network (LAIN)

Inclusive Employment: Ways of Working

Purpose

This working group is part of the [London Anchor Institutions' Network](#), which brings together London's major organisations who are working together to help London become a fairer, greener and more prosperous city.

The aim of this working group is to:

- Implement changes to our own institutional practice, to support more Londoners from underrepresented backgrounds into good work.
- Take steps to become representative of London's communities at all levels of our organisations.
- Strive to exemplify best employment practice.
- Leverage the power of the network to support more Londoners in building the skills that can lead to good, sustainable jobs.
- Work with comms colleagues to identify ourselves as London Anchor Institutions, communicating our membership of the working group and wider network, as well as our activity and impact internally and externally.

Review point

This Ways of Working document may be reviewed at any time by members to ensure it remains appropriate for the requirements of the Working Group.

Membership

- Arsenal FC
- Association of Colleges
- BusinessLDN
- Department for Work and Pensions
- Capital City College Group
- Film London
- Greater London Authority
- Ingeus

- London City Airport
- London Chamber of Commerce and Industry
- London Higher
- London Metropolitan University
- London Borough of Lambeth
- Middlesex University London
- NHS
- Thames Water
- Transport for London
- University of London
- Waltham Forest College

Membership of the group is not limited to the above organisations. Other Anchor Institutions can join the group.

Conveners and Chairs

This working group is convened by the Greater London Authority. The convening organisation has responsibility for supporting the development, monitoring and reporting of the Working Group, as well as providing the secretariat function.

The group is co-chaired by Janet Gardner (Principal and CEO, Waltham Forest College) and Karima Khandker (Head of Resourcing, Skills, Emerging Talent and EDI, Thames Water).

How we work together

- As members of the group, we actively participate in it, including by sharing best practice and resources, and working towards and reporting on collective goals and metrics agreed by the group.
- We share challenges and successes in meeting our agreed goals, and support colleagues in the group by sharing ideas or problem-solving issues.
- Guest speakers and subject specialists are invited to attend working group meetings where relevant, to share knowledge and expertise with the group.
- Views expressed by participants during meetings are not treated as the formal position of the organisation they are representing.
- Informed by the LAIN comms toolkit, we support external and internal comms activity within our organisations relating to the network as a whole and the work of this working group. This includes cascading and amplifying messages about what is being achieved through the network as well as identifying case studies that help to tell the story of the impact we are having.

Scope

Current focus areas

Removing barriers to recruitment and creating more inclusive workplaces for Londoners from underrepresented backgrounds, including (but not limited to):

- Disabled Londoners and those with long term health conditions
- Londoners from Black and minoritised ethnic backgrounds
- Londoners who have experienced long-term unemployment
- Londoners from lower socio-economic backgrounds

This includes:

- Reducing gender, ethnicity and disability pay gaps.
- Increasing apprenticeships, including through the transfer of unspent apprenticeship levy.
- Extending commitments to best employment practice such as London Living Wage and Good Work Standard accreditation.

Activities

The key activities and deliverables include, but are not limited to:

1. Commitment to anchor metrics (collective and individual)
 - Taking actions within our own organisations (or with the organisations we represent) to meet the aims of the group stated above.
 - Measuring the impact we are having by reporting back on these actions and on our agreed progress measures:
 - No. of London Living Wage apprenticeships in the last financial year (ideally broken down by target population with the aim of being representative of London's working age population)
 - No. of supported internships in the last financial year
 - Amount in £x of Apprenticeship Levy pledged in the last financial year
 - Gender pay gap narrowed over the past financial year OR published for the first time.
 - Ethnicity pay gap narrowed over the past financial year OR published for the first time
 - Disability pay gap narrowed over the past financial year OR published for the first time
 - Achievement of next level of Disability Confident
 - Achievement of Good Work Standard accreditation (if not already in place)
 - Achievement of London Living Wage accreditation (if not already in place)

2. Identification

- Identifying common challenges and barriers to recruitment, retention and progression of staff from underrepresented backgrounds.
- Identifying opportunities for action and collaboration to address these challenges.

3. Information sharing

- Sharing case studies, best practice and resources from our own organisations as well as from different sectors that relate to the focus areas of the group.
- Discussing and problem solving common issues we face as members.

4. Advocacy

- Calling on our respective sectors, stakeholders and partners to take action to improve employment practices.
- Leveraging our collective influence to inform relevant policy-making and programme design.

Meeting frequency

In 2025/6, the Inclusive Employment Working Group will be holding in-person meetings on a quarterly basis. Members are invited to host meetings on a rotating basis.

London Anchor Institutions' Network (LAIN)

Procurement Working Group: Ways of working

Purpose

This working group is part of the [London Anchor Institutions' Network](#), which brings together major organisations committed to tackling inequalities, getting more Londoners into good work, accelerating a cleaner, greener London, and helping young people to flourish.

The working group's purpose is to:

- Implement changes to our own institutional practice, which allow us to buy more goods and services from micro, small, medium-sized and diverse-owned businesses in London
- Support more London-based micro, small, medium-sized and diverse-owned businesses to access contracts with large institutions like us
- Work in partnership to co-develop and implement new tools that ensure our collective purchasing power maximises benefits to Londoners and contributes to local economic resilience and inclusive growth.
- Work with comms colleagues to identify ourselves as London Anchor Institutions, communicating our membership of the working group and wider network, as well as our activity and impact internally and externally.

Review Point

This Ways of Working document may be reviewed at any time by members to ensure it remains appropriate for the requirements of the Procurement Working Group

Membership

- Greater London Authority
- London Fire Brigade
- Metropolitan Police Service
- NHS London
- Transport for London
- University of London
- Capital City College Group
- London Legacy Development Corporation
- Old Oak and Park Royal Development Corporation

Membership of this group is not limited to the above organisations. Other anchor institutions can join this group.

Guests and other participants may be invited to the working group on an ad-hoc basis.

Chair

This working group is currently co-chaired by Helen Linklater, Commercial Director – Enablement and Performance, Metropolitan Police, and Tim Rudin, Head of GLA Group Central Responsible Procurement Team. They are supported by members of the LAIN programme team at the GLA, who hold responsibility for convening the group, maintaining oversight of its activities, reporting back to the Steering Committee and collating relevant information for external-facing communications or reporting.

How we work together

- All group members should expect to set numeric goals to purchase from local micro, small, medium-sized and diverse-owned businesses
- All group members should provide adequate resources to actively and meaningfully participate in the working group, including by sharing best practice and contributing towards shared tools, resources or events agreed by the group
- Informed by the LAIN comms toolkit, all group members should support external and internal comms activity within their organisations relating to the network as a whole and the work of this working group in particular. This includes cascading and amplifying messages about what is being achieved through the network as well as identifying case studies that help to tell the story of the impact we are having.
- Views expressed by participants during meetings will not be treated as the formal position of the organisation they are representing, unless specifically stated as such.

Scope

Focus areas

1. Increasing diversity of suppliers we contract with
2. Exploring ways to make procurement opportunities more accessible to micro, small, medium-sized and diverse-owned businesses
3. Delivering pilots to reserve contracts below procurement thresholds for small businesses, and share learnings
4. Identifying and developing best practices for forward buying plans
5. Reporting contracts/ spend with local, micro, small, medium-sized and diverse-owned businesses

Activities

The current plan of member activity includes (but need not be limited to):

1. Training for procurement staff & colleagues
 - Anchor members to cascade e-learning module developed by the working group across their teams and ensure uptake by junior commercial procurement officers
2. Supplier readiness training & meet the buyer events
 - Feed into the design and training elements of events aimed at small businesses
 - Participate in events demonstrating procurement processes and 'live' reserve contract opportunities in select purchase categories
 - Inform the production of guidance documents for micro, small and medium-sized businesses on social value, public sector procurement and tender writing
3. Delivering a product or approach to supporting market engagement and capacity for SMEs & diverse owned businesses

- Trialling the use of an existing database (pilot) to support the procurement of advertising contracts including reserved contracts and SME supplier events
 - Reviewing purchasing/contract pipelines for advertising opportunities and promoting/upscaling the pilot database, dependent on trial outcome
 - Examining alternative options - both internally and externally managed
4. Engagement with Tier 1 suppliers to encourage them to buy more from local micro, small, medium-sized and diverse-owned businesses (and report this)
- Anchor institutions' supplier managers to engage with Tier 1s and Anchors' staff to develop spend baselines and negotiate new Tier 1 contractual requirements

Meeting Frequency

This group will meet quarterly in person, with meetings for 2025 currently scheduled as below:

1. Thursday 9th January, 2 – 4pm
2. Tuesday 1st April, 2 – 4pm
3. Thursday 3rd July, 2 – 4pm
4. Tuesday 7th October, 2 – 4pm

London Anchor Institutions' Network (LAIN)

Childcare Working Group: Ways of Working

Purpose

This working group is part of the [London Anchor Institutions' Network](#), which brings together London's major organisations who are working together to help London become a fairer, greener and more prosperous city.

The aim of this working group is to:

- Review our own institutional practice and implement changes to hiring, flexible working and other policies to attract and retain more parents (and those looking to start a family), especially women, in our workforces
- Develop communication strategies to better promote to existing and prospective employees the benefits and support our organisations offer to parents and those with caring responsibilities
- Share best practice between members of the group and establish a set of shared deliverables to improve support provided to parents and carers to be implemented by all members, as applicable.
- Identify strategies LAIN members can deliver to support early years providers and the early years sector in London to ensure adequate and quality early education provision is in place.
- Work with comms colleagues to identify as London Anchor Institutions, communicating our membership of the working group and wider network, as well as our activity and impact internally and externally.

Review point

This Ways of Working document may be reviewed at any time by members to ensure it remains appropriate for the requirements of the Childcare Working Group.

Membership

- BusinessLDN
- Greater London Authority
- London Chamber of Commerce and Industry
- London Fire Brigade
- London Jewish Forum
- NHS London
- Thames Water

- Transport for London

Membership of the group is not limited to the above organisations. Other anchor institutions can join the group.

Conveners and Chairs

This working group is convened by the Greater London Authority. The convening organisation has responsibility for supporting the development, monitoring and reporting of the working group.

The group is co-chaired by Ed Richardson (Programme Director – People and Skills, BusinessLDN) and Clara Cezar de Andrade Hallot (Bloomberg Associates).

How we work together

- As members of the group, we actively participate in it, including by sharing best practice and resources, and working towards and reporting on collective goals and metrics agreed by the group.
- We share challenges and successes in meeting our agreed goals, and support colleagues in the group by sharing ideas or problem-solving issues.
- Guest speakers and subject specialists are invited to attend working group meetings where relevant, to share knowledge and expertise with the group.
- Views expressed by participants during meetings are not treated as the formal position of the organisation they are representing.
- Informed by the LAIN comms toolkit, we support external and internal comms activity within our organisations relating to the network as a whole and the work of this working group. This includes cascading and amplifying messages about what is being achieved through the network as well as identifying case studies that help to tell the story of the impact we are having.

Scope

Current focus areas

- 1) Increasing and improving flexible working opportunities for staff, to better meet demand amongst parents:
 - a) Exploring how more roles can be made flexible (including by default), such as through term-time only hours, compressed hours, part-time roles and job-shares
 - b) Exploring innovative approaches to flexibility for traditionally inflexible roles such as shift or site-based roles

- 2) Enhancing parental benefits to enable parents to balance their work and care responsibilities more effectively:
 - a) Reviewing leave entitlements against best practice
- 3) Improving communications and promoting culture change
 - a) Improving internal communications to staff around benefits, flexibility and support for parents and carers, particularly line managers and parents
 - b) Improving external communications to prospective employees around benefits, flexibility and support for parents and carers, including when jobs are advertised
 - c) Implementing a communication strategy to support culture change to ensure staff, including men, put entitlements into practice, with a particular emphasis on encouraging senior leadership to lead by example.
- 4) Extending support to the early years sector:
 - i) Exploring the possibility of more workplace-nursery partnerships
 - ii) Exploring opportunities to provide direct support to early years providers, for example, through transfer of unspent Apprenticeship Levy.

Activities

The key activities and deliverables include, but are not limited to:

1. Commitment to anchor metrics (collective and individual)

- Taking actions within our own organisations (or with the organisations we represent) to meet the aims of the group stated above.
- Measuring the impact we are having by reporting back on these actions and on our agreed progress measures:
 - o **Insert measures**

Examples:

% increase in the number of women hired

% increase in the number of women with children hired

% increase in the retention rate of female employees aged 25-45

% increase in the number of female employees who return from maternity leave

% increase in the number of male employees with children taking shared parental leave

% increase in the number of male employees with children taking up flexible working opportunities

amount (£) unspent apprenticeship levy transferred to Early Years providers

Commented [HC1]: To be agreed with the group

2. Identification

Building on work already undertaken by the Childcare Task and Finish Group in 2023, the Childcare working group will work on:

- Identifying common challenges and barriers to recruitment, retention and progression of staff with children, particularly those from underrepresented backgrounds.
- Identifying common challenges and barriers from employers in offering other options or benefits to accommodate the needs of staff starting a family
- Identifying challenges and barriers faced by the early years sector that LAIN members could help to overcome
- Identifying opportunities for action and collaboration to address these challenges.

3. Information sharing

- Sharing case studies, best practice and resources from our own organisations as well as from different sectors that relate to the focus areas of the group.
- Discussing and problem-solving common issues we face as members.

4. Advocacy

- Calling on our respective sectors, stakeholders and partners to take action to improve employment practices in relation to employees with childcare responsibilities.
- Leveraging our collective influence to inform relevant policy-making and programme design.

Meeting frequency

In 2025/26, the childcare working group will be holding in-person meetings on a bi-monthly basis. Members are invited to host meetings on a rotating basis. The dates and time agreed for the meetings are as follows:

- 19 February 2025
- 16 April 2025
- 21 May 2025

All meetings are subject to change depending on attendee availability.

Meetings formats will alternate between virtual and hybrid. Members are strongly encouraged to attend hybrid meetings in person as much as possible.

MAYOR OF LONDON

ARCHITECTURE + URBANISM FRAMEWORK

USER GUIDE

GLA/TFL REFERENCE: GLA81689

GOOD GROWTH BY DESIGN



**COMMISSIONING
QUALITY**

**FOR ALL
PUBLIC CLIENTS**

ABOUT THE A+U FRAMEWORK USER GUIDE

This User Guide provides an overview of the Architecture + Urbanism (A+U) Framework, descriptions of its lots and suppliers, and a series of step-by-step guides to using the framework to procure design services. All potential users should read this User Guide to help determine whether the A+U Framework is suitable for their procurement exercise.

If you are new to the A+U Framework, it may be helpful to read the **Introduction** and **Lot Descriptions**. These sections contain useful background information and describe how you can use the A+U Framework to help deliver your project. When using the framework, please follow the **Step-by-Step** guides set out in this document.

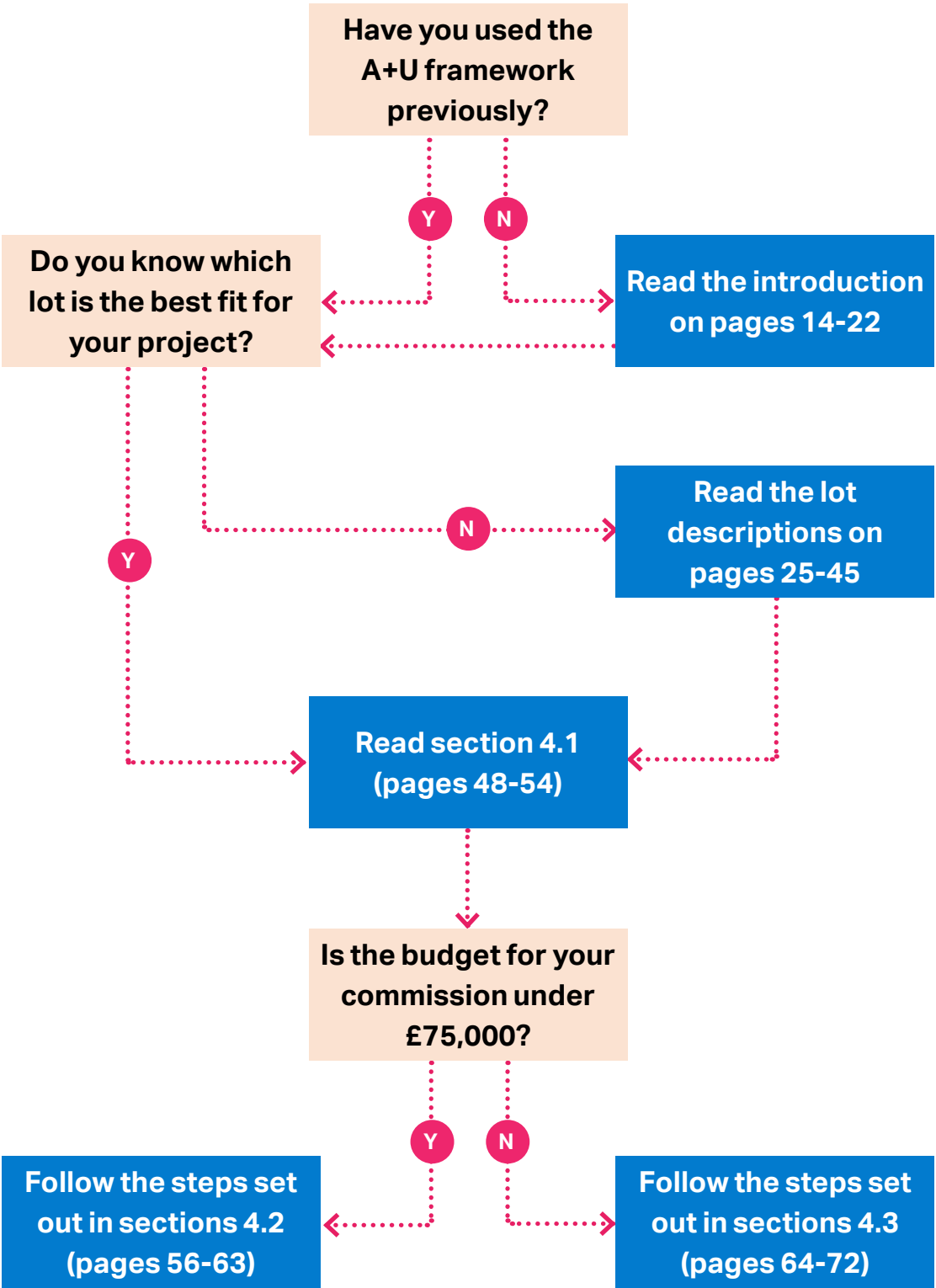
The User Guide is intended for the GLA Group and other public sector commissioning authorities. Public sector commissioning authorities external to the GLA Group are welcome to use the A+U Framework; however, they will also need to consider their own internal procedures and agree to adhere to the Framework usage parameters.

