

# Review of West London Alliance Activity in 2007 and 2008



## INTRODUCTION

1. The West London Alliance (WLA) of the boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow aims to:
  - lobby for the interests of the sub-region.
  - develop collaborative strategies and initiatives on key issues such as transport and economic development.
  - improve the provision of public services in West London through sharing knowledge, expertise and resources, undertaking joint ventures, and securing additional resources.

This review provides highlights of the key activity and achievements of the WLA boroughs working collaboratively during the eighteen months ending in September 2008.

## COLLABORATIVE APPROACHES TO TRANSPORT, ECONOMIC DEVELOPMENT AND SPATIAL PLANNING

### West London Transport Strategy Group

2. The WLA co-ordinates the West London Transport Strategy Group (WLTSG) for the West London Partnership (the sub-regional partnership between the boroughs, businesses and the voluntary and community sector).
3. The key activities required to improve West London's transport infrastructure are now set out in the "Ten Point Transport Plan for West London", which was prepared by the WLTSG and launched by the WLP in February 2008, with Peter Hendy, London's Transport Commissioner, in attendance.
4. The Ten Point Plan has been published in response to the challenges that face residents and businesses wanting to move around, and travel to and from, West London. The plan also sets out how West London partners can support the implementation of London's transport strategy and the intentions of the London Plan; and influence future strategy and investment decisions of the Mayor and government.
5. Responding to the Plan, Peter Hendy welcomed the WLP's strong interest in transport issues and said it was in line with TfL's and the Mayor's intentions to work with the new London sub-regions. He said that one of TfL's next steps would be to engage with the WLP on a new West London Transport Study.
6. The plan sets out the key strategic steps necessary to improve transport in the sub-region, including:
  - Tackling congestion, by using "smart" travel, through school and workplace travel plans and close monitoring of the new trials of individualised travel planning and the future options for pricing of road use.
  - Encouraging local travel, through improving local facilities and the public realm and improving the options for walking and cycling for those shorter journeys; avoiding the need to travel longer distances for work, shopping and personal business.
  - Improving orbital services, with better interchanges, and promoting a more customer friendly approach to service provision and marketing, including the development of a West London transport map.
  - Supporting the proposals for a new "FastBus" route between Wembley and Ealing through Park Royal.
  - Seeking better integration of new development with the transport network, including a new long-term commitment to develop transport infrastructure proposals such as the West London orbital proposal.
  - Demonstrating that longer term major investment in new transport infrastructure is essential.
  - Finally, the Plan draws attention to the specific transport challenges of Heathrow airport and its related activities, and the needs of the freight industry, to promote efficient deliveries while protecting local environments.
7. WestTrans is the borough partnership that plans and delivers specific transport improvements projects in West London.
8. As in previous years, WestTrans was successful in obtaining substantial Local Implementation Plan (LIP) funding from Transport for London (TfL) for the development and implementation of strategic transport schemes; a total of £1.35m for 2007/08 for taking forward schemes through TfL programmes which include Station Access, Bus Priority, Town Centres and Freight. The Freight Quality Programme has a web site here <http://www.westlondonfqp.com>
9. WestTrans funds two full-time Travel Planners, whose achievements include the development of the innovative travel planning software iTRACE, now used by boroughs across London. Notable schemes which will be progressed further in 2007/08 include the Wembley FastBus quality express orbital bus link and the Wembley town centre improvement scheme. WestTrans web site is here <http://www.westtrans.org>

## West London Working

10. West London Working (WLW) is an employer led partnership which brings together major local employers, the WLA boroughs, Job Centre Plus, the Learning and Skills Council, the Primary Care Trusts, and the London Development Agency, with the aim of tackling the high and persistent number of West London residents not in employment or training. The establishment of the partnership was actively supported by the WLA boroughs. The progress being made has been recognised by Government, with an announcement in June 2008 that WLW along with the other 14 City Strategy Pathfinders are to be extended for another two years with a further £5m funding. WLW has a web site here <http://www.westlondonworking.org.uk>

11. Key activity by WLW in 2008 includes:

- The Investment & Target group for the programme is developing a joint commissioning framework; initial focus will be on ESF and Flexible New Deal and also links to LSEB.
- A major European Social Fund programme (exclusive to CSP areas) to provide ESOL for workless residents is being rolled out across West London, starting in Brent and Harrow and extending into the other boroughs next year.
- The WLA boroughs in the partnership have each developed with CSP funding initiatives to deliver innovative approaches to the provision of outreach and personal advice services to workless residents in each borough.
- Funding has been secured from CLG by the boroughs for the HELP project which aims to reach workless people on social housing estates.
- A programme is being supported with Westfield and Hammersmith and Fulham council to provide West London residents with access to the employment opportunities being created by the new White City shopping centre.

