



West London Partnership Communications Audit and Evaluation 2006

March 2006



This report was compiled in partnership with:



City of Westminster

LONDON
DEVELOPMENT
AGENCY

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1. Introduction and technical details

1.1 Introduction

The objective of the communications audit for West London Partnership was to develop a picture of existing communications channels used by the West London Partnership and their key stakeholders and conduct an evaluation of the different communication channels. This project also examined awareness of, and commitment to the idea of West London and perceptions of the West London Partnership.

The results of this audit provide a cost-effective platform for the West London Partnership to communicate with stakeholders and opinion formers across West London, to deepen and spread understanding of the purpose of the Partnership, its aims and objectives. Subsidiary goals are to offer advice on future communications strategy and to build awareness of common issues affecting West London.

1.2 Methodology

This report summarises data from desk research on key media channels in terms of penetration and opportunities for distribution in West London, a West London stakeholder survey and stakeholder interviews.

Desk research

Alongside West London Partnership and borough publications, an analysis of the following communications channels in West London was conducted:

- Media coverage
- Local authority publications schemes
- E media
- Assessment of key public sites in West London

See chapter 3 and appendix 4 for findings.

Stakeholder research

Westminster City Council undertook a postal survey with 800 stakeholders between 31st January and 10th February 2006. We received 65 responses from a broad range of organisations. See section 4 for findings and appendix 2 for a list of respondents.

All the stakeholder survey data are unweighted. It should be remembered that a sample, not the entire population of the area, has been surveyed. In consequence, all results are subject to sampling tolerances, which means that not all differences are statistically significant. A guide to statistical reliability is appended.

Where percentages do not sum to 100, this may be due to computer rounding, the exclusion of “don’t know” categories, or multiple answers. Throughout the report an asterisk (*) denotes a value less than half a per cent.

Stakeholder interviews

Eighteen interviews have been undertaken with key stakeholder groups including local authorities, major businesses, major West London public sector organisations, media organisations and GLA representatives. See section 5 for findings and appendix 3 for the full list of interviewees.

2. Conclusions and recommendations

The overall picture provided through this communications audit is of a highly segmented sub-region with no dominant communications channel. Most stakeholders use electronic or face to face communication channels to speak to internal and external audiences. The lack of a strong sub-regional media means that the identity of West London remains vague in the view of many stakeholders, so they focus on particular areas such as Ealing, Hounslow or Uxbridge rather than whole boroughs, or the wider area.

Building the profile and role of the West London Partnership will require clarity of organisational purpose, the ability to offer expert comment in defined areas and the consistent and professional use of electronic and face to face communication channels. This could be achieved through regular, and carefully edited briefings providing news on targeted subjects and a stakeholder engagement programme planned over the course of a year, bringing together politicians, community leaders and key businesses.

The abundance of existing communication channels, particularly the borough magazines, internal business publications and community websites, means that the Partnership should position itself as a supplier, or 'wholesaler' of information rather than creating its own publications. It should work to position itself on the websites, in the publications and as part of the presentations made by stakeholders. This recommendation is based on the evidence we have gathered, showing a proliferation of channels, but no coherent West London identity. So, the West London Partnership should position itself within existing channels where it will be seen as part of the established organisation, rather than wasting resources on an attempt to build a separate profile around an ill-defined idea of West London. A Google check of West London will define it as anywhere from Bayswater to Richmond, and it will take significant time, a co-ordinated effort and resources to change this perception.

Delivering this approach will require a well maintained and developed stakeholder database and a team of policy experts rather than a large public relations operation. The website, paper and electronic briefings, speeches and seminars are the key tools for developing and maintaining the profile of the WLP, and are shown to be the tools favoured by stakeholders in the survey of effective ways of reaching the public. Indeed, driving people towards the website would maintain its high accessibility for people searching for information about West London, which in turn reinforces the brand.

The research demonstrated low, but significant levels of penetration for local newspapers but relatively high viewership of regional TV

channels. The difficulty with utilising these channels is twofold. First, local papers are unlikely to be interested in the work of a strategic body such as the WLP unless it is offering relevant new information (such as survey data on households) or has made a mistake. Second, relationships will have to be built and maintained over a long period to deliver dividends in terms of awareness and understanding of the WLP.

A more cost-effective approach would be to supply those with regular access to media channels, such as council leaders and Assembly members with the material to promote the case for West London.

The main building block for building awareness of the work of the WLP should be through the communication departments of local authorities. West London has a highly effective local government communications operation and the borough councils can offer opportunities in terms of events, publications and media work to showcase the WLP. The Partnership may wish to seek to negotiate with councils space in borough publications which are effective and credible sources of local information.