The A+U Framework User Guide is kept up to date by the Framework Management Team.

The latest User Guide can be found at;
www.london.gov.uk/programmes-strategies/shaping-local-places/advice-and-guidance/procurement-architecture-urbanism-framework

If after reviewing this document you have further questions please contact the Framework Management Team using the email;
A+UFramework@london.gov.uk

NAVIGATING THE A+U FRAMEWORK USER GUIDE



1. GLOSSARY

Call-off contract

Individual contracts issued under a Framework Agreement

Framework agreement

An agreement with preferred suppliers which sets out terms and conditions under which specific call-off contracts (individual contracts) can be made throughout the term of the agreement

GGbD

The Good Growth by Design programme is an integrated programme of work that seeks to enhance the design of buildings and neighbourhoods for all Londoners

GLA

Greater London Authority

Good Growth

Development that is socially, environmentally, and economically inclusive.

ITT

Invitation to Tender

LI

Landscape Institute

Lot

Term used for grouping suppliers on the framework around a particular category

Mini competition

The process by which suppliers within the selected lot are invited to tender

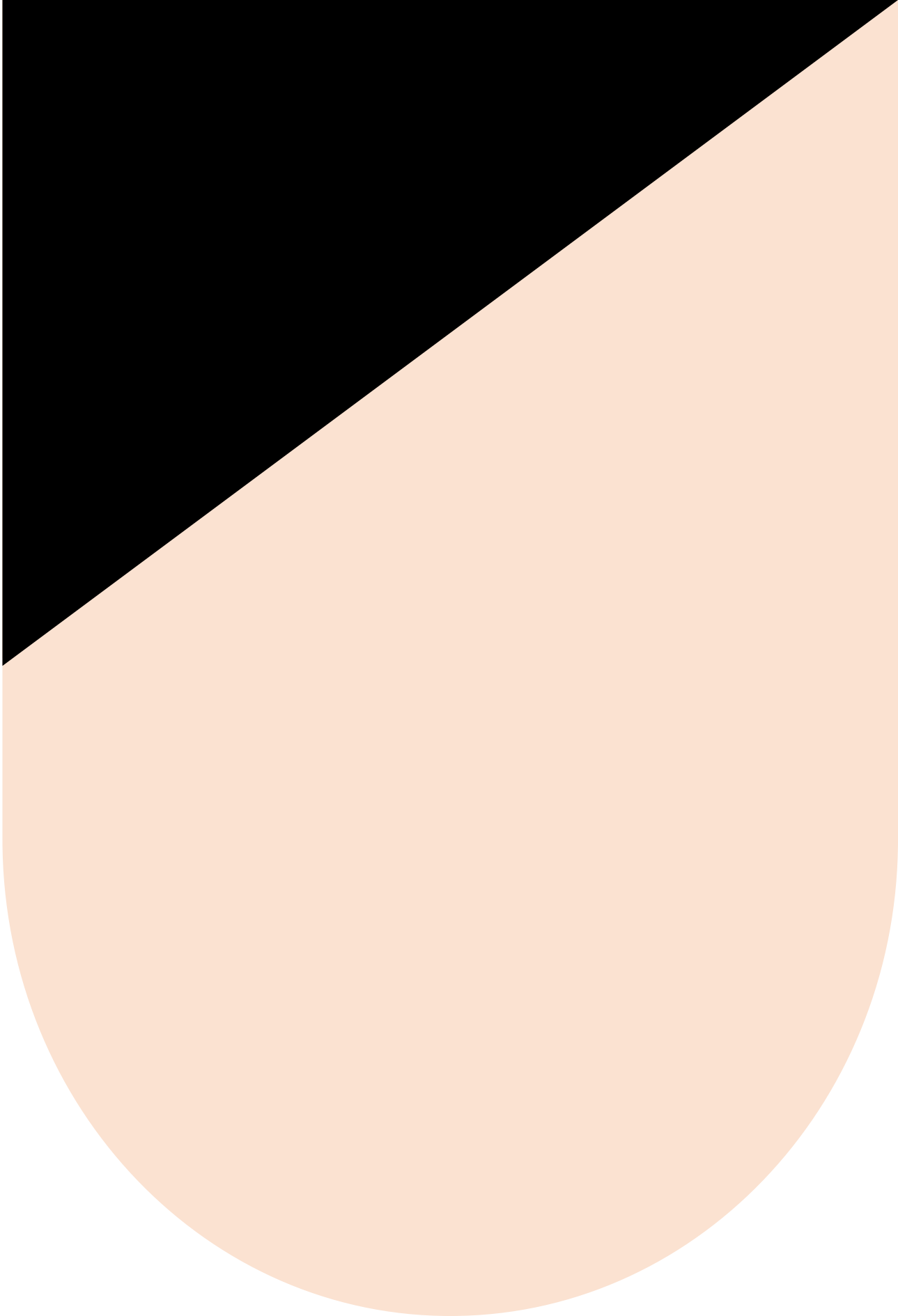
OJEU

Official Journal of the European Union

RIBA

Royal Institute of British Architects

Small Sites	The London Plan determines a Small Site housing development to be below 0.25 hectares in size or between 1 and 25 homes. However, framework commissioning authorities and the GLA will apply this definition flexibly on a project by project basis
SPPI	Services Producer Price Inflation – a form of indexation based on architectural and engineering services from the Office for National Statistics
SSQ	Standard Selection Questionnaire
Supplier	The organisation or consortium appointed to the A+U Framework who is providing services to the client or commissioning authority
TfL	Transport for London



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2. INTRODUCTION

2.1 About the Architecture + Urbanism Framework

The A+U Framework is a pre-approved and OJEU compliant panel of built environment consultants that can be used by the GLA Group and other public sector commissioning authorities across the UK to appoint high-quality architectural, place making and urban planning design services for a range of projects.

The Framework has been established to support high quality city making at both the strategic and delivery ends of the design process, support the Mayor's mission-led approach to the recovery of London, and address the under-representation of women and people from minority groups by being more representative of London's diverse population. Overarching themes include supporting economic recovery; the creation of social value; supporting public authorities to respond to the climate crisis; and promoting design methodologies that champion participation, co-production and meaningful community engagement.

The A+U Framework forms part of the Mayor's Good Growth by Design (GGbD) programme, a call to everyone engaged in London's architectural, design and built environment professions to help shape a better city by promoting quality and inclusion in the built environment. Pillar 5 of the GGbD programme is focused on 'Commissioning Quality' and ensuring excellence in how the Mayor and other public sector clients appoint and manage built environment professionals. Getting procurement right ensures that economic, social and environmental value is maximised – and that all of London's diverse communities have access to opportunities.

The framework is jointly managed by the Greater London Authority (GLA) and Transport for London (TfL). The GLA Group's continued commitment to, and development of, a single design framework is indicative of ongoing championing and support for excellent public sector procurement processes.

The framework is governed by 5 strategic objectives:

1. **Support the delivery of Good Growth** and quality in the built environment across London, enabling successful, inclusive, and sustainable places and achieving and safeguarding design quality in publicly procured projects.
2. **Support the renewal and recovery of London post Covid-19** by accessing and making available the talents, technical skills, and expertise that the city needs to recover and sustainably transform. The framework focuses on promoting social value, delivering on the priorities of the ecological urbanism agenda, and developing design methodologies that champion participation, co-production, and meaningful engagement.
3. **Address the under representation of women and people from minority groups** in public procurement processes and promote equality of opportunity in accessing public sector work. This includes broadening the range of suppliers on the framework and holding larger practices to account on their diversity commitments.
4. **Showcase innovation in public sector procurement** processes and continue promotion of best practice responsible procurement objectives. The A+U Framework aims for excellence in how the Mayor and other public sector clients appoint and manage architects and other built environment professionals.
5. **Develop and provide a showcase for London's architecture/built environment sector**, with a particular ambition to scale up new and emerging businesses and practices as a way of growing the sector in London as a whole and supporting the sector to access work beyond the framework – nationally and internationally.

The framework is organised into 10 different 'Lots' with each one offering a distinct type of architecture, design and/or urbanism expertise. There are several key areas of focus including housing and mixed-use development, small sites housing, civic and social infrastructure, town centre renewal, transport infrastructure, landscape and public realm. There is also specialist expertise available in a dedicated 'Sustainable Cities' category to support public sector authorities to develop zero carbon and sustainable development research and strategies.

Descriptions of the services and expertise available and the suppliers appointed to each of the Lots can be found in Section 3 of this User Guide.

2.2 Framework Procurement Overview

Successful suppliers have been assessed across a comprehensive two stage OJEU compliant procurement process comprising Standard Selection Questionnaire (SSQ) and Invitation to Tender (ITT) stages. The rigorous assessment process ensured they have the necessary diverse skills and expertise to respond to the inequalities highlighted by the Covid-19 pandemic, support and shape a sustainable and equitable recovery, and longer-term transformation for London.

Successful practitioners are highly accomplished with skills such as:

- responding to the climate crisis and designing for net zero
- the creation of social value
- supporting economic recovery
- developing inclusive design approaches that champion participation, co-production and meaningful community engagement.

Following successful completion of the procurement process, which saw 578 submissions from 273 suppliers, the final 97 places on the Framework have been awarded to 66 suppliers.

More than half (58 per cent) of suppliers awarded a place on the Framework are ‘diverse-led’ enterprises, meaning at least half of their executive leadership identifies as female, Black, Asian, Minority Ethnic, disabled and/or members of the LGBTQIA+ community.

Framework Assessment Criteria

The A+U Framework operates using a streamlined award criterion consisting of 5 distinct categories across the 3 stages of procurement (Pre Award: SQQ, ITT and Post Award: Call-Off). Efforts have been made to ensure there is no duplication of information requested from suppliers at each stage, with each stage in the process providing the opportunity to request an additional layer of detail and sophistication.

By ensuring compliance and capability up-front, the framework substantially reduces the time and costs for public organisations when procuring specialist design services for small, medium and large projects. It greatly simplifies the procurement process and ensures that it can be carried out as efficiently as possible.

The below table illustrates the assessment categories and weightings that were applied at SSQ and ITT and reflect the A+U Framework’s emphasis on procuring quality and promoting high design and quality.

		Weighting by Procurement Stage	
		SSQ	ITT
Assessment Category	Proposed Methodology	30%	55%
	Skills & Experience	50%	15%
	Practice Policies & Systems	20%	5%
	Diversity Monitoring	Pass/Fail	Pass/Fail
	Financial	Pass/Fail	25%

Further information regarding the procurement process is available on request.

2.3 FAQs - Part One

Who can use the Framework?

The A+U Framework can be used by the GLA Group, TfL (Transport for London) and any part or subsidiary of the GLA. It can also be used without incurring any cost by:

- All London boroughs
- Other UK Local Authorities
- Housing Associations
- Mayoral Development Corporations e.g., London Legacy Development Corporation (LLDC) and Old Oak Park Royal Development Corporation (OPDC)
- Other Public Sector bodies e.g., Central Government Departments, NHS Estates

For further details of the public sector bodies and institutions that can use the framework, the Contract Award Notice is available on request from the Framework Manager.

Is there a charge for using the A+U Framework?

There is no charge for public authorities to use the framework. Authorities using the framework will be required to supply information on the projects and suppliers procured, as described in the step-by-step guides (see sections 4.2, 4.3 and 4.4).

How long will the Framework run for?

The Framework duration is three years from March 2023, with the option to extend for a further year. The supplier's rates set out in the Agreement are deemed to be fixed for one year. After this period, TfL may apply an indexation increase based upon SPPI on the anniversary of the Framework Agreement. This is at the discretion of TfL and the GLA and will not apply to existing call-off contracts, only new call-off contracts.

What has changed since the previous framework?

The A+U Framework takes the innovations developed from the Architecture Design and Urbanism Panel (ADUP2) and pushes these even further, incorporating a new mandatory award criteria and an enhanced focus on qualitative approaches to leveraging social value, EDI and sustainability outcomes through the design and delivery process. Guidance on the new assessment criteria and weightings can be found on page 50.

New call-off mechanisms have been introduced to streamline commissions based on fee value, with an overall objective to ensure a proportionate procurement exercise for every commission.

The Lots have been consolidated to align with required usage based on previous framework analysis, and a new online management system has been introduced which requires all call-off appointments to have a unique procurement ID number.

What projects are suitable for the A+U Framework?

The framework is for projects requiring a design-led consultant team, for a range of project sizes – incorporating relevant RIBA (Royal Institute of British Architects) and LI (Landscape Institute) stages. It is not a suitable procurement route if you are not seeking to procure a design-led consultant team.

What happens if the type of consultant I want is not covered by the A+U framework?

The framework is for design-led teams, but frequently these can be multi-disciplinary. Other frameworks for public sector clients exist, focusing on different lead consultant specialisms, such as engineering. Please liaise with your own procurement team for further advice. Please note that new suppliers cannot be added on to the framework.

If I procure a supplier using the A+U Framework, how long can the contract run for?

The lengths of call-off contracts under the Framework Agreement are not specifically limited.

Long-term contracts should be avoided towards the end of the Framework Agreement as this contravenes the Public Contracts Regulation 2015. If in doubt, check with the Framework Management Team (A+UFramework@london.gov.uk).

My commission requires a multidisciplinary team. Can the tender include the use of subconsultants?

Yes. Commissions that require a design-led team, including subconsultants not appointed to the framework, can be procured provided that:

- The Framework Management Team is informed at the time of the bid
- The successful supplier acts as lead consultant
- The subconsultants' fees do not exceed the overall fee of the framework supplier

In addition the Framework Agreement Terms and Conditions have been updated to support the use of Collateral Warranties and Letters of Reliance, with templates available on request.

What if I am unsure my project is suitable for the A+U Framework?

If, on reading this guide, you are unsure whether your project may fit into one of the Lots, contact the Framework Management Team (A+UFramework@london.gov.uk) for an initial discussion.

3. LOT DESCRIPTIONS

Lot 01: Spatial Policy, Urban Strategy & Research

Suppliers are able to provide services related to the proactive planning and shaping of places, projects and London-wide initiatives. Suppliers can deliver strategic research, design studies and area-based plans to underpin spatial policy.

Suppliers are of the highest quality, innovative and have the expertise to support and advise on how to best nurture growth across London. Suppliers have skills in one or more of the following areas: urban design, planning policy, strategic and spatial research, master planning, public realm, landscape design and transport.

The Suppliers on Lot 01 are able to:

- Prepare briefs for area frameworks, masterplans and development schemes and projects
- Assist and support the development of planning frameworks, including identifying visions, objectives and strategic opportunities
- Produce or advise on urban strategies, area plans and area frameworks
- Develop design-related policies and guidance including design codes in line with the new National Model Design Code and proposed changes to the National Planning Policy Framework (NPPF) aimed at improving the design quality of new development
- Advise on the urban design and architectural aspects of schemes seeking planning approval (this includes public inquiries)
- Undertake research, evidence gathering, analysis and data presentation to underpin future policy and planning
- Advise on strategic regeneration matters in Greater London

The Suppliers have an excellent understanding of the policy issues and challenges surrounding development and urban design in London; a proven ability to influence, work in partnership with and negotiate with a wide range of stakeholders; and a persuasive, authoritative, flexible and sensitive approach.

Appointed Suppliers

DK-CM

Dark Matter Laboratories

HAT Projects

Jas Bhalla Architects & AR Urbanism

Metropolitan Workshop LLP

muf architecture/art LLP

Publica

We Made That

Lot 02: Sustainable Cities

Suppliers are able to provide services related to the development of a zero carbon and sustainable built environment.

Suppliers have significant grasp of the principles and practices of sustainable city making and demonstrate the necessary strategic and technical skills and experience to ensure sustainable principles underpin future developments in London, in line with the Mayor’s Green New Deal. Suppliers have competencies with regard to both the strategic and technical requirements of delivering built outcomes.

The Suppliers on Lot 02 are able to:

- Draft circular economy strategies
- Design zero carbon spatial strategies
- Contribute to analysis and research to support strategy development
- Develop sustainable urban policy development and guidance.
- Provide building-specific design advice

Suppliers are able to produce guidance and parameters on the sustainability of major schemes; transport infrastructure; and development proposals, including new-build and retrofits. Suppliers will focus on attaining the highest possible environmental sustainability standards, including environmental resilience, resource consumption, energy use and supply.

Suppliers can also provide design guidance and advice on delivering sustainable buildings and pieces of city in London.

Appointed Suppliers

Gbolade Design Studio
Mikhail Riches
Ove Arup & Partners Limited
public works
Useful Projects

Lot 03: High Streets & Town Centre Recovery & Transformation

Suppliers are able to respond to the many challenges faced by London's network of high streets and town centres. Suppliers are: design-led; spatially and contextually aware; able to engage with and build the capacity of local communities; and can provide intelligent, contextual and high quality architectural and place-shaping advice. Suppliers are able to support the Mayor and his partners to: develop strategies that support the night-time economy; develop frameworks for High street Innovation Zones and 15-Minute City Strategies; and support the delivery of the High Streets for All Mission.