## West London 2012 Partnership

12. The West London 2012 Partnership (WL2012P), comprising of the West London Alliance, Pro Active West London, Brunel University, West London Business, West London Network, NHS London and the Learning and Skills Council, has continued to deliver its action plan aimed at securing a lasting legacy of benefits arising from the London 2012

Olympic Games and Paralympic Games for communities across West London.

13. Significant achievements have included the WLA, on behalf of the WL2012P, securing funds from the LDA (£40,000 in 2007 and £240,000 in 2008) to deliver activities and events to engage West London's communities with opportunities arising from the Games. Over the summer in 2008 for example, events and festivals were delivered in all West London boroughs (including Kensington & Chelsea and Westminster) providing a myriad of arts, culture and sporting opportunities. These have also been designed to promote the employment, skills and training opportunities arising from the Games.
14. The partnership has also funded a West London 2012 Officer to lead the implementation of the action plan.
15. Finally a key priority within the programme is West London's Cultural Offer, led by the Western Wedge (which brings together the arts and culture officers from West London boroughs).
16. Full details of the programme, achievements to date and future plans are contained in the publication 'Everyone's Talking About 2012'. The WL2012P has a website to promote participation here <http://www.westlondonmarathon.org.uk>

## Spatial Planning

17. The West London Planning Policy Officers meet regularly to address spatial planning at the sub-regional level, working closely with stakeholders in the West London Partnership.
18. Responding to the previous London Mayor's Draft Further Alterations to the London Plan, West London welcomed many of the proposed alterations to the plan, in particular the new policy emphasis on climate change. Concerns expressed included:
  - A lack of emphasis within the Plan on the role of West London within London's economy and its policy needs.
  - A lack of focus on the necessary strategic policy needs in relation to transport and employment for the sub-region up to 2026.
  - The treatment of West London within the Plan as a suburb serving central London, rather than supporting a polycentric structure for West London.
  - The disparity between the levels of employment and housing growth given within the Plan and the lack of transport infrastructure to support such growth.

19. A response to the New Mayor's Planning for a Better London document is currently being produced.
20. Working with the North London Strategic Alliance the WLA Planning Policy Officers commissioned URBED consultants to produce a report on the economic health of Town Centres in West and North West London compared with that of Town Centres in the outer metropolitan area. The report provides some useful insights into the importance and performance of outer London's Town Centres and should provide helpful input to the Mayor's Outer London Commission.
21. The Planning Officers commissioned an Employment Land Study in 2007 to review how land for employment uses in West London is changing to other uses at a much faster rate than is suggested is appropriate by the London Plan. The report was a follow-up to an earlier report published in 2006 for the WLA (on behalf of its partners in the West London Partnership) which first identified this trend. The report shows that the average annual rate of employment land lost to other uses is about 5.3 hectares (although this is a reduction on the rate in the previous study of 8.3 hectares pa). The rate of loss is of potential concern to the WLP because the availability of a stock of employment land is related to the ability of West London to be able to support the increase in employment necessary for its growing population. A third survey for 2008 is currently underway.
22. The West London Boroughs worked with West London Business (in conjunction with SEEDA, the LDA and the Thames Valley Economic Partnership), in their commissioning of a report to consider the economic impact of Heathrow; providing a '360 degree' view of the dynamics and drivers of growth around Heathrow. "The Heathrow Phenomenon", produced by Deloitte, builds on an earlier report about the effect of Heathrow on the Thames Valley and completes the analysis by extending the study to West London. A key finding in the study was the role of Heathrow in the competitiveness of 'wealth generating' segments of the economy in the Thames Valley and West London. However, the report suggested that West London had benefited less from the economic impact of Heathrow than the Thames Valley. A further conclusion from the study was that infrastructure constraints on growth could create a 'tipping point' which could compromise future West London competitiveness and consequently business investment.

### Partnership Working

23. The West London Alliance, on behalf of the West London Partnership, secured a further years funding (£200,000) by

the London Development Agency, to: support economic development and spatial planning across the sub-region; promote inward investment; and improve transport.