2.1 Recommended actions

- **The Partnership can build influence and standing by positioning itself as the expert on West London.** It can do so by becoming a reliable source for good-quality information on West London, becoming integral to promoting what goes on in West London, especially now the Olympics pose an additional challenge in drawing attention to West London.
- **The Partnership must seek to communicate clarity of purpose,** possibly focusing more strongly on the economic and business investment arguments that tie in with concerns expressed by GLA members over the Olympics and the perception of an 'East London bias'.
- **The Partnership should develop its online and face-to-face communications,** such as events and presentations and email updates, preferred by 72% of stakeholders.

The objectives identified by the report and the Partnership can be achieved through:

- **Regular paper and electronic briefings, speeches and seminars** on targeted subjects

- **Promotion of the Partnership's visual identity** its brand and the reasons why organisations should come together, how this will benefit them and West London.
- **A stakeholder engagement programme** planned over the course of a year, bringing together politicians, community leaders and key businesses.
- A well maintained and developed **stakeholder database** with a reference group of policy experts.
- Supplying those with regular access to media channels, such as council leaders and Assembly members with **the material and information to promote the case for West London**.
- Obtaining the agreement of the communication departments of **local authorities to publicise the work of the WLP**, including space in borough publications.
- **Measuring impact and awareness** through incorporating questions on West London Issues in future council surveys and using GLA 2005 perceptions survey to inform action going forward. Evaluate progress one year on.

3. Desk research findings

Alongside the West London Partnership and borough publications, an analysis of the following communications channels in West London was conducted:

1. Media coverage
2. Publications schemes of local authorities, the West London Network, the Strategic Health Authority and the Learning and Skills Council
3. Community groups and institutions
4. E media
5. Assessment of key public sites in West London

3.1 Media coverage

Local newspapers

By using www.mediauk.com and www.newspapersoc.org.uk, we were able to establish a list of all the main paid for and free newspapers in the West London locality.

There are 29 local newspapers serving the West London region with an estimated total circulation in excess of 1.1million.

The two main newspaper publishers are Trinity Mirror and Newsquest. The Newsquest publications tend to have larger circulations than the Trinity Mirror publications.

Newsquest's local newspapers with the largest circulations in West London are as follows:

Title	Circulation
Harrow Times	71,457
Chiswick and Hounslow Guardian Group	68,538
Ealing Times	55,405
Hillingdon & Uxbridge Times	54,999
Hounslow, Feltham and Hanworth Times	15,675

The Trinity Mirror local newspapers with the largest circulations in West London are as follows:

Title	Circulation
Uxbridge Gazette Series	21,418
Ealing Gazette Series	15,508
Harrow Observer Series	12,274
Hounslow Borough Chronicle	5,454
Fulham & Hammersmith Chronicle	3,952

There are fifteen free titles distributed door-to-door and through local supermarkets, which have higher circulation levels than the paid for local papers. Trinity Mirror and Newsquest also produce many of these free papers.

It is difficult to draw hard and fast conclusions from the circulation levels of this range of local publications about the level of support different publications receive. The stakeholder survey rather bears out this conclusion: the two most read publications are Ealing Leader and Uxbridge Times, one is a free paper and one is a paid for paper. What they share in common is that they both have a circulation in excess of 50,000.

Title	Circulation
Ealing Leader Series	78,156
Uxbridge & Hillingdon Leader	72,630

In terms of readership, our own research in *Westminster* suggests about one in ten people will read a local paper regularly. This gives some broad indication of likely readership levels. Our own research also found that about six in ten people never read local newspapers. We would suggest that this is a fair proxy for West London as well.

Regional newspapers

The two regional papers for the area are the Metro and the Evening Standard. They have a combined readership of 815,894 across London and are both published by Associated Newspapers. Free papers are read for adverts and offers, they are not seen as sources of news.

These papers are very London focussed and targeted at those who commute into London and who live in London. Aside from the national papers, these are the most important of print papers in which to get positive messages.

Research for Westminster and Richmond councils has found that after television news, newspapers are the next most effective way to reach residents. In Richmond, which is probably a better proxy than

Westminster, a quarter of the population regularly reads local newspapers. Three in ten *Westminster* residents read either *The Evening Standard* or *The Metro* or both most days. We would expect this figure to be lower in West London because fewer people commute but this could still be more than one in ten people in West London. For communications about West London, the local newspapers could be an excellent vehicle supplemented by *The Evening Standard and Metro*. In particular, *The Metro*, has proved an excellent way to reach young people and those in black and minority ethnic groups in Westminster.

Television

We would also expect the viewing habits of people in West London to be reasonably similar to Richmond and Westminster residents. We would estimate that seven in ten West London residents will watch national television news frequently. BBC national news is the most effective media channel, with four in ten people saying they watch it every day. It is also reasonable to expect, given the similar responses in the two London boroughs above, that a quarter of West London residents will also watch *BBC London* each night. In comparison, we would expect about one in eight people to watch *London Tonight* every day. New stories on either *BBC London* or *London Tonight* will have very significant levels of coverage.