Suppliers have specialist skills in one or more of the following areas: urban design, place-shaping strategies, masterplanning, architecture, public realm, landscape design, social enterprise, community engagement, cultural animation in the public realm, participative and co-design processes.

The Suppliers on Lot 03 are able to:

- Promote asset-based community development and enterprise projects that stimulate business and economic activity and give a sense of liveliness and vibrancy to vacant premises and under-used spaces
- Deliver local community engagement and capacity building through long term involvement or short-term interventions
- Prepare briefs for area frameworks, masterplans and development schemes and projects
- Review and advise on emerging proposals and planning applications for planning authorities and other stakeholders
- Design and deliver place-specific, innovative and interactive events in high streets, communities and other public places
- Advise on the design of buildings and or urban strategies, area plans and area frameworks or masterplans
- Contribute to the development and implementation of procurement strategies, advising on best practice

Suppliers have an excellent understanding of the policy issues and challenges surrounding development in and around High Streets and Town Centres in London; a proven ability to influence, work in partnership and negotiate with a wide range of stakeholders; and a persuasive, authoritative, flexible and sensitive approach.

Suppliers to this category are able to provide design guidance and advice on the architecture and urban design of major schemes and proposals on High Streets and Town Centres.

Appointed Suppliers

Architecture 00

Hayatsu Architects

JA Projects

Jas Bhalla Architects & AR Urbanism

public works

Publica

RCKa

Sanchez Benton architects

Urban Movement

We Made That

what if: projects

Lot 04: Landscape, Green Infrastructure & Public Realm

Suppliers are able to advise on the improvement of the quality and accessibility of hard and soft public realm and spaces in London, including streets, squares, green and open spaces and green infrastructure. Suppliers are able to develop strategies and inform policies related to London’s public realm. Suppliers have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable landscape, green infrastructure and public realm schemes across a range of scales.

The Suppliers on Lot 04 are able to:

- Work in a multi-stakeholder environment to deliver briefs
- Lead a multi-disciplinary team including sub-consultants
- Develop concept designs
- Produce feasibility studies
- Produce detailed designs for the public realm
- Provide technical and construction information
- Produce monitoring and maintenance plans

Suppliers can provide intelligent analyses and research on public realm, streets and green infrastructure. Their work can be used to inform policy and strategy development for areas within London or the city. Suppliers have an excellent understanding of the current and emerging environmental and transport policy context such as the ‘Healthy Streets’ agenda.

Suppliers may also provide design guidance and advice relating to the public realm, streetscape, landscape and green infrastructure elements of major transport and development schemes and proposals.

Appointed Suppliers

- Collective Cultures (OMMX, Atelier ANF, YAA Projects, MSOMA Architects)**
- East architecture, landscape urban design ltd**
- Hayatsu Architects**
- LDA Design**
- muf architecture/art LLP**
- nimtim architects**
- Periscope**
- Publica**
- Sanchez Benton architects**
- Studio Weave**

Lot 05: Civic, Cultural & Social Infrastructure

Suppliers are able to provide services related to non-residential architectural projects, delivered by the public sector and its partners in London. Suppliers have demonstrated experience and expertise in one or more of the following fields: healthcare; education; cultural spaces; civic, community and other social infrastructures. Suppliers have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable civic, cultural and social infrastructure schemes across a range of scales.

Suppliers can deliver services related to civic buildings, education uses, community uses, cafes, libraries, health centres, faith use buildings, play spaces, recreation and sports facilities, and other projects related to local facilities that contribute to quality of life. Suppliers have the expertise to integrate non-residential uses within housing schemes.

The Suppliers on Lot 05 are able to:

- Work in a multi-stakeholder environment to deliver briefs
- Lead a multi-disciplinary team including sub-consultants
- Develop concept designs
- Produce feasibility studies
- Produce detailed designs for civic, cultural and social infrastructure project
- Provide technical and construction information
- Produce monitoring and maintenance plans

Suppliers can deliver projects that comprise new build works and/or refurbishment and or conversion. Suppliers are able to use Building Information Modelling (BIM) where appropriate.

Suppliers are also able to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

Appointed Suppliers

Architecture 00
Asif Khan Studio
DK-CM
Freehaus
Haworth Tompkins
IF_DO
JA Projects
public works
RCKa
Wright & Wright Architects

Lot 06: Commercial, Workspace & Industrial

Suppliers are able to provide services related to commercial non-residential architectural projects, delivered by the public sector and its partners in London. Suppliers have experience and expertise in one or more of the following fields: industrial, workspace, office and retail. Suppliers have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable commercial, workspace and industrial schemes across a range of scales.

Projects could include commercial or industrial spaces, civic buildings, education uses, community uses, cafes, libraries, open workspace, health centres, utility buildings, bridges and infrastructure. Suppliers are able to integrate non-residential uses within housing schemes.

The Suppliers on Lot 06 are able to:

- Work in a multi-stakeholder environment to deliver briefs
- Lead a multi-disciplinary team including sub-consultants
- Develop concept designs
- Produce feasibility studies
- Produce detailed designs for commercial, workspace and industrial projects
- Provide technical and construction information
- Produce monitoring and maintenance plans

Suppliers can deliver projects that comprise new build works and/or refurbishment and or conversion. Suppliers are able to use Building Information Modelling (BIM) where appropriate.

Suppliers can also provide design guidance and advice on the architecture and urban design of major schemes and proposals.

Appointed Suppliers

- Architecture 00**
- Ellell Architects**
- Feix&Merlin**
- Freehaus**
- Haworth Tompkins**
- Henley Halebrown**
- IF_DO**
- Pup Architects**
- Studio Egret West with Bell Phillips Architects, HNNA, and McCloy + Muchemwa**

Lot 07: Small Sites Housing

Suppliers are able to provide services related to the design and delivery of housing on small sites. This scale of delivery is increasingly being brought forward by the public sector and its partners to support the Mayor's plans to deliver new homes across London. Suppliers have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales.

Small Sites Housing projects can vary in typology, site condition and delivery model. Delivery models from community-led to direct public sector delivery, are expected to be deployed by users of the framework. Projects may include both suburban and urban contexts. Suppliers have experience delivering projects on small sites, or have experience of designing innovative housing typologies that deploy sustainable methods of construction, and experience of delivering community engagement. Where appropriate, Suppliers are able to use Building Information Modelling (BIM).

The Suppliers on Lot 07 are able to:

- Lead a multi-disciplinary team including sub-consultants
- Produce feasibility studies and development briefs for identified sites
- Produce detailed designs for small site housing
- Provide technical and construction information
- Produce monitoring and maintenance plans
- Produce design guidance for small sites
- Design new-build housing on a variety of urban and suburban conditions
- Develop proposals for retrofit, refurbishment and or conversion

Suppliers can deliver projects that comprise new build works and/or refurbishment and or conversion. Suppliers are able to use Building Information Modelling (BIM) where appropriate.

Suppliers can also provide design guidance and advice on the architecture and urban design of major schemes and proposals.

Appointed Suppliers

Archio

Architecture Doing Place

Balaam Murphy

Brisco Loran

Collective Cultures (OMMX, Atelier ANF, YAA Projects, MSOMA Architects)

Grounded

JA Projects

Jas Bhalla Architects & AR Urbanism

nimtim architects

RCKa

Studio Gil with Matthew Lloyd Architects

Lot 08: Housing & Mixed Use

Suppliers are able to provide services related to the design and delivery of housing and housing-led mixed-use developments being brought forward by the public sector and its partners to support the mayor’s plans to deliver new homes across London. Suppliers have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales.

Housing-led projects can vary in type and scale from a single building to a block, street or neighbourhood. Projects can include both suburban and urban contexts. Suppliers have experience delivering projects on small sites; further details should be specified in each tender.

The Suppliers on Lot 08 can undertake commissions to:

- Lead a multi-disciplinary team including sub-consultants
- Deliver development briefs
- Produce capacity, viability and feasibility studies
- Design new-build housing led developments
- Retrofit, refurbishment and or conversion of existing building stock into housing
- Design Mixed use and mixed tenure schemes
- Produce detailed designs for housing and mixed-use schemes
- Provide technical and construction information
- Produce monitoring and maintenance plans

Suppliers are able to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

Suppliers can also provide design guidance and advice on the architecture and urban design of major schemes and proposals.

Appointed Suppliers

- Adam Khan Architects**
- Al Jawad Pike**
- dRMM**
- Farshid Moussavi Architecture**
- Gibson Thornley Architects**
- Haworth Tompkins**
- Henley Halebrown**
- Karakusevic Carson Architects with K Bava Architects,**
- Office Sian, Pedder & Scampton, Sahra Hersi & Saya Hakamata**
- Mæ**
- Mikhail Riches**
- Morris+Company with Gort Scott**
- Peter Barber Architects**
- Stephen Taylor Architects**

**Lot 09: Transport Infrastructure Interface:
Overstation/ Station Development (Housing & Commercial)**

Suppliers are able to provide services related to design and delivery of housing; housing-led mixed-use developments; and non-residential projects being brought forward by the public sector and its partners - to support the mayor’s plans to deliver new homes across London. Suppliers have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales. Suppliers have expertise in commercial and commercially led developments, successfully integrated with, and mutually beneficial to transport infrastructure.

The Suppliers on Lot 09 are able to deliver:

- concept designs options for sites
- feasibility studies
- detailed design through to construction information
- monitoring stages for transport architecture and interchanges projects at small and large scales

Suppliers are able to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

Projects may include station designs for all transport modes, over-station development, interior design and fit out, buildings associated with transport infrastructure requirements, and the public realm immediately associated with transport interchanges. Suppliers are able to explore all opportunities to create or reinforce places which are safe, attractive and convenient to use.

Appointed Suppliers

- Allies and Morrison**
- Archio**
- Fletcher Priest Architects**
- Grimshaw Architects**
- Hawkins\Brown**
- Jestico + Wiles**
- Karakusevic Carson Architects with K Bava Architects,**
Office Sian, Pedder & Scampton, Sahra Hersi & Saya Hakamata
- Landolt + Brown Architects**
- Mangera Yvars Architects (MYAA)**
- MICA**
- Weston Williamson + Partners**
- WilkinsonEyre**

Lot 10: Transport Design: Specialist Infrastructure

Suppliers are able to provide design services related to upgrading the infrastructure and transport networks supporting London, its functionality, the quality of the user experience and the overall design quality and future proofing.

Suppliers are able to support the improvement of the urban infrastructure and transport network through its functional operation, sensitive design integration with the built environment, future proofing, integration of smart and sustainable cities concepts, improved user experience and accessibility.

The Suppliers on Lot 10 are able to deliver:

- Rail and light rail infrastructure, over and underground, including stations and associated infrastructure such as stabling, vent shafts and maintenance
- Surface transport infrastructure, such as bus stations, garages and shelters, bridges, cycle hire and highway infrastructure
- Infrastructure associated with energy, water and waste management, such as energy and recycling centres and sustainable drainage and flood protection
- Development of strategies, feasibility studies research and analysis
- Design development of projects, both small and large scale
- Market engagement with innovative and emerging industries
- Projects may comprise new build works and/or refurbishment and or conversion.

Suppliers are able to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA plan of work.

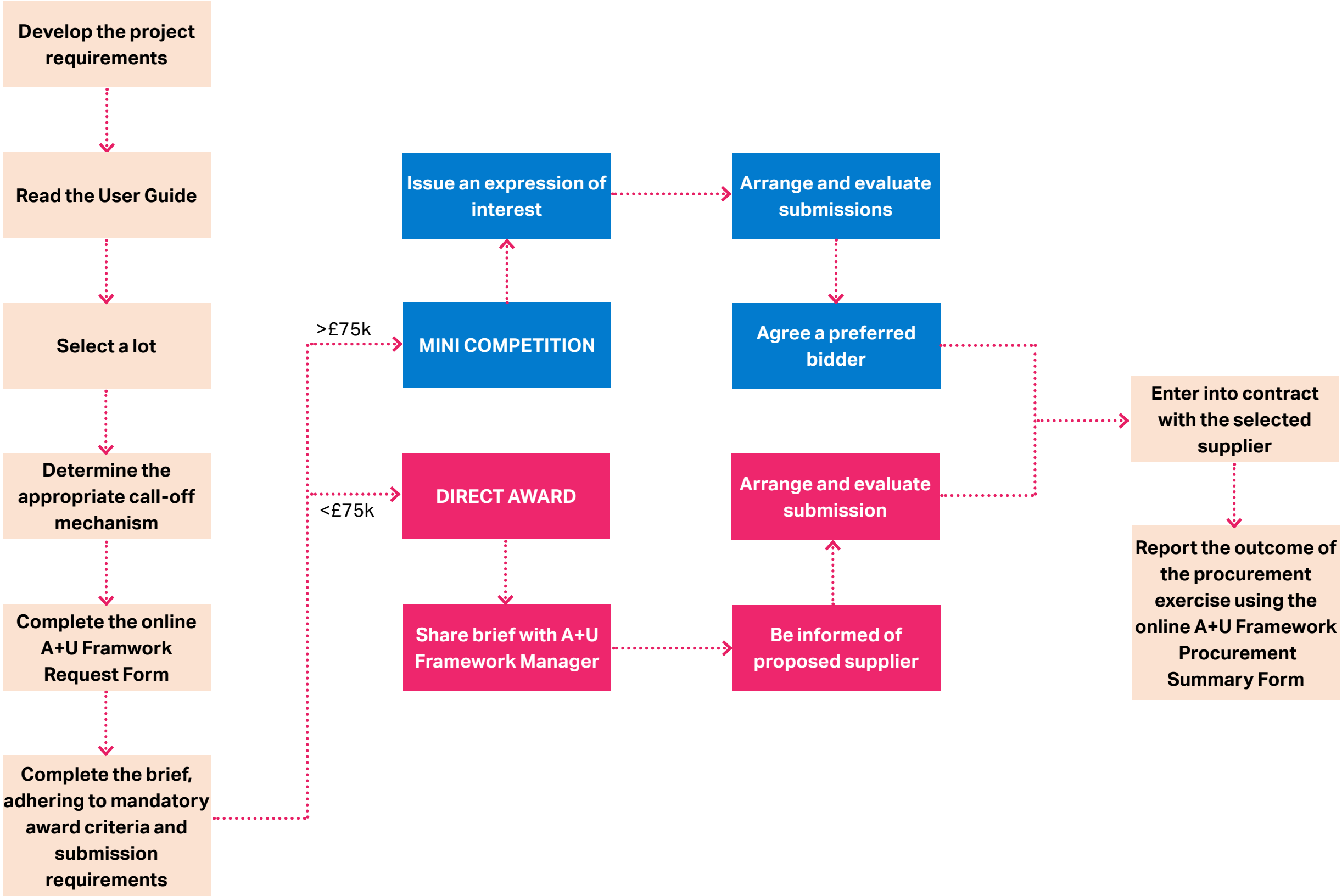
Suppliers are also able to provide design guidance and advice relating to the infrastructure elements of major development schemes and proposals.

Appointed Suppliers

- 5th Studio Ltd**
- Grimshaw Architects**
- Haptic Architects**
- John Puttick Associates**
- Landolt + Brown Architects**
- Ove Arup & Partners Limited**
- Weston Williamson + Partners**

4. USING THE FRAMEWORK

4.1 Pre-Procurement - Framework Overview Diagram



Call-Off Stage Mechanisms and Award Criteria

Prior to commencing a procurement exercise using the A+U Framework, Users must select the Lot and Call-Off Mechanism appropriate to their project. There are two possible mechanisms that can be used to select a Supplier at Call-Off stage.

- Direct Award - suitable for commissions under £75,000
- Mini-Competition - mandatory for commissions over £75,000

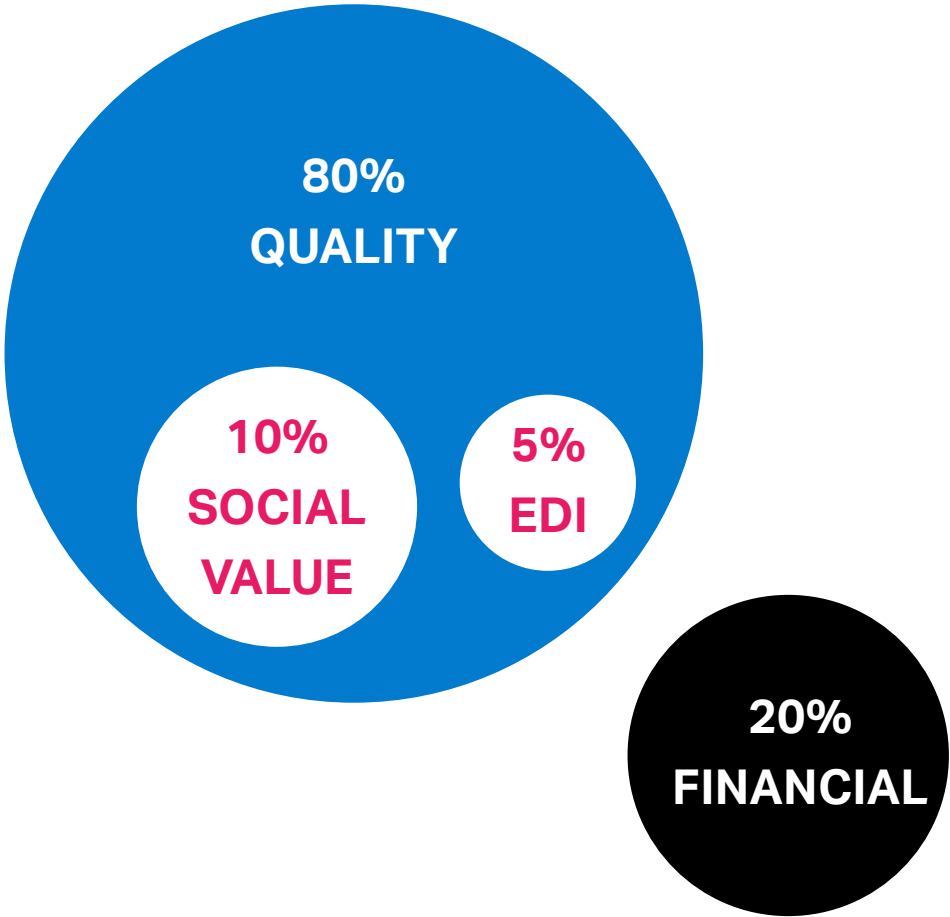
The assessment criteria weightings for each of these mechanisms are mandatory. These are given below:

		Weightings at Call-Off Stage	
		Direct Award (< £75k)	Mini Competition (> £75k)
Assessment Category	Proposed Methodology	Pass/Fail	55% (inc. min. 10% social value)
	Skills & Experience	Pass/Fail	25% (inc. 5% EDI)
	Financial	Pass/Fail	20%

In line with the strategic objectives of the framework, the Mini Competition Call-Off stage is operating with a 80% Quality/ 20% Financial weighting, with the 80% quality including a minimum 10% to social value, and 5% to EDI for diverse skills and expertise. Further information and guidance on embedding this approach into your procurement process can be found in the dedicated [Good Growth by Design Process Note: Procuring Social Value & EDI](#). Example call-off assessment questions are available on request for social value, sustainability and EDI.