24. The WLA Regeneration Officers have worked closely with West London Working and other stakeholders in West London to better co-ordinate and align the provision or economic development and employment and training services in West London. They have also collaborated with WLB to improve the provision of inward investment and business retention services to West London and sought to enhance business support and advice services.

## COLLABORATIVE APPROACHES TO IMPROVE SERVICES AND REALISE EFFICIENCIES

### West London Shared Solutions to Efficiencies Programme

25. In 2006, the WLA Chief Executives and Finance Directors, commissioned PriceWaterhouseCoopers (PWC) to review the potential for the boroughs to develop shared solutions to realising efficiencies and improving services. The study identified three key service areas for collaboration: Human Resources, Adults' Services and Children's Services. The Royal Borough of Kensington & Chelsea and Westminster City Council joined this programme. Programme teams have subsequently taken the work forward in relation to each service area, following sign-off by the WLA Leaders in January 2007.

### HR Shared Service Centre

26. An Outline Business Case (OBC) for a Human Resources shared service centre was completed in October 2007. It put forward a vision endorsed by all participants in the project team for an HR shared service centre for West London, delivering service quality improvement and cost efficiencies, in line with best practice in the private and public sectors.
27. The OBC suggested that there is the prospect of significant aggregate cost savings and valuable service quality improvements collectively for the West London boroughs through the development of a West London HR shared service centre. The OBC indicated that the impact of the potential savings would be realisable in council's medium term financial strategies; over two to three years. Whilst there were collectively significant efficiencies available, they would not be achieved equally by all boroughs, as each borough starts from a different position in terms of the costs and standard of its HR service. The OBC was reviewed by

the WL Leaders and Chief Executives on 17th October 2007, where they agreed each borough should consider the benefits and risks to their own organisation and inform the WLA whether they wish to proceed in principle with a shared service.

28. During the first part of 2008 Brent, Ealing, Hammersmith & Fulham and Kensington & Chelsea councils agreed to collaborate further to develop a shared service centre and to produce a Detailed Business Case. They reviewed the original outline business case in the context of the four councils moving forwards and re-evaluated the potential benefits for each of them. At the conclusion of that work Kensington and Chelsea council decided that there were likely to be insufficient benefits to them from a shared service centre and the programme is now being reviewed by the three remaining councils.
29. The HR workstream has been supported by a grant of £98,000 secured by the WLA from the London Centre of Excellence.

### Adult Care Services

30. An opportunity assessment phase was undertaken between March and June 2008, which consisted of a programme of work to: analyse Adult Social Care data collected from across all West London councils; review good practice and consider future trends and emerging policy.
31. The programme has established that there is a strong rationale for collaboration. West London's current combined spend on purchasing Adult Social Care services externally is in excess of £300M, which creates a sizeable business offer for joint commissioning and procurement.
32. The programme identified a set of initiatives which boroughs could take forward to realise efficiencies:
  - Sub-regional Commissioning (Residential Care).
  - Sub-regional Commissioning (Home Care).
  - Setting up a Sub-regional Commissioning unit .
  - Sub-regional external workforce development (Market management and capacity building for the Home Care market).
  - Sub-regional internal workforce development (Commissioning and procurement skills).
  - Sub-regional Self-Directed Support.
33. It was felt by the Adult Social Care Directors, Directors of Finance/Treasurers and Heads of

Commissioning/Procurement that all the proposals had merit and there was strong agreement that collaborative action is necessary to support the boroughs in achieving their objectives for ASC services going forward. It was also concluded that to accelerate the programme and to meet the most pressing needs of the boroughs, the creation of a Joint Procurement Unit (JPU) would have the most enabling impact and pave the way for the future joint working.

34. This Unit will provide highly skilled professional procurement resources to support the participant boroughs in improving quality and value for money, in support of the boroughs plans for externally commissioned services.
35. The Boroughs participating in the JPU are Brent (who have offered to host the JPU), Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow and Kensington & Chelsea.
36. The work to date has been resourced by contributions from the West London boroughs of £80,000.

