

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2799

LAIN & NHS: Celebrating five years of anchor partnerships and impact – Conference 2026

Programme: Reducing Inequalities

Executive summary:

The London Anchor Institutions' Network (LAIN) is London's first city-wide network committing major institutions to work together – using their workforce, procurement and estates to help make London a fairer, greener and more prosperous city. It is part of the Reducing Inequalities programme.

This Assistant Director Decision seeks approval to spend up to £18,000, from the LAIN programme budget, to deliver a conference on 4 February 2026 at City Hall, in partnership with the NHS London Anchor Programme.

The event will mark five years of anchor partnerships in London. It will celebrate impact; deepen connections; and galvanise LAIN members and NHS organisations to continue tackling inequalities and the growing climate emergency.

Decision:

That the Assistant Director of Economic Development and Programmes approves spending up to £18,000 to cover all costs associated with the conference on 4 February 2026 (LAIN and the NHS: Celebrating five years of anchor partnerships and impact).

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Alex Conway

Position: Assistant Director, Economic Development and Programmes

Signature:



Date:

1 December 2025

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. Formed in 2021 and backed by the Mayor of London, the London Anchor Institutions' Network (LAIN) brings together major organisations from across London. It is the biggest cross-sector network of its kind.
- 1.2. LAIN members are committed to using their procurement, workforce and estate-management capacity to help create a fairer, greener and more prosperous city. They are working together on shared goals – from tackling workplace inequalities and supporting inclusive economic growth, to taking action on climate change.
- 1.3. LAIN forms part of the Mayor's Reducing Inequalities programme. It is supported by a core programme team at the GLA.
- 1.4. The NHS is a founding member of LAIN, and is widely represented across LAIN's workstreams; it also has its own London Anchor programme. Teams from LAIN and the NHS London Anchor Programme work closely together to deliver against shared ambitions in areas such as inclusive employment; inclusive growth through procurement; and climate mitigation and adaptation.
- 1.5. The proposed conference – LAIN and the NHS: Celebrating five years of anchor partnerships – will mark five years since both anchor networks were established. It will bring together an audience of senior NHS and LAIN stakeholders; LAIN steering committee representatives and working group members; and prospective LAIN members.
- 1.6. At a high level, the event programme is expected to include:
 - keynote speakers from the Mayor's Office and the NHS
 - case studies demonstrating the impact of both programmes; and the benefits of working in partnership to bring about positive social, economic and environmental change
 - networking opportunities to strengthen connections amongst London's anchor institutions
 - insights into current challenges facing London and Londoners – these will inform further opportunities for anchor organisations to continue tackling inequalities and addressing the climate emergency
 - expert-led break-out sessions, to support member representatives to continue driving delivery in their organisations.
- 1.7. The event team comprises representatives from both programme teams, working together.

2. Objectives and expected outcomes

- 2.1. Event objectives are to:
 - celebrate and amplify five years of achievements across both anchor programmes in London, and the partnership between them
 - build stronger connections amongst senior leaders in London (by bringing people together in person, and facilitating specific networking opportunities and moments of interaction)
 - deepen engagement and commitment to anchor ways of working

- inspire and galvanise further action for our shared ambitions for the city; and focus members' attention on new opportunities that align with the next phase of the London Growth Plan.

2.2. Expected outcomes are:

- increased engagement of LAIN's existing members and NHS institutions; and a deeper commitment amongst them to deliver shared priorities for the city
- more partnership working, peer-to-peer support and knowledge sharing across anchor institutions in London
- further pledges to bring about positive change for London and Londoners
- new institutions joining LAIN.

3. Equality comments

- 3.1. Section 149(1) of the Equality Act 2010 requires public authorities, of which the GLA is one, to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by under the Equality Act 2010; to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not; and to foster good relations between persons who share a relevant protected characteristic and persons who do not. Relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief, and sexual orientation.
- 3.2. The GLA has convened LAIN and coordinates the network on an ongoing basis, which is focused on addressing structural inequalities through taking action to:
 - support inclusive employment and good work by LAIN members making their workforces representative of London's communities
 - drive inclusive economic growth by LAIN members buying more of their goods and services from local, smaller and diverse-led businesses
 - tackle the climate emergency (which disproportionately affects marginalised and vulnerable communities) through estate decarbonisation, climate adaptation actions and training
 - improve life chances for disadvantaged young Londoners through mentoring and other positive opportunities
- 3.3. The NHS London Anchor Programme shares LAIN's mission, and is structured around similar priority areas of work. These include:
 - paying its workforce the London Living Wage (and ensuring its suppliers do the same)
 - increasing spend in local economies, and with small and diverse-owned businesses
 - creating equal employment and training opportunities for local people; people with protected characteristics; service users; and London's most vulnerable communities
 - delivering work experience and apprenticeship schemes
 - estate decarbonisation.
- 3.4. In terms of the conference itself, all conference attendees and speakers will be asked to detail any accessibility requirements they may have, so that these can be accommodated. This is to ensure