It is important to acknowledge that Call-Off Stage is the third stage of the procurement process for the A+U Framework; suppliers have already been through a rigorous and resource intensive two stage procurement process that included assessment of their financial standing and their framework rates to determine whether value for money can be achieved.

Further information on the procurement process is available on request from the Framework Management Team to assist with any internal case making required to support the 80/20 split.



Call-Off Stage Page Limit

Submission requirements at call-off stage have page limits increasing in line with the size and complexity of the project being procured (see below). To reduce the resource burden of procurement exercises on both Users and Suppliers, efforts have been made to ensure there is no duplication of information requested at each stage of procurement.

	Direct Award (< £75k)	Mini Competition (< £150k)	Mini Competition (> £150k)
Proposed Methodology			
Outline response to brief and approach to positive climate action	1 page	2 pages	Max. 4 pages
Programme	1 page	1 page	1 page
Social Value Action Plan (completion of template)	1 page (3 actions)	1 page (4 actions)	2 pages (5 actions)
Skills & Experience			
Team summary - relevant experience in response to brief and organisation chart/roles and responsibility	0.5 pages	1 page (1-2 example projects)	Max. 4 pages (2-4 example projects) e.g. one per consultant
Approach to assembling a diverse team/skill set	0.5 pages	1 page	1 page
CV	1 page per additional subconsultant		
Financial (completion of template)	1 page	1 page/as required	1 page/as required

Supplier information packs comprising the technical information submitted at SSQ stage are available for each of the lots, to provide assurances to Users of the Suppliers' baseline of expertise. This negates the need for previous experience to be supplied separately by bidders at call-off stage.

User Responsibilities

By using the Framework, Users agree to the responsibilities below:

- Manage procurement of projects undertaken by London boroughs or other public organisations
- Undertake fair and transparent mini competitions under the framework terms and conditions by using clear award criteria. Check that rates submitted by suppliers for all procurements are up to date with Framework Management Team (A+UFramework@london.gov.uk)
- Returning information on final outcome of procurement process as per usage T&C's agreed in initial online request form
- Maintain easily identifiable records of all documents and correspondence during the tender process for audit purposes, including:
 - The evaluation score sheets signed by the evaluation panel
 - A copy of the contract that has been signed by the supplier and the appropriate line manager with the appropriate level of delegated financial authority
- Liaise with Framework Management Team (A+UFramework@london.gov.uk) at start and end of project, providing information via the online forms
- Inform Legal and the Framework Management Team of any extensions to contracts. For evaluation and tracking, the following information should also be supplied at the end of the project:
 - Value of any extensions to a project
 - Reasons for extension
 - Cost of extension
 - Accumulated spends per project
- Ensure that all actions are in accordance with procurer's organisation's own procedures and regulations
- Notify the Framework Management Team in advance of any proposed amendments to the call-off contracts

Pre-Procurement Advice

In line with the London Plan 2021 and the aspirations of the Good Growth by Design programme, efforts should go into ensuring the design quality of projects using the A+U Framework is safeguarded through to completion. Design principles agreed during the early design stages must not be lost after RIBA Stage 3 / LI equivalent, during technical design or later, and a clear strategy should be put into place to govern how control over the design is to be maintained through the later stages of design and construction.

Clients can seek to minimise risks to design quality by ensuring that the original design team is responsible for design development all the way through the RIBA / LI Work Stages, and particularly that design development is completed before a contractor is appointed. When using a Design and Build or Partnering process, this means developing the design, including key architectural details, to RIBA Stage 4A after which the design consultancies should either be novated to the contractor or retained by the client with a watching brief. For projects using the A+U Framework this means a bias away from any form of procurement that limits design development prior to the appointment of a contractor.

On larger projects an independent design advisor should be appointed with a remit to monitor and safeguard design quality throughout the process.

The GLA's Regeneration Team have developed substantial expertise in strategic placeshaping and regeneration. With experience developing planning frameworks, delivering regeneration and public space projects, the team can offer advice on design, placeshaping, and procurement of skilled design consultants. In the first instance, please contact the Framework Management Team (A+UFramework@london.gov.uk) to discuss the level of support you require.

4.2 Direct Awards: A step-by-step guide

The Direct Award mechanism is a useful tool for Users as it can minimise the resource required to manage the call-off process for commissions less than £75,000. This must be the total aggregate cost and the Direct Award process can only be used for discreet, one off submissions.

All suppliers have demonstrated that they have sufficient skills and experience to deliver work of the type and nature described within the descriptions of the lots they have been appointed to. To promote an equitable distribution of work between suppliers, the A+U Framework Management Team oversee the Direct Award process and will work closely with Users to select an appropriate supplier for a Direct Award Call-Off.

A step-by-step guide to the Direct Award process is given below.

Pre-Procurement

1. Develop the project requirements

This should include project objectives and a budget for the commission. This information will help you to determine whether the A+U Framework and which award mechanism is suitable for your project.

2. Read the user guide

Clarify any questions not dealt with in this guide with the Framework Management Team (A+UFramework@london.gov.uk). The Framework Management Team can confirm whether the project requirements fit within the scope of the A+U Framework and whether the Direct Award Mechanism is appropriate.

3. Select a Lot

The Framework Management Team can advise on Lot selection.

4. Agree the use of the framework

Agree the use of the framework with your procurement and legal team if necessary and ensure you will be able to obtain the necessary financial approval to carry out the procurement.

5. Develop a procurement timetable.

The following stages should be considered when developing your procurement timetable:

- Brief Development
- Supplier Selection
- Supplier Response
- Evaluate Submission
- Clarification Interview
- Appointment
- Enter into contract

The timetable will vary depending on the requirements of your brief and the time it takes to work through these stages. However, you will need to allow:

- Up to 1 week to select an appropriate supplier in conversation with the A+U Framework Management Team
- Up to 1 week for the supplier to submit their response to your brief

Start Procurement Exercise

6. Complete the online A+U Framework Request Form

Users will need to have selected a Lot, Call-Off Mechanism, and confirmed their procurement timetable to complete the request form. By submitting the A+U Framework – Request Form, you are accepting the A+U Framework Terms and Conditions and the User Responsibilities outlined on page 53 of this User Guide.

7. Receive unique A+U Procurement ID and framework supporting documents

On receipt of your A+U Framework – Request Form, the A+U Management Team will confirm whether the Direct Award Mechanism is appropriate for your procurement. If so, you will be provided with a unique Procurement ID number and the framework supporting documents. It is important for you to make a note of your A+U Procurement ID number, as you will need to quote it on your procurement documents and need it to close the procurement exercise.

You may be advised that a Direct Award is not appropriate, in which case you will need to follow the Mini-Competition Process.

Brief Development

8. Consult your legal team about using the framework and its' terms and conditions.

Seek advice on special terms that you might need to have included in the Call-Off Contract such as intellectual property and confidentiality provisions. Please note: the Call-Off Contract cannot be used to make any amendments to the overarching Framework Terms and Conditions, which are executed. Please refer to page 73 for further details.

The Framework Agreement sets the insurances as follows:

- Employer's (Compulsory) Liability = £5m (It is a legal requirement that all companies hold Employer's (Compulsory) Liability insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders.)
- Public Liability Insurance = £10m
- Professional Indemnity Insurance = £2m for SME+ and £1m for Micro Enterprises

To broaden access to the framework for smaller and emerging

practices the professional indemnity insurance requirements for micro enterprises was set at £1m. For call-off contracts requiring a higher level of PI Insurance this needs to be negotiated as part of the call-off stage and recorded in the 'Special Conditions for Call-Off' section of the Call-Off contract.

Insurances should be checked on a project specific basis. It is the responsibility of the commissioning officer to ensure that the required level of insurance is in place. However, levels should be proportionate to the task and not serve as an undue restriction to any given appointment.

GLA Group users should contact the Risk Team for levels of insurance cover suppliers must have to carry out the assignment.

Please refer to Schedule 10 of the Framework Agreement for further details on professional indemnity insurances.

9. Complete your brief for the project.

This brief is the single most important document at procurement stage for describing the content of your project. Once completed, you must share your brief with the A+U Management Team.

As Direct Award is a non-competitive process, the brief should include the budget for the commission. Each project is different, but broadly, a clear brief should include the following, in this order:

- Specification:
 - Clear and succinct descriptions of what you are looking for from the supplier
 - Wider project aims (including social value)
 - Delivery timescales of the commission
 - Deliverables of the commission
 - Options for eventual contractor procurement route and effect on the role of the design team and scope of services (i.e.,

Design and Build, Traditional etc.)

- Key challenges
- Project background (including development of the project to date, wider project timescales and deliverables, site plans and location information, client structure, stakeholders etc.)

- Submission requirements:

Proposed Methodology		
Outline response to brief and approach to positive climate action	1 page	Max. 4 pages
Programme	1 page	1 page
Social Value Action Plan (completion of template)	1 page (3 actions)	2 pages (5 actions)
Skills & Experience		
Team summary - relevant experience in response to brief and organisation chart/roles and responsibility	0.5 pages	Max. 4 pages (2-4 example projects) e.g. one per consultant
Approach to assembling a diverse team/skill set	0.5 pages	1 page
CV	1 page per additional subconsultant	
Financial		
Completion of template	1 page	1 page/as required

- Procurement process information:
 - Submission dates and process
 - Descriptions of assessment process and evaluation criteria. These can be further developed but must comply with the mandatory award criteria set out in the table above
 - Any special terms related to the commission, such as performance standards, proposed payment structure and acceptance criteria.

It is important that suppliers are provided with sufficient information

to make an informed decision on whether they wish to bid.

Remember that all framework suppliers have already undergone a rigorous two-stage competitive process to qualify onto the framework and so it is encouraged that your brief and submission requirements are specific to your project requirements and of a comparable scale to the commission.

Users should bear in mind that too much information in briefing material is not advisable and can often be counterproductive to attracting high quality bids.

Supplier Selection & Evaluation

10. Selection

Up to 1 week after receiving your completed brief, the A+U Framework Management Team will aim to have agreed the selected supplier. At this stage, you can instead choose to opt for the Mini-Competition Process.

Upon your agreement of the proposed supplier, you will be provided with their contact details to arrange a submission.

11. Select evaluation panel members

It is advisable for evaluation panels to be diverse and composed of people with a range of skills. When design services are being procured, it is strongly recommended that the evaluation panel includes individuals from a design background and/or who have experience in assessing design quality.

The evaluation panel will undertake the evaluation, clarification interview and agree on a pass or fail score based on the award criteria set out within the project brief.

12. Have evaluators sign a Declaration of Conflicts of Interests form

Before evaluation can begin, evaluation panel members will need to sign a Declaration of Conflicts of Interests form to declare that evaluators do not have a financial interest or an affiliation with suppliers that have submitted proposals.

13. Undertake evaluation

A preliminary technical assessment of the submission will be undertaken. The final evaluation will consider information provided at interview.

The evaluation panel should individually assess the bid against the evaluation criteria by allocating a pass/fail score. Each score should be supported with detailed comments. A template evaluation score sheet matrix is available on request. A clear evaluation approach is needed, otherwise there will be no mechanism for which to explain the award decision.

14. The evaluation panel meet and agree a pass or fail score for the direct award.

15. Carry out a clarification interview

When design services are being procured, it is advisable to carry out a clarification interview as part of the assessment so that the qualitative aspects of the consultant's response can be fully assessed. The clarification interview should be used to moderate the submissions' score, modifying as necessary.

The clarification interview is best carried out in the format of a presentation and questions. Standard question areas should be prepared for the panellists, but it is reasonable to ask clarification questions under the principal headings, in areas that either the written submission or the interview response has not clarified.

As with the wider assessment, notes should be recorded of the

interview assessment, as unsuccessful suppliers may request further debriefing about their proposals. This debriefing should preferably be done in writing.

16. Accept the supplier

The outcome of the interview process combined with the submission scoring will indicate whether the supplier has passed the Direct Award process. The evaluation panel together agree to accept the supplier, provided the supplier has passed all elements of the evaluation.

If the supplier has failed the evaluation process, please contact the A+U Management Team to discuss next steps.

17. Contact supplier via the e-tendering portal (or email) to notify them of the assessment outcome.

Please now refer to pg73 'Making an Appointment' for details on preparing and agreeing the Call-Off Contract.

4.3 Mini-Competitions: A step-by-step guide

Pre-Procurement

1. Develop the project requirements

This should include project objectives and a budget for the commission. This information will help you to determine whether the A+U Framework and which award mechanism is suitable for your project.

2. Read the user guide

Clarify any questions not dealt with in this guide with the Framework Management Team (A+UFramework@london.gov.uk). The Framework Management Team can confirm whether the project requirements fit within the scope of the A+U Framework.

3. Select a Lot

The Framework Management Team can advise on Lot selection.

4. Agree the use of the framework

Agree the use of the framework with your procurement and legal team if necessary and ensure you will be able to obtain the necessary financial approval to carry out the procurement.

5. Develop a procurement timetable.

The following stages should be considered when developing your procurement timetable:

- Brief Development
- Supplier Response time
- Evaluation of bids
- Clarification Interviews
- Selection & appointment of supplier
- Enter into contract

The timetable will vary depending on the requirements of your brief and the time it takes to work through these stages. However, you will need to allow:

- Issue of an Expression of Interest (EOI) a minimum of 1 week before your proposed mini competition launch date
- 3-4 weeks for the suppliers to submit their responses for commissions under £150,000
- 4-6 weeks for the suppliers to submit their responses for commissions over £150,000

Start Procurement Exercise

6. Complete the online A+U Framework – Request Form

Users will need to have selected a Lot, Call-Off Mechanism, and confirmed their procurement timetable to complete the request form. By submitting the A+U Framework – Request Form, you are accepting the A+U Framework Terms and Conditions and the User Responsibilities outlined on page 53 of this User Guide.

7. Receive unique A+U Procurement ID and framework supporting documents

On receipt of your A+U Framework Request Form, the A+U Management Team will provide you with a unique A+U Procurement ID number and the framework supporting documents. It is important for you to make a note of your A+U Procurement ID number, as you will need to quote it on your procurement documents and need it to close the procurement exercise.

Brief Development

8. Consult your legal team about using the framework and its' terms and conditions.

Seek advice on special terms that you might need to have included in the Call-Off Contract such as intellectual property and confidentiality provisions. Please note: the Call-Off Contract cannot be used to make any amendments to the overarching Framework Terms and Conditions, which are executed. Please refer to page 73

for further details.

The Framework Agreement sets the insurances as follows:

- Employer's (Compulsory) Liability = £5m (It is a legal requirement that all companies hold Employer's (Compulsory) Liability insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders.)
- Public Liability Insurance = £10m
- Professional Indemnity Insurance = £2m for SME+ and £1m for Micro Enterprises

To broaden access to the framework for smaller and emerging practices the professional indemnity insurance requirements for micro enterprises was set at £1m. For call-off contracts requiring a higher level of PI Insurance this needs to be negotiated as part of the call-off stage and recorded in the 'Special Conditions for Call-Off' section of the Call-Off contract.

Insurances should be checked on a project specific basis. It is the responsibility of the commissioning officer to ensure that the required level of insurance is in place. However, levels should be proportionate to the task and not serve as an undue restriction to any given appointment.

GLA Group users should contact the Risk Team for levels of insurance cover suppliers must have to carry out the assignment.

Please refer to Schedule 10 of the Framework Agreement for further details on professional indemnity insurances.

9. Complete your brief for the project.

This brief is the single most important document at procurement stage for describing the content of your project. Each project is different, but broadly, a clear brief should include the following, in this order:

- Specification:
 - Clear and succinct descriptions of what you are looking for from the supplier
 - Wider project aims (including social value)
 - Delivery timescales of the commission
 - Deliverables of the commission
 - Options for eventual contractor procurement route and effect on the role of the design team and scope of services (i.e., Design and Build, Traditional etc.)
 - Key challenges
 - Project background (including development of the project to date, wider project timescales and deliverables, site plans and location information, client structure, stakeholders etc.)

- Submission requirements and mandatory weightings:

	Page limits by Commission Value		Weighting
	<£150k	>£150k	
Proposed Methodology			
Outline response to brief and approach to positive climate action	2 pages	4 pages	55%
Programme	1 page	1 page	
Social Value Action Plan (completion of template)	1 page (4 actions)	2 pages (5 actions)	
Skills & Experience			
Team summary - relevant experience in response to brief and organisation chart/roles and responsibility	1 pages	4 pages	25%
Approach to assembling a diverse team/skill set	1 page	1 page	
CV	1 page per additional subconsultant		
Financial			
Completion of template	1 page	1 page	20%

- Procurement process information:
 - Submission dates and process
 - Descriptions of assessment process and evaluation criteria. These can be further developed but must comply with the mandatory award criteria set out in the table above
 - Any special terms related to the commission, such as performance standards, proposed payment structure and acceptance criteria

It is important that suppliers are provided with sufficient information to make an informed decision on whether they wish to bid.