### Children's Services

37. The feasibility stage of the Children's Workstream (October 2007 to May 2008) explored how efficiencies can be secured and the quality of outcomes improved through the collaborative commissioning of Children's Services. The three priority areas considered were Independent Foster placements, Residential placements and Independent Non-maintained Special Schools Residential Placements. West London's combined spend on such placements, at October 2007, was £58m pa.
38. Four approaches to collaborative working were considered: 1) 'Individual Tendering', 2) 'Preferred Provider/ Framework Contract', 3) 'addressing gaps in provision', and 4) 'developing common commissioning approaches'.
39. West London Chief Executives and Directors of Children's Services agreed that the West London boroughs should move ahead to develop common approaches to joint commissioning, to generate best procurement practice across the sub-region and, by streamlining processes, reducing costs for local authorities and providers.
40. Hillingdon and Kensington and Chelsea councils agreed to lead on developing a proposal and brief outlining a project in relation to special schools provision. The project will:
  - Analyse existing provision across West London.
  - Explore and compare West London's authorities Building Schools for the Future plans to identify synergies and to scope the breadth of currently planned development and identify gaps.

- Analyse the profile of needs, current suppliers and current primary age cohort of school children.
  - Assess current capacity and describe what's needed at the West London level.
41. LB Hammersmith & Fulham council undertook to work with Hounslow council, to review the Preferred Provider tender undertaken by Hounslow and explore how the approach to the commissioning of IFAs could be built upon at a West London level. Detailed proposals will be worked up and costed during the autumn 2008, following the tender evaluation process.
42. Other aspects of developing a joint approach to commissioning are also being taken forward, such as: developing an outcomes framework and consistent approaches; ongoing shared monitoring and benchmarking. The two projects detailed above will inform this work.
43. The feasibility stage was supported by a grant of £45,000 from the DCSF (as part of the London Cares Placements Database regional commissioning pilot) and from borough contributions totalling £45,000.

### **West London Social Worker Recruitment & Retention Pilot**

44. Hammersmith & Fulham council are leading on the West London Social Worker Recruitment and Retention pilot. The pilot will initially provide DCSF investment of £500,000 in this financial year, with similar sums anticipated in years two and three. The pilot is complementary to the Children's Workstream and offers further opportunity for West London councils to develop better outcomes, early intervention and efficiencies in delivering children's services.

### **Employment Agencies**

45. PWC produced a report for the WLA in 2007, findings published in February 2008, which detailed West London boroughs spend on agency staff. The report identified that the WLA boroughs spent approx £100m pa on agency staff. At present:
- Four boroughs use Matrix/Eden Brown; the others use Hy-phen and Commensura.
  - A number of contracts are coming up for renewal; although any plans to collaborate will need to begin at least a year in advance.
  - There are a range of management fees and pay rates amongst authorities even where the Managed Service Provider (MSP) was the same.

- There are significant variations in performance and costs in permanent recruitment.
- There are opportunities for consumption reduction.

46. The findings in the report were reviewed by the WLA Strategic Procurement Officers Group and agency contract managers who are tackling the opportunities identified through benchmarking and procurement initiatives working at a pan-London level.

### **West London Community Cohesion Partnership**

47. Hounslow Council has been leading the West London Community Cohesion Partnership (WLCCP), since the Home Office funded Pathfinder concluded in 2007. The Partnership provides a forum for boroughs and other partners to share information and experience around community cohesion issues and to deliver collaborative initiatives.
48. Part of the work of the Partnership has included the production of a series of "West London People" staff induction handbooks, designed to describe and value the diverse identities of our communities. The first booklet 'An Introduction to Communities and Faiths' described the diverse ethnic and faith groups that comprise West London's cultural heritage. In 2008 two further booklets were launched. The West London Disability Booklet sets out the disability differences and identities of our communities, as well as detailing recent legislative changes. The third West London booklet, 'Celebration of our Differences and identities' sets out the contribution made by West London's LGBT communities.
49. Hounslow Council, on behalf of the WLCCP, also launched the research study, 'A Window on Extremism'. This study explored the causes of youth disengagement from mainstream society and the significance of any tendency to support extremist views and turn to extremist organisations.

### **Preventing Violent Extremism Pathfinder**

50. In recognition of the success of the West London Community Cohesion Pathfinder the sub-region, led by Hounslow council was awarded £595,000 through Government Office London to deliver a Preventing Violent Extremism (PVE) Pathfinder.
51. Three West London Projects have been delivered alongside borough based PVE initiatives:
- West London Network for Muslim Communities.
  - West London Communications Toolkit (to promote the values that Muslims and the rest of the society have in

common and the value of diversity; to demystify Islam and promote positive messages around Muslim identity; to develop strong relationships between communities; and to provide best practice examples of approaches to communications at the local, regional and national level. This work was led by Hammersmith & Fulham council.