that no persons with protected characteristics are discriminated against, and everyone can engage fully in the event.

4. Other considerations

Key risks

Description	Mitigation	Residual RAG rating
Low attendance	To mitigate this risk, targeted and personalised invitations, as well as reminders and 'keep warm' comms, will be issued. A certain amount of dropout on the day is also being accounted for in inviting more than we have capacity to accommodate.	Amber
Speakers dropping out	Backup plans will be developed should speakers or expert facilitators not be available on the day, due to illness, injury or other unforeseen circumstances.	Green
Content that is not poor quality or not sufficiently tailored to the audience	To ensure that the content of the conference is relevant and of sufficient quality for the intended audience, it will be tested with key stakeholders. All speakers and facilitators will also be interviewed and vetted, and drafts of their proposed input will be reviewed by the relevant programme team.	Amber
Impact is short-term only	To maximise the value of the conference, various products will be created – such as a blog, event reel and slide decks – to share content from the day. Comms toolkits are also being created and shared with comms champions from across member organisations of LAIN to amplify key messaging from the day.	Amber
Breach of data shared by registrants to the event	<p>Personal information obtained by those who register for the event will be used only for the purpose of delivering the event, unless otherwise stated. It will be handled in accordance with the GLA's privacy policy.</p> <p>Delegates will be asked to give consent to be included in any photography or videography when registering for the event.</p>	Green

Links to Mayoral strategies and priorities

- 4.1. LAIN forms part of the Mayor's Reducing Inequalities programme, for which a Delivery Plan is being developed in response to the mandate issued by the Mayor. It is a key vehicle for working in partnership with organisations across the city, to tackle structural inequalities. LAIN also contributes to a range of other Mayoral priorities set out in other programmes within the Mayoral portfolio, , including Reducing Non-Residential Emissions; Delivering a Greener, More Climate-Resilient London; Supporting Londoners to Benefit from Growth; and Supporting and Inspiring Young Londoners.

- 4.2. LAIN's work closely aligns with the London Growth Plan – particularly its procurement workstream, which is cited in the Backing Our Business section of the Plan. This workstream also supports the GLA Group's Responsible Procurement and Social Value Policy.
- 4.3. LAIN's work on inclusive employment also aligns with the Inclusive Talent Strategy.

Conflicts of interest

- 4.4. No GLA officer involved in the drafting or clearance of this ADD is aware of any conflicts of interest with the proposals set out in this form.

5. Financial comments

- 5.1. Approval is being sought for expenditure of up to £18,000 on the conference from the LAIN programme budget, held within the Economic Development and Programmes Unit.
- 5.2. All expenditure will be incurred in 2025-26.
- 5.3. The budget will cover costs including:
- catering
 - equipment hire
 - photography
 - videography and the production of other assets for the conference
 - accessibility
 - any fees for key note speakers, topic experts, panellists
 - contingency.
- 5.4. Any budget adjustments required will be made.

6. Planned delivery approach and next steps

- 6.1. This work will be delivered according to the following timetable:

Activity	Timeline
Conference delivery	February 2026
Evaluation	March 2026

Appendices and supporting papers:

None.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will be published either within one working day after it has been approved or on the defer date.

Strategic Programmes

Does this decision seek approval for activity falling within the remit of a programme delivery plan? YES

If YES, which programme/s does this fall within: Reducing Inequalities

Part 1 – Deferral

Is the publication of Part 1 of this approval to be deferred? NO

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form? NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Suzie Alavi has drafted this report in accordance with GLA procedures and confirms the following:

✓

Mayoral Delivery Board

A summary of this decision was reviewed by the Mayoral Delivery Board on 1 December 2025.

✓

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature



Date

1 December 2025