Remember that all framework suppliers have already undergone a rigorous two-stage competitive process to qualify onto the framework and so it is encouraged that your brief is specific to your project requirements and of a comparable scale to the commission.

Please note, authorities should bear in mind that too much information in briefing material is not advisable and can often be counterproductive to attracting high quality bids.

Obtaining Bids

10. Issue Expression of Interest

The framework can experience busy periods, and we strongly recommend issuing an Expression of Interest to all suppliers on the lot using the standard template, available from the A+U Framework Management Team. This gives notice and advance warning to the suppliers and can also be helpful to the client in gauging appetite for the commission.

Where possible the Expression of Interest should be accompanied by the project brief with evaluation criteria / weightings and key dates. The time limit for responses should consider the complexity of the project and the time needed by tenderers to submit their bids.

11. Arrange submissions

The A+U Framework Management Team will supply you with the lot suppliers contact information. You will then invite all suppliers in the relevant lot to submit bids in a mini competition.

For commissions by the GLA Group (GLA/ TfL/ LLDC/ OPDC/ MOPAC/ LFB), this should be via the e-tendering portal (i.e SAP Ariba/Delta). Other organisations should use their own e-procurement tendering systems.

Only suppliers that are appointed to the framework can be invited to submit bids. It is not possible to extend the invitation to other organisations.

12. Manage questions and queries

If any questions arise during the process, responses should be issued to all bidders that were invited to bid where in mini completion, or to the assigned supplier where in direct award. To manage clarification questions, specify that all questions should be made via an effective system, (e-tendering, email or similar) and stipulate a timeframe for accepting questions before the closing date.

The project manager must be available to reply to any questions during this period.

13. Correctly obtain and compile submissions

For GLA Group commissions (GLA/ TfL/ LLDC/ OPCD/ MOPAC/ LFB), submissions received by email (by arrangement) will be uploaded to the e-tendering portal.

Ensure that the bids are opened in a way that is compliant with procurement regulations and is objective.

Evaluation

14. Select evaluation panel members

It is advisable for evaluation panels to be diverse and composed of people with a range of skills. When design services are being procured, it is strongly recommended that the evaluation panel includes individuals from a design background and/or who have experience in assessing design quality.

The evaluation panel will undertake the evaluation, clarification meeting and agree on a pass or fail score based on the award criteria set out within the project brief.

15. Have evaluators sign a Declaration of Conflicts of Interests form

Before evaluation can begin, evaluation panel members will need to sign a Declaration of Conflicts of Interests form to declare that evaluators do not have a financial interest or an affiliation with suppliers that have submitted proposals.

16. Undertake evaluation

A preliminary technical assessment of the submission will be undertaken. This will be followed by shortlisting of suppliers who may be invited to a post tender clarification meeting if required. This must be made clear in the procurement documents.

The evaluation panel should individually assess and score each bid against the evaluation criteria. Each score should be supported with detailed comments. A template evaluation score sheet matrix is available on request. A clear evaluation approach is needed, otherwise there will be no mechanism for which to explain the award decision. Your procurement teams should support on this.

17. The evaluation panel meet and agree a consensus score for each submission.

18. Carry out a Post Tender Clarification Meeting

When design services are being procured, it is advisable to carry out a post tender clarification meeting as part of the assessment so that the qualitative aspects of the consultant's response can be fully assessed.

As with the wider assessment, notes should be recorded of the interview assessment, as unsuccessful suppliers may request further debriefing about their proposals. This debriefing should preferably be done in writing.

19. Arrive at an agreed preferred bid

The outcome of the full evaluation process will indicate the preferred supplier. The evaluation panel together arrive at the preferred bid.

The supplier with the highest score is selected because this is both the best response to the brief, and the most economically advantageous tender. Please liaise with your procurement teams before any tenders are commenced to ensure that all evaluation criteria is clear in the procurement documents.

4.4 Making an Appointment: A step-by-step guide

1. Prepare the A+U Framework standardised call-off contract

The framework includes a standardised contract produced specifically for this task, so this is done by simply filling in the Schedule 6 of the Framework Agreement to produce the call-off contract.

No changes to the terms set out in the framework agreement are permitted. However, Attachment 3 of Schedule 6 provides space for supplementing basic terms to reflect circumstances for the individual call-off only. Any special conditions that the authorities and public sector organisations wish to incorporate in the call-off contract, must be relevant to the project only. Special conditions cannot be used to alter and/or supersede the clauses in the framework agreement.

Neither the GLA nor TfL will be involved in the negotiation of terms and conditions of a call-off contract between the authorities and the selected supplier. The GLA and TfL are only responsible for the overarching Framework Agreement. If any dispute arises in relation to the call-off contract, then documents should be consulted in the following order:

- First: The call-off contract
- Second: The Framework Agreement
- Third: The scope and any other documents included in the call-off contract

Amendments to the call-off contract must be agreed with the Framework Management Team and must be drawn from a standard form of contract preferably in common usage and tested by case law. Additional terms should not duplicate, contradict, or undermine any of the clauses stated in the framework agreement. The contracting authority is responsible for the legal status of a contract

with additions. The GLA/TfL does not review such arrangements and has no liability in such cases.

2. Issue the call-off contract to the supplier for signing

For GLA Group projects (GLA/ TfL/ LLDC/ OPDC/ MOPAC/ LFB), this will be done by TfL Commercial. Other organisations should use their legal and / or commercial team.

A copy of the counter-signed contract must be kept on the project file. A line manager with the appropriate level of delegated procurement authority should counter-sign contracts.

3. Report the outcome of mini competitions to the Framework Management Team

This is done by completing the A+U Framework Procurement Summary Form.

The information required for the online form includes:

- Project information
- Value of contract (agreed supplier fee)
- Mini competition / direct award process
- Name of successful supplier
- Start and end date of contract

Feedback on your experience of using the A+U Framework is also requested so that processes can be continually improved.

Copies of evaluation score sheets with comments made by the evaluation panel should be retained on file for audit purposes

4.5 FAQs – Part Two

Why are the submission requirements at Call-Off stage mandatory?

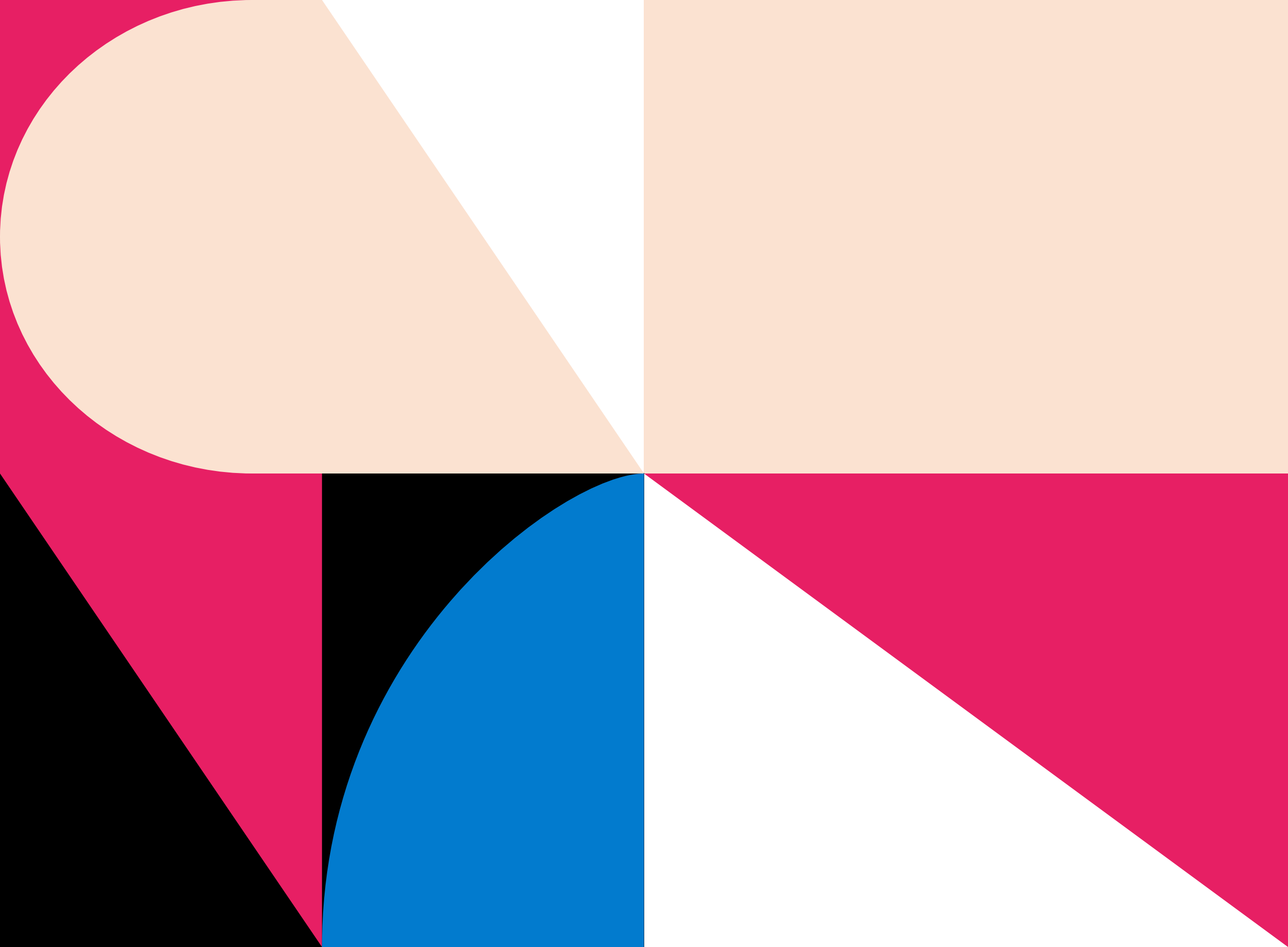
A key ambition of the A+U Framework is to reduce the resource burden of procurement exercises on both Users and Suppliers. The volume of information that can be requested is capped to prevent unnecessary and abortive work being carried out. Page limits increase in line with the size and complexity of the project being procured.

Why does the supplier for a Direct Award need to be agreed with the Framework Management Team?

The direct award mechanism is a useful tool for panel users however, there is potential to entrench bias and distribute work inequitably if the process is not managed effectively. To promote an equitable distribution of work between suppliers who have been awarded a place on the framework, the process is closely managed by the A+U Framework Management Team.

Are there a minimum number of responses required for a mini-competition to be deemed valid?

All suppliers appointed to the lot should be given the opportunity to respond, but there is no requirement for a minimum number of responses to be received in order to proceed with the procurement exercise.





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%



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.

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

105k

tonnes of CO₂e
saved - equivalent
to the electricity
consumption of
68,250 homes

£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.

Since 2021, the group has:

- 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, the group has:

- saved over 507K tonnes of carbon dioxide equivalent 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.

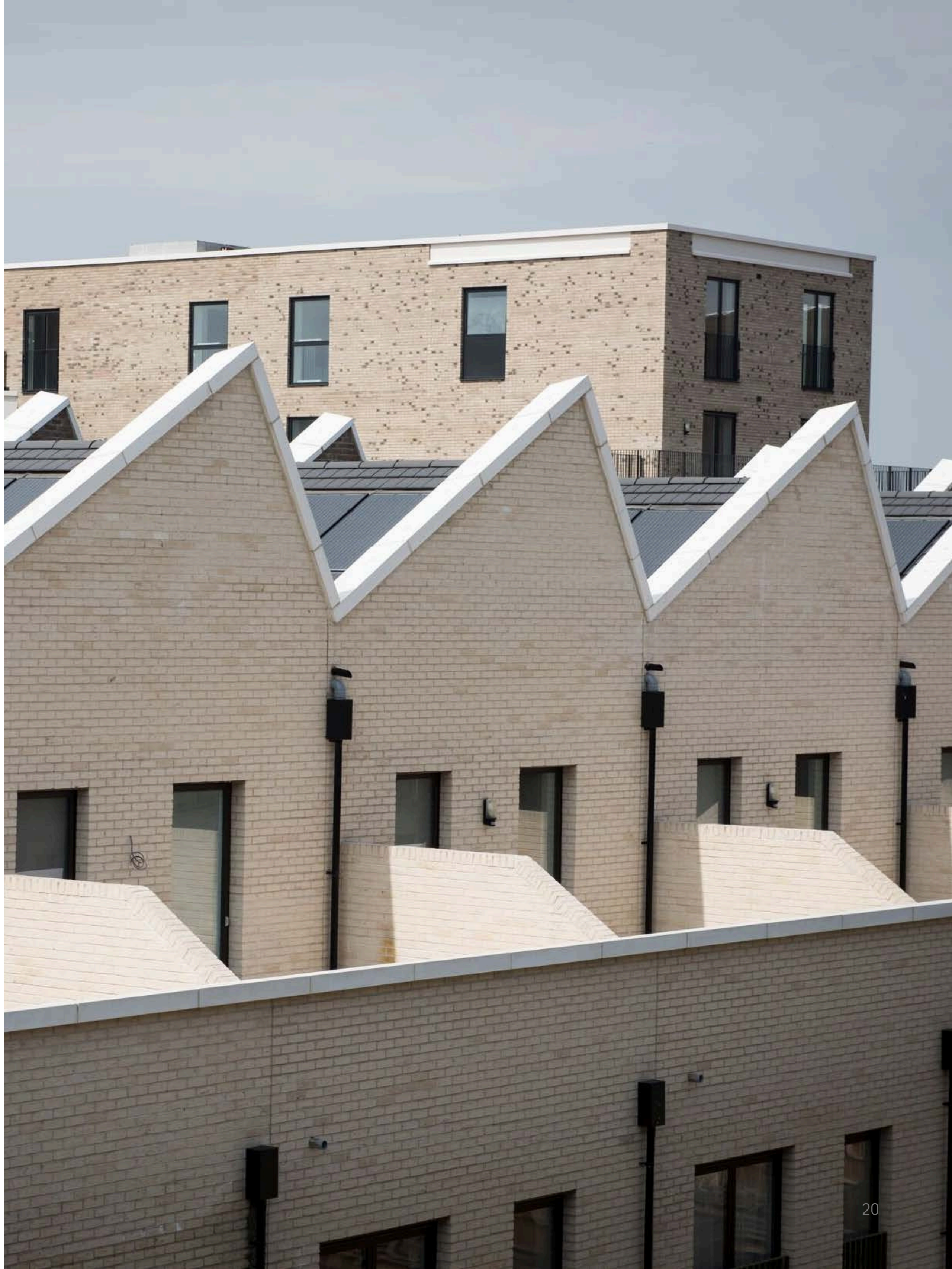
Across the group, each member has finalised individual plans on how to achieve net zero. This includes prioritising over 70 buildings to decarbonise, and members have already secured over £130m to progress these.

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 ideas 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

Pro bono support is provided by Bloomberg Associates.



**London Anchors Institutions'
Network**

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www.anchors.london



DELIVERED BY
MAYOR OF LONDON

London Anchors Institutions' Network: PROCUREMENT WORKING GROUP

GLA Procurement Update

November, 2022

[REDACTED], GLA Business Partner – GLA Group Collaborative Procurement





London Anchor Institutions' Network

Greater London
Authority Procurement

As an Anchor Institution, the Greater London Authority has made a series of commitments against some of the key objectives for London's recovery.