- West London Evaluation Framework to review the impact of the PVE Pathfinder and detail lessons learnt. This work was led by Ealing.

52. The Communications Toolkit and Final Evaluation Report will be available in autumn 2008.

53. The projects undertaken in the West London boroughs include:

- Ealing – Faith Volunteering Programme.
- Harrow – Muslim Young People Mentoring and Outreach Scheme.
- Hounslow – Targeted outreach work for at risk, disengaged and vulnerable Muslim young people.
- Hillingdon – Extremism Recruitment on Campus.

### West London Housing Strategy and Partnership

54. The West London Housing Partnership consists of the seven West London boroughs: Brent; Ealing; Hammersmith and Fulham; Harrow; Hillingdon; Hounslow, and the Royal Borough of Kensington and Chelsea.

55. The purpose of the Housing Partnership is to work together to meet the housing strategy objectives of the member boroughs. In order to achieve this the WLHP aims to:

- Lobby for the interests of the sub-region on housing issues;
- Develop collaborative working across the sub-region, and between boroughs;
- Improve provision of housing services in West London through sharing knowledge, expertise and resources, undertaking joint ventures where this is beneficial, and maximising additional resources wherever possible.
- Develop an excellent understanding of housing demand, needs and conditions across West London, and an understanding of how this relates to wider housing markets.

56. The boroughs have been working in partnership for around five years and now have a number of joint projects operating across West London. These include:

- West London Locata: the choice based lettings system for people seeking council and housing association accommodation in West London.
- West London Letstart: a new project to help qualifying tenant's access accommodation in the private rented sector.
- West London Warm Zone: the West London boroughs working in partnership with London Warm Zones to install energy efficiency measures in homes across the sub-region.
- West London HELP: a new scheme to help homeless households into employment (working closely with West London Working).
- West London Better Homes: a small grants scheme available to landlords who let property through borough lettings schemes.
- West London Empty Homes Scheme: offering limited grants to owners of empty properties to bring them back into use to let through borough lettings schemes.
- West London Fair Money: a scheme to help vulnerable home owners find suitable finance to carry out essential works to ensure their homes meet the decent homes standard.
- West London Supporting People Accreditation Scheme: a joint scheme to accredit providers of supported housing and floating support for vulnerable people across West London.

### Projects currently being developed include:

- Your Move: a new scheme to help under-occupiers move to smaller, high quality homes, thus releasing larger homes (which are in very short supply) for use by overcrowded households.
- West London Temporary to Settled Accommodation scheme: a joint scheme to purchase homes for use as temporary accommodation in the short term and social housing in the longer term.
- West London Housing Market Assessment: a project to look at housing needs and demand across the various housing markets and sub-markets both locally and more widely, which will inform borough strategies and Local Development Frameworks.

## New Housing & Housing Investment

57. A biennial investment guide is produced setting out the sub-regional requirements for new build housing in West London. The current West London Housing Investment Guide 2008-11 sets out five key West London requirements for housing developers wishing to build in the sub-region:

- To create innovative options for home ownership.
- To build larger homes across all tenures.
- To deliver excellent quality and design across all tenures.
- To create strong, cohesive and sustainable communities.
- To deliver best practice on environmental sustainability.

## Access to new homes

58. A further issue for the WLHP concerning new homes is to reach agreement on the apportionment of lettings to new homes built with Housing Corporation grant in the West London sub-region, and across the London region in general. The aims of the agreement are:

- To incentivise delivery of affordable housing in West London and to ensure that funding continues to be available for West London.
- To ensure that all boroughs meet their own housing need as far as possible within borough.
- To ensure that those boroughs that have limited capacity to build in borough have access to an appropriate share of units developed in the sub-region.

## Sub-Regional Working Groups

59. Each of the seven boroughs hosts a working group to take forward specific areas from the West London Housing Strategy Action Plan. Sub groups of these groups are also set up from time to time to deliver specific pieces of work. The Partnership's web site is here  
<http://www.westlondonhousing.org.uk>

## West London Legal Group

60. A four-year Framework Agreement for the procurement of barrister's services has been agreed by the six WLA councils. It is anticipated that this contract will save in the region of £10m over the next four years and involves over 1,000 barristers.

61. The initiative came out of concerns about existing arrangements for instructing barristers, particularly the substantial and increasing cost of barristers and the lack of an adequate system to demonstrate good value for money.

The legal departments of each of the WLA councils developed the work.

62. The WLA worked in partnership with First Law Ltd to develop a Framework which would tackle increasing expenditure on barristers' services and the need to demonstrate value for money. The Framework now sets out the standard terms upon which contracts are made, at the price tendered by chambers. The Framework has also been drafted to allow other authorities to join. To date, the WLA has been approached by three other London authorities wishing to join the framework or requesting information about the process, as well as two major unitary authorities from other parts of the UK.

## Property Framework Contract

63. Brent Council has developed a Construction Consultancy Framework Contract, to enable the council's property assets to be used in the most effective manner. The Framework has been developed in such a way that other West London boroughs can benefit from it. It provides a Technical Services team, to provide a comprehensive technical service that promotes best practice and value for money by acting as intelligent client representative on all major projects. Specifically, it provides technical services to service departments and advises/takes the lead on development of major projects.

## E-Government group

64. The West London Alliance (WLA) e-government Group has been awarded local e-government excellence "Team of the Year" in the prestigious e-government National Awards 2007. The Awards recognise and praise the best in public sector ICT and e-Government - across local/central government, non-departmental public bodies, non-governmental organisations and other deliverers of e-government services and are supported by national and local government and the private sector. The WLA E-government group were also finalists in the Leadership and Professionalism category.

65. Other activity by the Group has involved development of the London Public Service Network between the boroughs, the creation of the t-Maps facility for web sites which enables improved public information about and access to public services, and collaborative action on CCTV specification and procurement.

## Internal audit shared service

66. A new shared Audit Services contract has been established between the London Boroughs of Ealing, Brent and

Hammersmith and Fulham. The contract was awarded to Deloitte & Touche Public Sector Internal Audit Ltd following a competitive tender process. The tender specification was compiled incorporating all the best elements of the three Boroughs previous arrangements plus longer term visionary requirements to provide leading internal audit services.

67. The 4-year contract should deliver a cost effective and efficient service whilst delivering a minimum 2% annual cashable savings across the Boroughs in addition to a nil inflation cost basis. The contract includes a framework agreement for the delivery of non-audit services to ensure costs are contained when additional services are required. The latter has been designed so that it can also be utilised by members of the London Contracts & Supplies Group (LCSG). Incorporated within the contract are robust performance measures, benchmarking across the Boroughs, shared work programmes to maximise efficiency and value for money reviews.

### **West London Air Quality Group**

68. The West London Air Quality group meet regularly to discuss local and regional air quality issues and to collaborate on projects to bring about improvements. The group reviewed and updated the West London Air Quality Strategic Plan in 2006, which set out key areas of action up to 2011. The Group regularly monitors and reports on Air Quality in West London and commissioned TRL to develop a combined transport and emission model, which is specifically tailored for West London. The Group has also undertaken further work to evaluate the impacts on emissions of a number of traffic and transport schemes in the West London area. These schemes will include the installation of a bus lane, speed reductions, queuing traffic and the tightening of emission standards. Their web site is here <http://www.westlondonairquality.org.uk>

### **Western Wedge**

69. The Western Wedge is leading the development of the West London Story and has recruited a Creative Programme Manager to manage this work. The West London Story underpins West London's 2012 Cultural Offer. The work is intended to build capacity within West London's arts and culture sector as well as generating new and innovative performances to develop audience participation.

## **SHARING KNOWLEDGE/ CONTINUOUS IMPROVEMENT**

70. A number of working groups meet at the West London level to share knowledge and ideas about how to improve services and identify areas with the potential for collaboration. These include for example: Environment Directors, Sport and Leisure Officers; Finance Directors; and Performance Officers.
71. The WLA Secretariat also coordinates meetings where opportunities could arise at the West London level. For example, as boroughs were developing their Local Area Agreements meetings were arranged among LAA officers, to identify common themes and objectives among boroughs in deciding their national indicator sets; the West London Chief Executives and Borough Commanders meet quarterly; the Community Safety Network brings together community safety officers with the police across West London; the West London Tourism Officers meet, coordinated by the LDA and last year delivered a piece of research that explored how to develop the Visitor, Family and Friends tourism market across West London.

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