London Anchor Institutions' Network is focused initially on three of London's Recovery Missions:

Helping Londoners into good work

Support Londoners into good jobs with a focus on sectors key to London's recovery

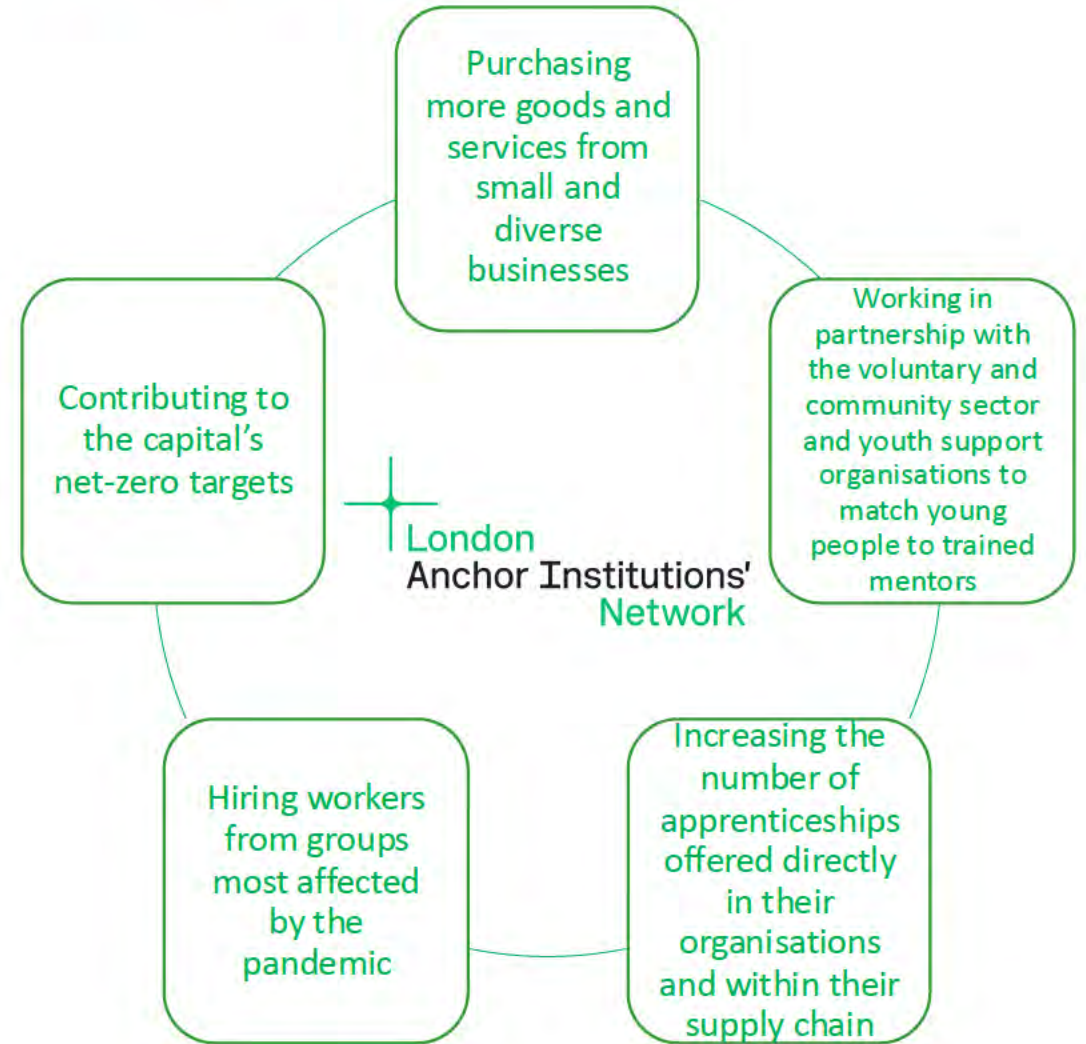
A new deal for young people

Give young Londoners access to a personal mentor and quality local youth activities

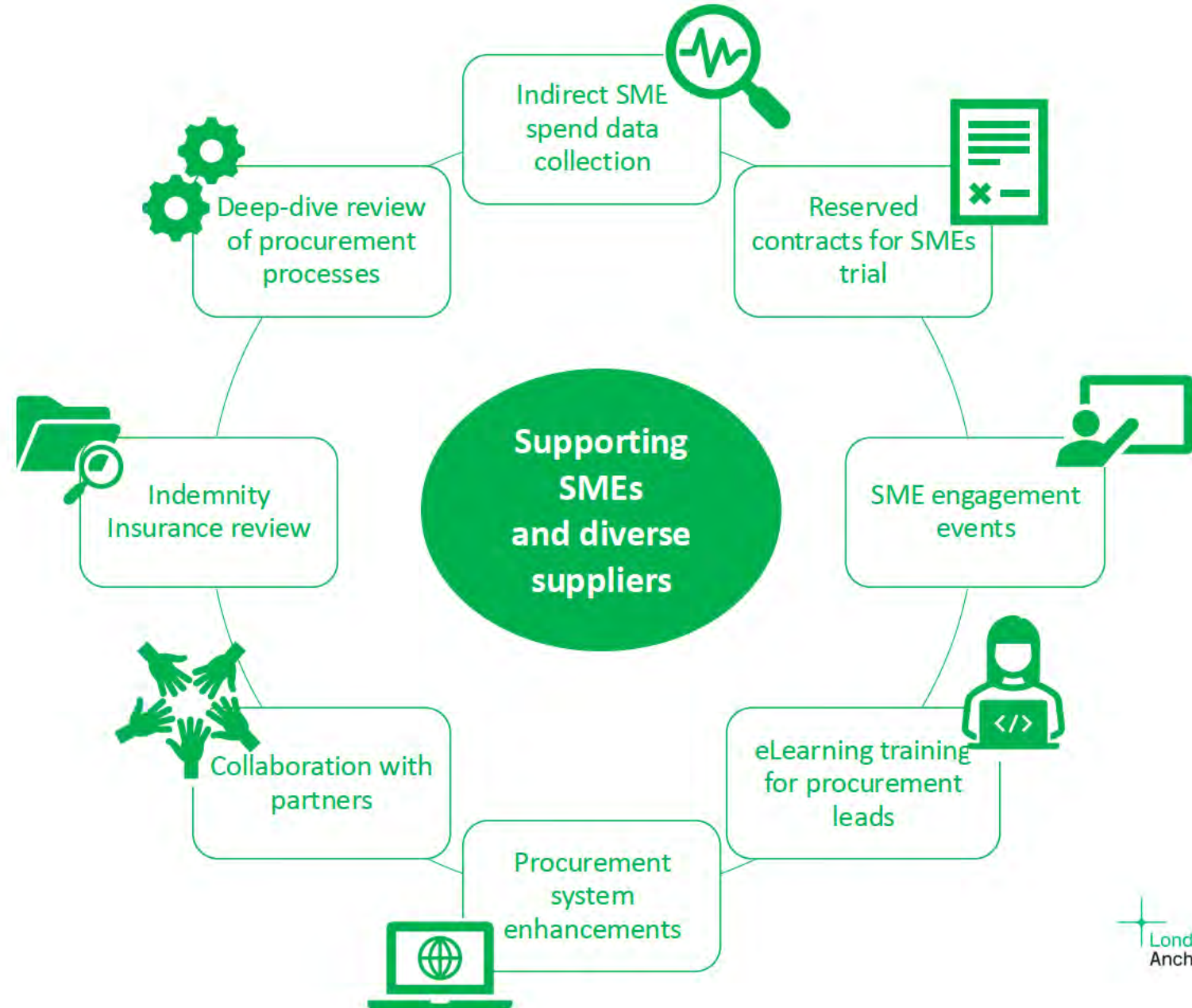
A green new deal

Tackle the climate and ecological emergencies and improve air quality by doubling the size of London's green economy by 2030 to accelerate job creation for all

The Network will support these missions by:



Procurement Working Group: Our key activities in 2022





MAYOR OF LONDON

GLA Responsible Procurement Policy

“We will encourage equality and diversity by removing barriers in our procurement approaches and processes that inhibit Micro, Small and Medium Enterprises, community sector organisations, diverse enterprises and under-represented groups from easily entering our supply chain”.

**GLA Group
Collaborative
Procurement**

**Central
Responsible
Procurement Team**

LAIN Procurement Working Group

The GLA group Collaborative Procurement and Central Responsible Procurement Teams have:

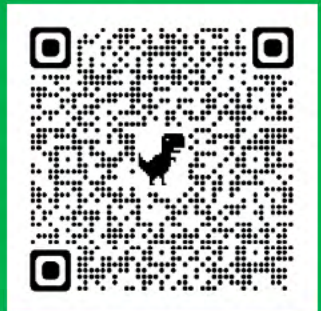
- **Supported the design of outcomes and priorities (as per RP programme)**
- **Helped to define roles and responsibilities of Procurement WG**
- **Ensured aligned by mapping activity against GLA Group procurement priorities**
- **Raised profile via the CPB governance route**



MAYOR OF LONDON

Mayor announces £1.3bn of investment in London's small businesses.

27 March 2022





MAYOR OF LONDON

“The Greater London Authority has pledged 30 per cent of its annual direct and indirect spend to diverse, London-based, micro and small businesses and charities, and voluntary, community and social enterprises, equating to £35.4m this year alone.”

The GLA Group RP Implementation Plan (RPIP) has recently been updated and published.

1. Embedding fair and Inclusive Employment
2. Increasing supplier diversity
3. Enabling skills and training opportunities
4. Promoting Ethical Sourcing
5. Improving Environmental Sustainability

Cross-cutting with missions and activity of the London Anchors.

Supplier diversity actions are supported by the GLA Small and Diverse Business action plan, including:

- Monitoring spend with diverse owned businesses
- Tracking spend with SMEs at Tier 2 (and beyond)
- Reserving contracts for SMEs/VCSEs

Responsible Procurement...



Helping Londoners
into work through
small and diverse
procurement

Our Action Plan:

Our SME spend action
plan for 2023 to positively
contribute towards GLA's
30% SME spend ambition.



1

GLA's **current** direct spend with SMEs is c.£4m per annum, or 3.8% of our total addressable spend.



2

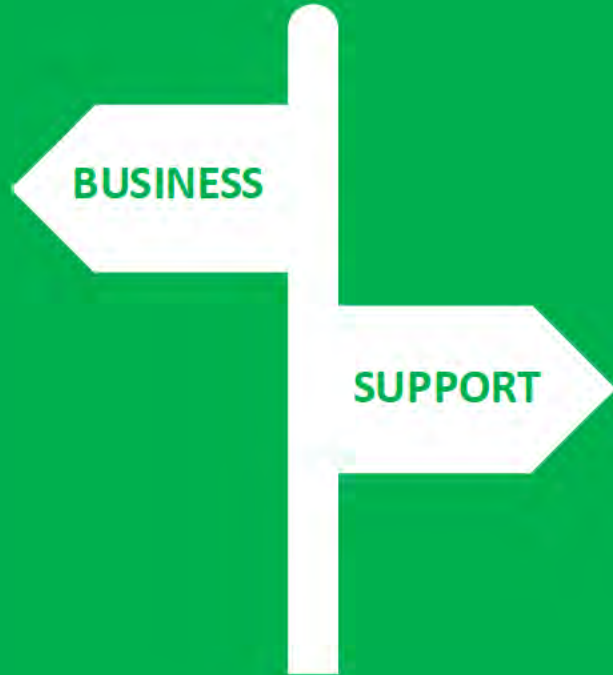
We are **collecting data** from our 'top suppliers' to identify indirect spend with SME suppliers across the UK. We will work to identify those SMEs located in London.



3

We will establish a direct and indirect SME spend **baseline by April 2023**. We will work to positively contribute to the overall 30% pledge.

Our SME spend Action Plan



**Actions we have
taken over the last
12 months of
delivery...**

Our key work included...



At a glance...

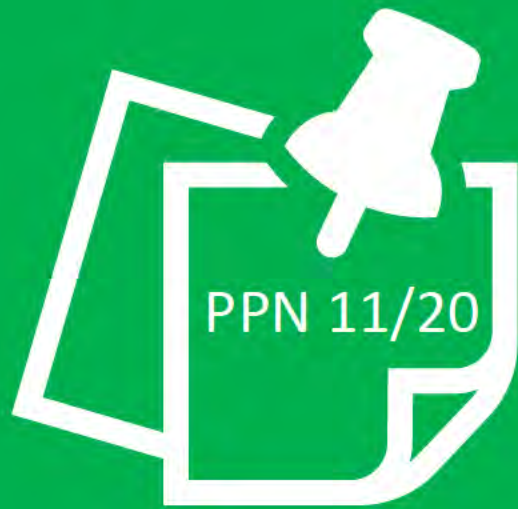
- Defined our spend ambition
- Significant stakeholder engagement
- Reserved contracts trial – supplier readiness support
- Reserved contracts lessons and best practice
- GLA Contracts & Funding Code updated
- Indirect SME data collection exercise
- Communications and engagement
- SME webinar event hosted
- Third-party 'SME barriers' review delivered
- eLearning training produced
- SME/VCSE/diverse supplier database
- Pipeline of future contracts
- Supplier profile information (SAP Ariba)
- Architecture + Urbanism Framework



Stakeholder engagement

Working with external stakeholders including:

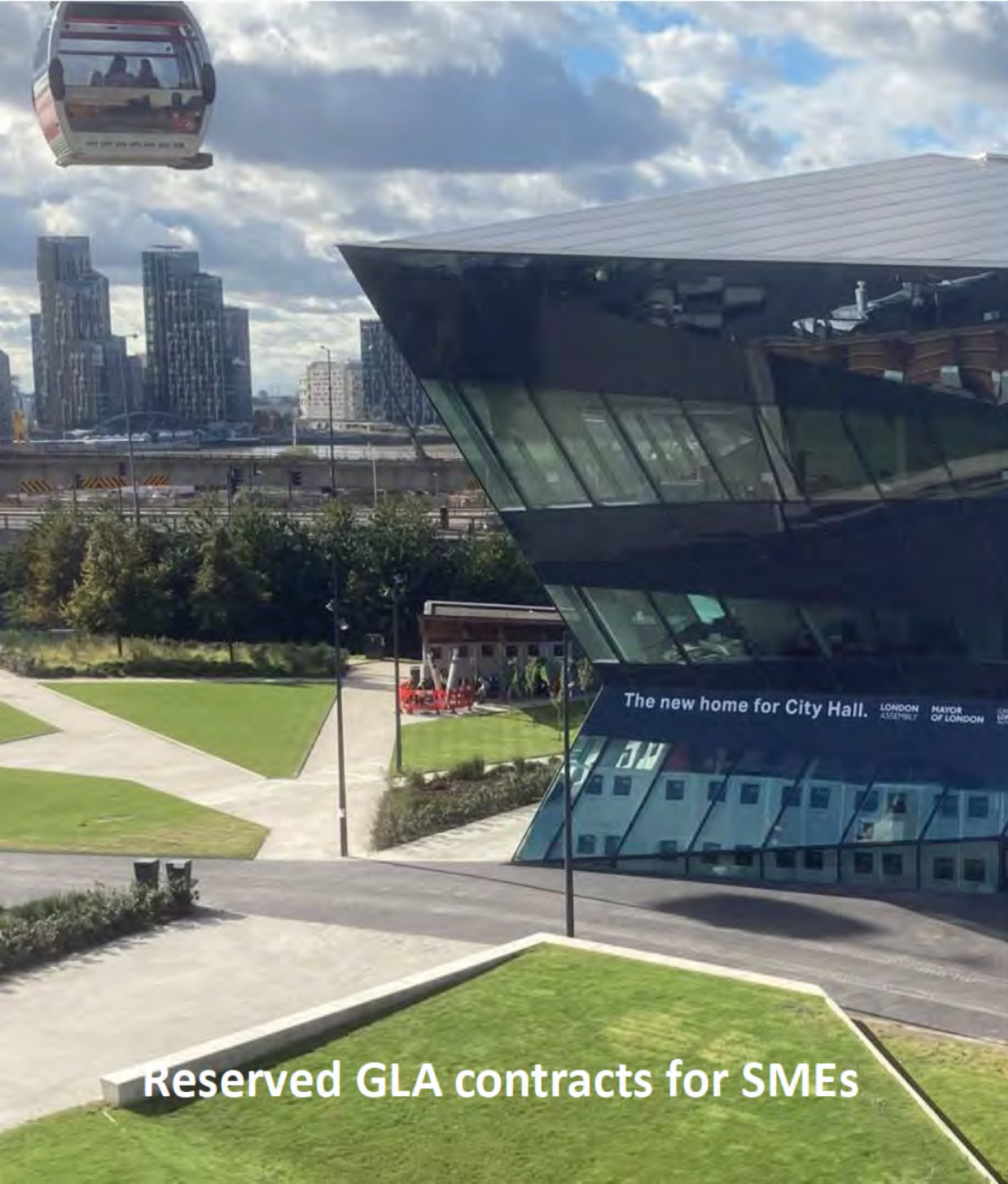
- SMEs, networks supporting SMEs and diverse-owned businesses
- London Business Hub
- Other Anchor Institutions
- Leaders in this area, including Network Rail, HS2, BEIS



Four GLA contracts
were **reserved for
SMEs** using the Cabinet
Office's PPN 11/20*

Suppliers were supported by
'**supplier readiness
programme**'

*Procurement Policy Note 11/20:
Reserving below threshold procurements



Reserved GLA contracts for SMEs

**GLA: LSDC Media & Comms
(£19kpa+)**

GREATER
LONDON
AUTHORITY

**GLA: Asylum Welcome
Programme (£75k)**

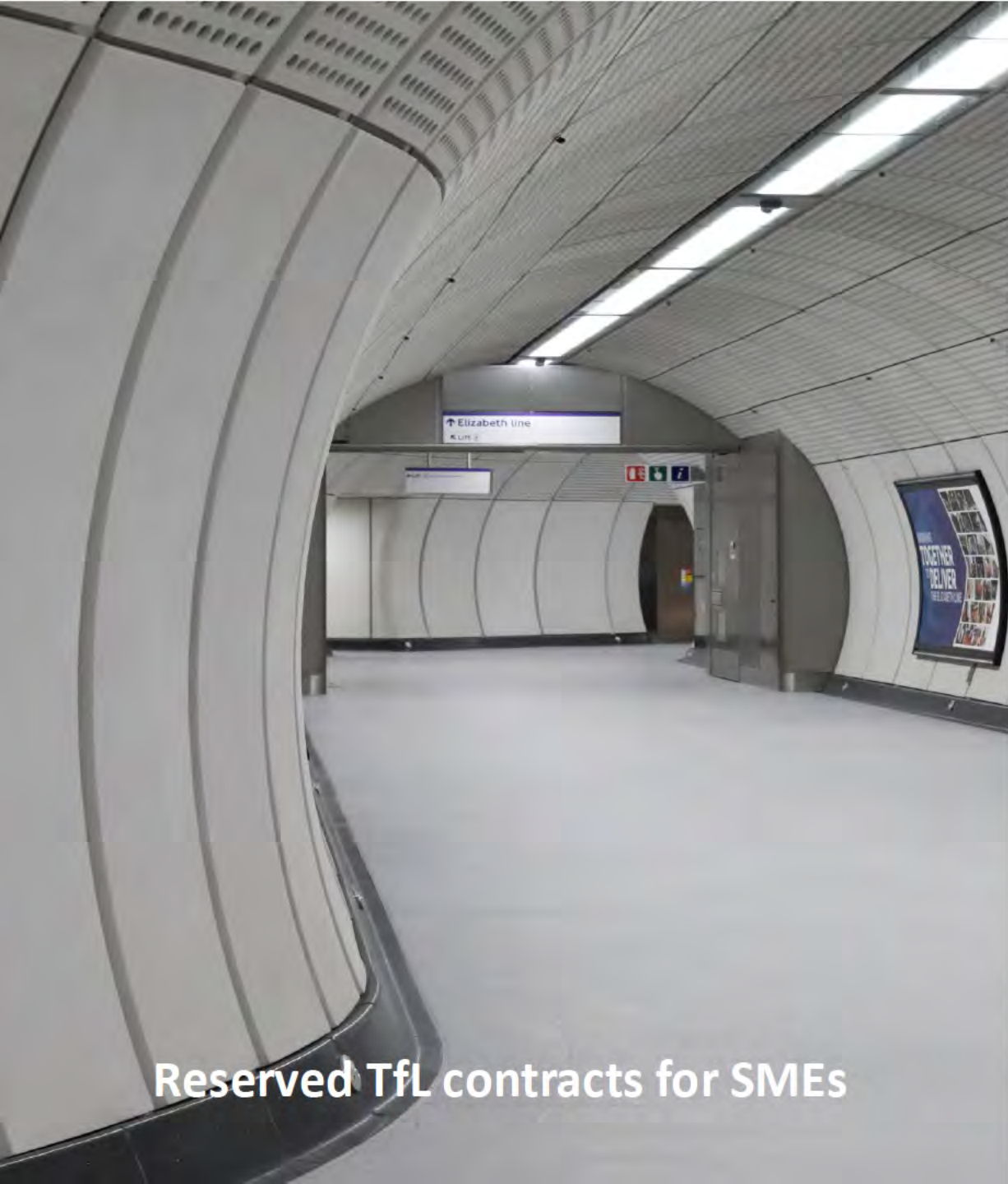
GREATER
LONDON
AUTHORITY

**LLDC: Visitor Research
(£157k)**

LEGACY
LONDON DEVELOPMENT
CORPORATION

**OPDC: Willesden Junction
WayFinders (£25k TBC)**

OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION



Reserved TfL contracts for SMEs

London Trams: Pest Control
(£128k)



DLR: Doors Survey
(£30k)



DLR: Door Remedial Works
(£100k) – planned



**DLR: Cross Tunnel Passage
Doors (£250k) – planned**

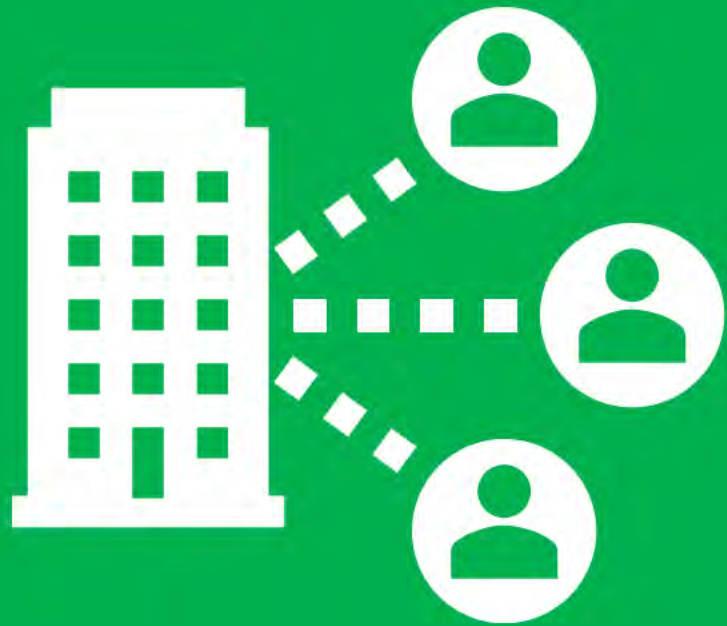


Amounts are all 'Estimated Contract Values'



A third party organisation was procured by the GLA to deliver a **'supplier readiness programme'** to London SMEs

- 62 small businesses were supported
- 98% of attendees were from businesses owned or led by women, disabled people or Black, Asian or ethnic minorities.
- 12% of attendees were from the VCSE sector



Lessons learned and feedback are being collated from the participating procurement leads and suppliers as part of review and approach to scale up/embed

Some key lessons – for PPN implementation

- Engage with leadership and local procurement teams early
- Focus on ‘lower-risk’ procurements
- Make use of the Cabinet Office’s guidance
- Extend the tender response window for suppliers to submit a bid
- Review proposed standard contract terms and conditions
- Carry out ‘due diligence’ in advance on potential suppliers
- Follow normal procurement processes and governance arrangements
- Ensure transparency
- Talk to other organisations and procurement professionals to share ‘best practice’ and lessons learned
- Consider developing a case study once the supplier is awarded a contract

Next steps – consider how will be scaled up for wider implementation

Feedback from TfL procurement leads

- Generally a positive experience and are supportive
- Procurement process worked well, without any significant issues
- Feedback from suppliers is positive too; lower value contracts provide an entry point to for new suppliers
- Reserving contracts requires greater effort from the P&C lead - additional resources would be beneficial
- Requires a more accurate pipeline of contract opportunities
- Standard terms and conditions are considered to be too long, especially for new suppliers. Making use of existing 'short form' contract terms
- Greater guidance for both potential suppliers on the website and internally for procurement managers would be beneficial in respect of reserved contracts.
- SME/VCSE/Diverse-owned supplier database is a good idea – need to consider pre-qualification and ensure not another step for suppliers



GLA Contracts and Funding Code has been updated to reflect the 'reserved contract' approach

Underway



Indirect SME spend
data collection
exercise...

Our data collection exercise

Underway



We will establish a **direct** and **indirect** SME spend **baseline** by **April 2023**.



Find out how
and what we
buy...

London Anchors' SME supplier event delivered on 28th

September 2022 to over 80
London SMEs.

Further events are being
planned.



GO4GROWTH

www.Go4Growth.co.uk

Research to remove barriers

The GLA:

- Procured a third-party review identifying procurement barriers for small and diverse suppliers.
- Commissioned a feasibility study on the application of proportionate insurance levels and other innovative financial mechanisms to reduce barriers

The recommendations will be embedded into GLA RPIP activity and action plans



GO4GROWTH

www.Go4Growth.co.uk

Go4Growth made a number of key recommendations for how the **London Anchors Institutions' Network** can begin to reduce the **barriers faced by small and diverse business** community in London:

1. Secure internal commitment
2. Define who this work is for
3. Drive market engagement
4. Signpost to high-quality support
5. Provide detailed feedback
6. Diversify procurement teams
7. Simplify paperwork
8. Influence Tier 2 spend
9. Begin at the last mile
10. Form an external steering group



Communications and training

- To GLA buyers and supporting TfL procurement teams
- Supporting development of an **online learning course for procurement leads** to encourage supplier diversity
- Case study development



DATABASE



SME database pilot

Exploring options for a **database of SMEs, VCSEs and diverse-owned/led suppliers** that could be used by the GLA Group and London Anchor Institutions to aid supplier engagement.



PIPELINE



Procurement pipeline

We are working to enhance our pipeline of future contract opportunities by ensuring SME opportunities are clearly flagged internally and to the market

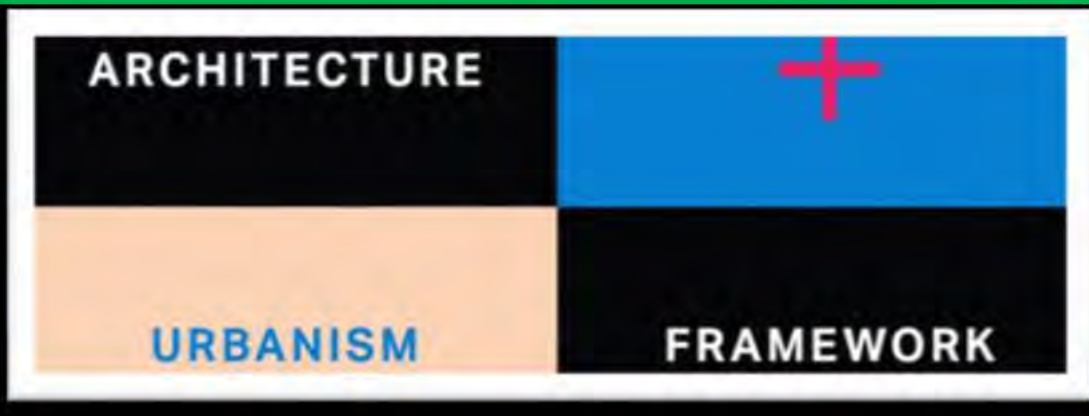


Supplier information

The new procurement system used by GLA, TfL and OPDC, SAP Ariba, has been updated to ensure supplier diversity information is captured for monitoring purposes*

(*optional and based on self declaration)

Underway



The GLA designed and managed framework for Architecture and Planning services have embedded a **bespoke Supplier Diversity Action Plan** to increase the success of diverse-owned, micro and small businesses entering and bidding on the framework.

Next steps for GLA procurement...

Supplier support

Refresh and update the 'Supplier & Contractors' pages online and Publish a new downloadable supplier guide

Supplier engagement

Support the delivery of a London Anchors supplier event within the next six months

Supplier engagement

Obtain a budget for the production of 'basic' generic event materials

Supplier engagement

Establish a calendar of SME events and define clear roles and responsibilities

Database Pilot

Fund the pilot for a dataset of London-based SMEs and diverse-owned businesses

Data analysis

Work with Key Suppliers to obtain robust indirect SME spend information and establish a baseline

Reserved contracts

Identify c. 10 x below threshold contract opportunities that can be reserved for SMEs

Contracts pipeline

Improve the pipeline of contracts opportunities published on the website

Case studies

Produce SME supplier case studies to support future engagement with smaller businesses (as part of London Anchors)

Learning

Finalise Anchor e-learning package for P&C staff and integrate into the GLA system

Process improvement

Identify and commence implementation of key recommendations from the Go4Growth London Anchors report

Delivery team

Permanent additional resources being recruited to join the GLA Collaborative Procurement team to support delivery of London Anchors



ARCHITECTURE + URBANISM FRAMEWORK USAGE

FINAL REPORT
JUNE 2025

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A+U ANALYSIS

REVIEW OF PROCUREMENT DATA

**SOURCE OF ALL FOLLOWING DATA:
GREATER LONDON AUTHORITY, FEB 2023 – APRIL 2025**

Financial value generated by A+U

The 75 projects procured between the launch of A+U in 2023 and April 2025 have generated almost **£948m in project value**, and almost **£15m in fees for consultants**.

£9.54m has been awarded to **named suppliers**. (‘No named supplier’ refers to projects in the pipeline that are yet to be awarded to a particular supplier.)

Project Value

	Total value for all projects	Project status: Completed	Project status: In progress	Project status: Not started
Total value for all suppliers	£947,806,526.7	£670,509,376.7	£273,347,450	£3,949,700
Named supplier	£803,952,076.7	£670,509,376.7	£133,318,000	£124,700
No named supplier	£143,854,450	n/a	£140,029,450	£3,825,000

Consultant Fees

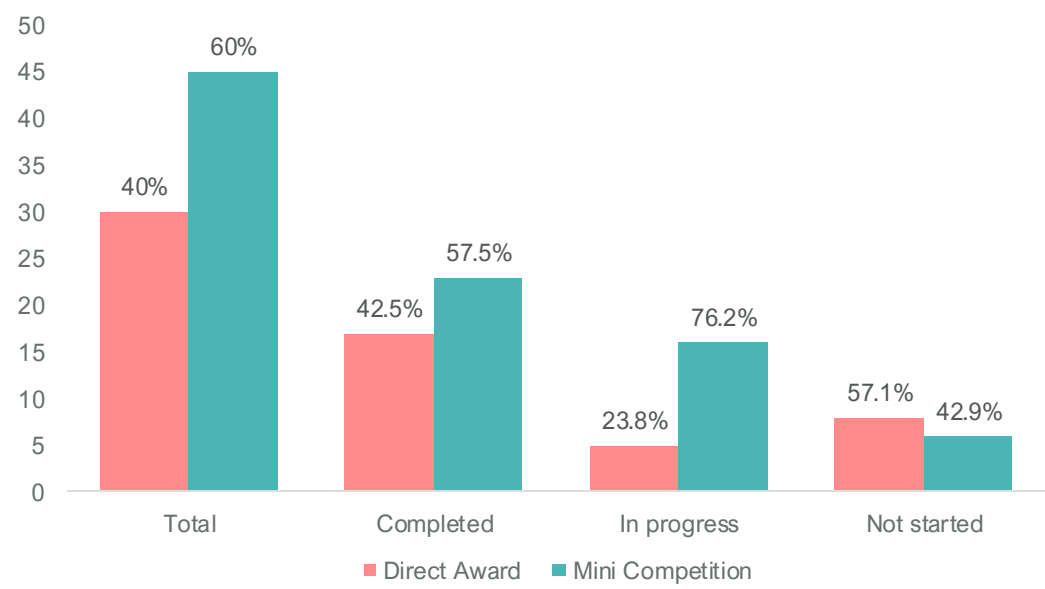
	Total fees for all projects	Project status: Completed	Project status: In progress	Project status: Not started
Total fees for all suppliers	£14,874,850.85	£7,914,713.79	£5,375,137.06	£1,585,000
Named supplier	£9,543,900.85	£7,914,713.79	£1,505,687.06	£123,500
No named supplier	£5,330,950	n/a	£3,869,450	£1,461,500

Framework mechanisms

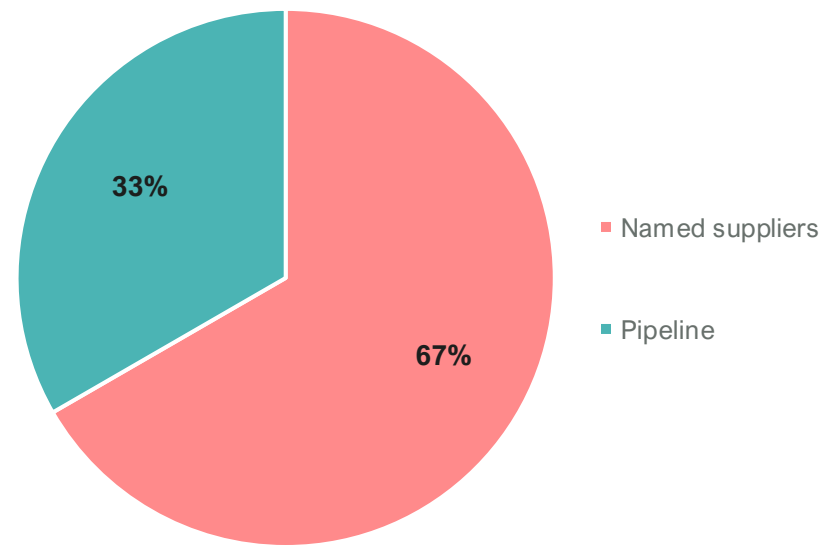
75 projects have been procured between the launch of A+U in 2023 and April 2025. **60% of these have been a mini competition process.**

Of the 75 projects, **50 have been awarded to named suppliers** and 25 are currently in the pipeline.

Total procurement of projects by direct award or mini competition



Number of named suppliers and number in the pipeline across all projects



How have the lots been used?

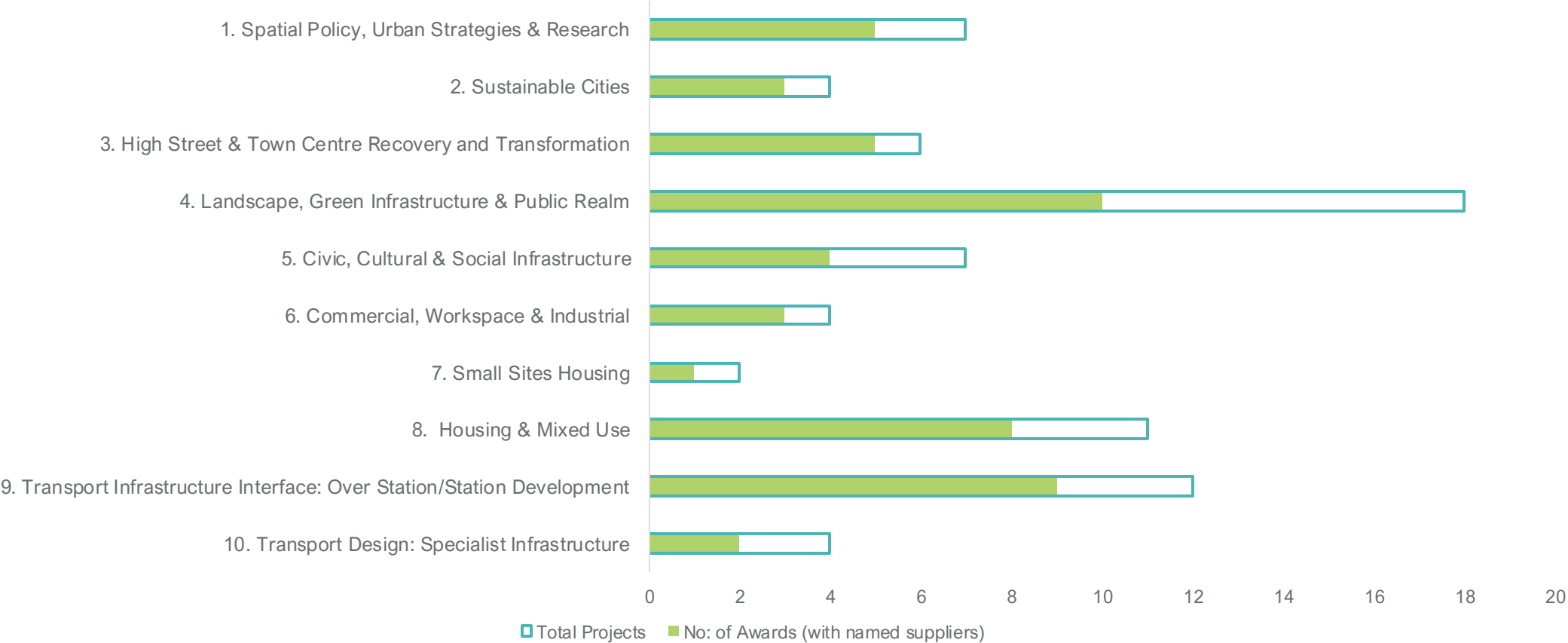
This graph below shows how the ten different lots on the A+U framework have been used between 2023 and 2025.

The most used lots are **Lot 4 Landscape, Green Infrastructure & Public Realm** (24%) and **Lot 8 Housing & Mixed Use** (15%).

The least used lots are **Lot 2 Sustainable Cities** (5%), **Lot 6 Commercial, workspace & industrial** (5%) and **Lot 7 Small Sites Housing** (3%).

(See Appendix for the number of awards that named suppliers have won on each lot.)

How the A+U Lots have been used



Which lots have generated the most and least amount of fees?

The lot that with the highest value of consultant fees is **Transport Infrastructure Interface: Over Station/ Station Development (Housing & Commercial)**.

Sustainable cities was the lot with the lowest value fees.

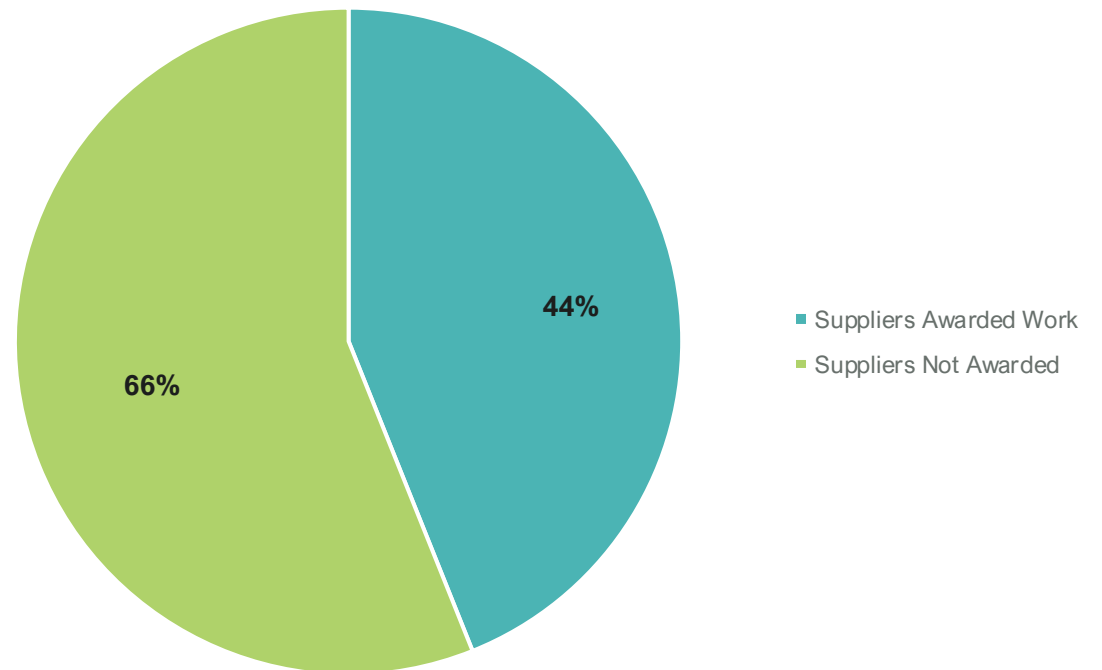
Lot	Total consultant fees accumulated	Total number of consultants	Total number of awards
Lot 1: Spatial Policy, Urban Strategies & Research	£431,091	3	3
Lot 2: Sustainable Cities	£87,500	1	3
Lot 3: High Street & Town Centre Recovery & Transformation	£564,145	4	4
Lot 4: Landscape, Green Infrastructure & Public Realm	£893,225	5	7
Lot 5: Civic, Cultural & Social Infrastructure	£707,780	2	3
Lot 6: Commercial, Workspace & Industrial	£233,566	2	2
Lot 7: Small Sites Housing	£800,000	1	1
Lot 8: Housing & Mixed Use	£1,104,520	5	5
Lot 9: Transport Infrastructure Interface: Over Station/ Station Development (Housing & Commercial)	£2,764,622	6	7
Lot 10: Transport Design: Specialist Infrastructure	£75,000	1	1

Who has been awarded work through A+U?

29 out of 66 (44%) suppliers on the framework have been awarded work.

A total of **£9.54m** in named consultant fees has passed through the framework.

Total number of suppliers awarded work



Who has been awarded work through A+U?

40 out of 50 awards (80%) have gone to SME and micro suppliers.*

Of the £9.54m in named consultant fees that have passed through the framework, **£6.27m (67%)** has gone to SME and micro suppliers.

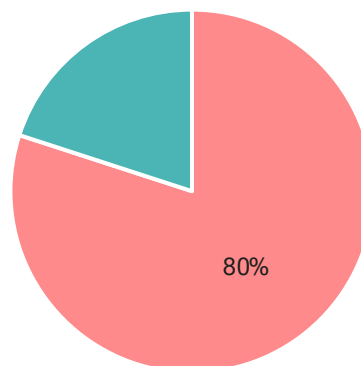
35 out of 50 awards (70%) have gone to micro and small suppliers.

Of the £9.54m in named consultant fees that have passed through the framework, **£5.59m (59%)** has gone to micro and small suppliers.

*(The above are based on the following definitions:

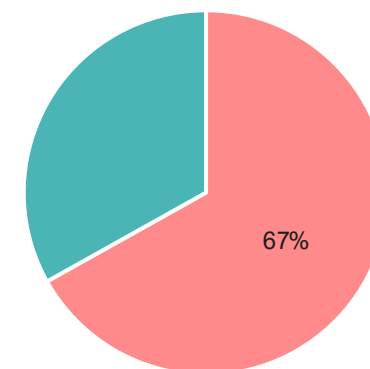
- micro businesses have fewer than 10 employees and a turnover of less than £2 million
- small businesses have fewer than 50 employees and a turnover of less than £10 million
- SMEs have fewer than 250 employees and a turnover of less than £50 million.)

SME and micro suppliers awarded projects



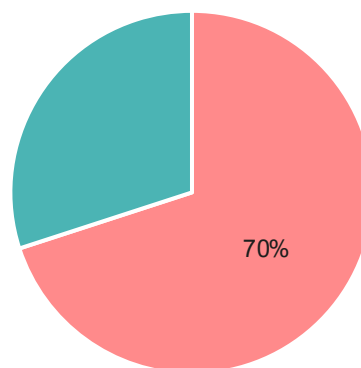
■ SME and micro suppliers ■ Others

Proportion of consultant fees awarded to SME and micro suppliers



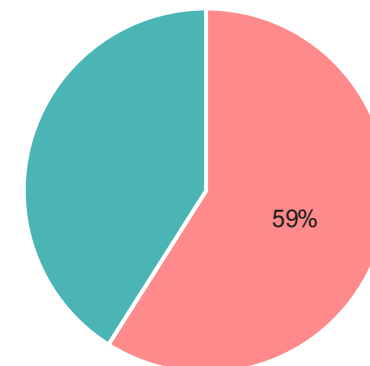
■ SME and micro suppliers ■ Others

Micro and small suppliers awarded projects



■ Micro and small suppliers ■ Others

Proportion of consultant fees awarded to micro and small suppliers



■ Micro and small suppliers ■ Others

Who has been awarded work through A+U?

The context

More than half (58%) of places on the Framework have been awarded to 'diverse-led' enterprises, meaning at least half of their executive leadership identifies as female, Black, Asian, Minority Ethnic, disabled and/or as members of the LGBTQIA+ community.

Of the 66 suppliers who hold places, 32% of those are female-led, 31% are either Black, Asian and/or Minority Ethnic led, 5% LGBTQIA+ led, and 2% disabled-led.

And of the under-represented-led suppliers on the framework, 60% are classed as a micro business.

A+U awards

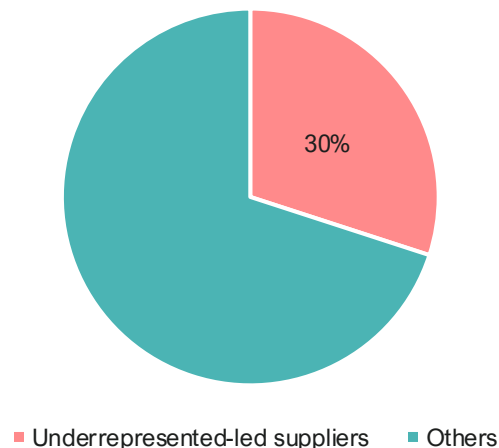
Since 2023, **15 out of 50 awards (30%)** have gone to under-represented-led suppliers (all of whom are small or micro sized).

Of the £9.54m in named consultant fees that have passed through the framework, **£4.23m (44%)** has gone to under-represented-led suppliers.

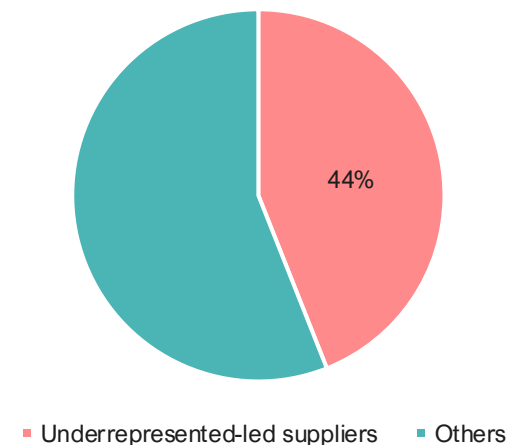
17 out of 50 awards (34%) have gone to micro suppliers

£396k (4%) of consultant fees has gone to micro suppliers.

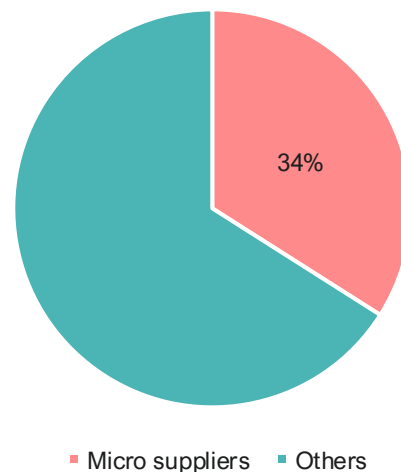
Underrepresented-led suppliers awarded projects



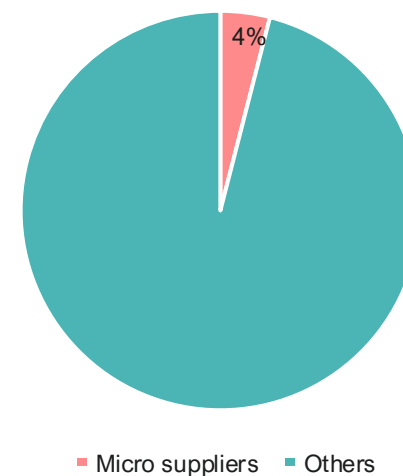
Proportion of consultant fees awarded to underrepresented-led suppliers



Micro suppliers awarded projects



Proportion of consultant fees awarded to micro suppliers



Suppliers who have been awarded the highest fees

Highest 10 procurements of fees to named suppliers

Lot	Fee value	Supplier	Size	Under-represented led
09: Transport Infrastructure Interface: Over Station/ Station Development (Housing & Commercial)	£1,269,536.00	Karakusevic Carson Architects (consortia)	Consortia	
09: Transport Infrastructure Interface: Over Station/ Station Development (Housing & Commercial)	£955,163.00	Hawkins Brown Design Limited	Large	
07: Small Sites Housing	£800,000.00	Archio	Micro	Yes
08: Housing & Mixed Use	£712,778.14	Karakusevic Carson Architects (consortia)	Consortia	
08: Housing & Mixed Use	£516,899.00	Al Jawad Pike	Micro	Yes
05: Civic, Cultural & Social Infrastructure	£490,660.00	RCKa	Small	
04: Landscape, Green Infrastructure & Public Realm	£450,000.00	Studio Weave	Micro	Yes
09: Transport Infrastructure Interface: Over Station/ Station Development (Housing & Commercial)	£394,664.59	Landolt + Brown Ltd	Micro	
08: Housing & Mixed Use	£349,283.60	Haworth Tompkins	Medium	
03: High Street & Town Centre Recovery & Transformation	£348,145.00	We Made That	Small	Yes

Suppliers who have been awarded the lowest fees

Lowest 10 procurements of fees to named suppliers

Lot	Fee value	Supplier	Size	Under-represented
02: Sustainable Cities	£10,000.00	Ove Arup & Partners Limited	Large	
01: Spatial Policy, Urban Strategies & Research	£27,979.11	We Made That	Small	Yes
09: Transport Infrastructure Interface: Overstation/ Station Development (Housing & Commercial)	£29,932.00	MICA Architects	Small	
09: Transport Infrastructure Interface: Over Station/ Station Development (Housing & Commercial)	£30,000.00	Landolt + Brown Ltd	Micro	
03: High Street & Town Centre Recovery & Transformation	£35,000.00	Alison Crawshaw	Micro	Yes
02: Sustainable Cities	£37,500.00	Ove Arup & Partners Limited	Large	
04: Landscape, Green Infrastructure & Public Realm	£39,898.00	Periscope	Micro	
03: High Street & Town Centre Recovery & Transformation	£40,000.00	Sanchez Benton	Micro	Yes
04: Landscape, Green Infrastructure & Public Realm	£40,000.00	Periscope	Micro	
02: Sustainable Cities	£40,000.00	Ove Arup & Partners Limited	Large	

APPENDIX

How many awards have named suppliers won on each Lot?

01: Spatial Policy, Urban Strategies & Research	• 7 projects • 9% of total • 5 projects with named suppliers
Supplier	Awards
DK-CM	2
Dark Matter Laboratories	
HAT Projects	
Jas Bhalla Architects & AR Urbanism	
Metropolitan Workshop LLP	
muf architecture/art LLP	
Publica	
We Made That	3

02: Sustainable Cities	• 4 projects • 5% of total • 3 projects with named suppliers
Supplier	Awards
Gbolade Design Studio	
Mikhail Riches	
Ove Arup & Partners Limited	3
public works	
Useful Projects	

How many awards have named suppliers won on each Lot?

03: High Street & Town Centre Recovery & Transformation	• 6 projects • 8% of total • 5 projects with named suppliers
Supplier	Awards
Alison Crawshaw	1
Architecture 00	
East Architecture	1
Hayatsu Architects	
JA Projects	1
Jas Bhalla Architects & AR Urbanism	
public works	
Publica	
RCKa	
Sanchez Benton architects	1
Urban Movement	
We Made That	1
what if: projects	

04: Landscape, Green Infrastructure & Public Realm	• 18 projects • 24% of total • 10 projects with named suppliers
Supplier	Awards
Collective Cultures (OMMX, Atelier ANF, YAA Projects, MSOMA Architects)	
East architecture, landscape urban design ltd	
Hayatsu Architects	
LDA Design	2
muf architecture/art LLP	2
nimtim architects	
Periscope	2
Publica	3
Sanchez Benton	
Studio Weave	1

How many awards have named suppliers won on each Lot?

05: Civic, Cultural & Social Infrastructure	• 7 projects • 9% of total • 4 projects with named suppliers
Supplier	Awards
Architecture 00	
Asif Khan Studio	
DK-CM	
Freehaus	
Haworth Tompkins	
IF_DO	1
JA Projects	
public works	
RCKa	2
Wright & Wright Architects	1

06: Commercial, Workspace & Industrial	• 4 projects • 5% of total • 3 projects with named suppliers
Supplier	Awards
Architecture 00	
Ellell Architects	
Feix&Merlin	1
Freehaus	2
Haworth Tompkins	
Henley Halebrown	
IF_DO	
Pup Architects	
Studio Egret West with Bell Phillips Architects, HNNA, and McCloy + Muchemwa	

How many awards have named suppliers won on each Lot?

07: Small sites housing	• 2 projects • 3% of total • 1 projects with named suppliers	08: Housing & Mixed use	• 11 projects • 15% of total • 8 projects with named suppliers
Supplier	Awards	Supplier	Awards
Archio	1	Adam Khan Architects	2
Architecture Doing Place		Al Jawad Pike	1
Balaam Murphy		dRMM	
Brisco Loran		Farshid Moussavi Architecture	
Collective Cultures (OMMX, Atelier ANF, YAA Projects, MSOMA Architects)		Gibson Thornley Architects	
Grounded		Haworth Tompkins	1
JA Projects		Henley Halebrown	
Jas Bhalla Architects & AR Urbanism		Karakusevic Carson Architects with K Bava Architects	3
nimtim architects		Office Sian, Pedder & Scampton, Sahra Hersi & Saya Hakamata	
RCKa		Mæ	
Studio Gil with Matthew Lloyd Architects		Mikhail Riches	
		Morris+Company with Gort Scott	1
		Peter Barber Architects	
		Stephen Taylor Architects	

How many awards have named suppliers won on each Lot?

09: Transport Infrastructure Interface: Over Station/Station Development (Housing & Commercial)		• 12 projects; • 16% of total • 9 projects with named suppliers
Supplier	Awards	
Allies and Morrison		
Archio	1	
Fletcher Priest Architects	1	
Grimshaw Architects		
Hawkins\Brown	1	
Jestico + Whiles		
Karakusevic Carson Architects with K Bava Architects	1	
Office Sian, Pedder & Scampton, Sahra Hersi & Saya Hakamata		
Landolt + Brown Architects	3	
Mangera Yvars Architects (MYAA)		
MICA	1	
Weston Williamson + Partners	1	
WilkinsonEyre		

10: Transport Design: Specialist Infrastructure		• 4 projects • 5% of total • 3 projects with named suppliers
Supplier	Awards	
5th Studio Ltd	1	
Grimshaw Architects		
Haptic Architects		
John Puttick Associates		
Landolt + Brown Architects		
Ove Arup & Partners Limited	1	
Weston Williamson + Partners		



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