Radio

There is a wide range of regional radio stations which cover the west of London. They cater for different social and economic groups and the majority are commercial radio stations. Local stations are few and include *Radio Jackie* (107.8).

The top regional stations are:

Radio station	London listening figures (Dec 2005)
95.8 Capital FM	1,802,000
106.2 Heart FM	1,763,000
105.4 Magic	1,672,000
100.0 Kiss FM	1,432,000
105.8 Virgin	902,000
Capital Gold	725,000
94.9 BBC London	546,000
LBC	537,000

The radio station you choose for any campaign will depend on the age range and sector of the public you are trying to influence. The most obvious radio stations to target are *Capital FM* and *106.2 Heart FM*. These stations have the largest listening figures and also broadcast a good balance between talk and radio (unlike *Magic FM* who pride themselves on “more music, less talk”).

3.2 Reaching ethnic minorities in West London

Below is a summary of some of the ethnic media currently available in West London:

Local:

Television:

- No local television

Radio:

- Sunrise (Greater London - Asian interest) has a listenership of 320,000 London wide
- Star FM (Slough, Windsor, Maidenhead and West of London - Adult contemporary music and local news) has a listenership of 32,000

Newspapers:

- No local newspapers

Regional:

Regionally and nationally, there is a much wider range of ethnic minority media.

Television:

- Zee TV - general entertainment for all Asian communities
- Alpha Punjabi - general entertainment channel broadcasting to the Punjabi community (owned by Zee TV)
- Sony Entertainment Television Asia - general entertainment for all Asian communities
- Star Plus - general entertainment for all Asian communities
- Star News - 24-hour Indian news channel
- ARY Digital - general entertainment channel for the Pakistani community
- Prime TV - general entertainment channel for the Pakistani community
- ACTV - newly launched African television channel
- OBE - Black general entertainment channel
- PCNE – Chinese UK-based satellite television channel. It is proactive within the community, building links and bridges between community groups across the whole of the UK. The channel is keen to include local news stories from the UK.
- Al Jazeera

Radio:

- Sunrise Radio
- Club Asia
- Choice FM
- Kiss FM
- Premier Christian Radio
- Yaar FM
- Punjab Radio
- Asian Gold
- Apna Radio
- Spectrum Radio
- London Greek Radio
- London Turkish Radio

The Radio Authority also grants Restricted Service Licences during key festival periods, which may be offshoots from the existing radio stations or run independently.

Newspapers:

Below is a list of the major titles currently in circulation. Very few are Audit Bureau of Circulations audited¹, although nearly all have a national circulation.

English language publications

- Asiana
- Asiana Wedding
- Asian Woman
- Asian Bride
- Occasions
- Another Generation
- Libas
- Snoop (Youth magazine)
- Pride
- Urban News

Weekly newspapers:

- Eastern Eye
- Asian Times
- India Today
- The Asian Post
- News Lanka
- The Voice

¹ The Audit Bureau of Circulations is the Independent audit watchdog service for printed publications

- New Nation
- Caribbean Times
- African Times
- The Weekly Gleaner
- The Trumpet
- Nigerian News
- Kasmu magazine (Somali)
- Sing Tao
- Jewish Chronicle
- Jewish Herald
- Jewish News
- Al Arab
- Al Ahram
- Al Zamman
- Al Urwa
- Al Quds
- Al Mutamar
- Al hayat

Websites

The majority of the UK-based websites are designed to target the second and third generation communities with news, entertainment and celebrity gossip. They include:

- Clickwalla
- Rasmallai
- Red Hot Curry
- Barfi Culture
- Black Britain
- Precious Online
- Blacknet UK
- Black UK online
- Dim Sum
- Chinatown Online
- British Born Chinese
- UK Chinese
- Everything Jewish
- Something Jewish
- Jewish Net
- Totally Jewish

Other methods of communication

a). Outreach

One of the most effective methods of communicating with minority ethnic communities is through outreach programmes.

There are many support network organisations which have been set up to provide advice, information and a friendly environment for the community - especially women - to meet.

Places of worship are also very important when trying to engage local ethnic minority communities. They act as information centres and places of convergence.

The project leaders of community groups and faith leaders can also play a significant role as ambassadors.

When presenting and visiting these groups however, care must be taken. You should be able to get advice from project and faith leaders on any cultural protocol. It is worth bearing in mind:

- whether you require a translator, or whether there will be someone at the event happy to translate for you
- whether it is more appropriate for a male or female representative to attend.

b) Community events and festivals

Most organise their own events with local partners or with the relevant local authority. These provide a platform for messages to be presented to the community in the form of stands, visual displays of a representative kind.

The dates for many community events are not always available months in advance, unless they have become annual events. However many local boroughs are actively involved in organising Asian melas within their area, which can attract up to 20,000 people depending on the location.

Some of the most popular local events and melas are:

- Ealing mela
- Southall mela

3.3 Local authority publications

Market research indicates that a significant proportion of residents read their local authority magazine. For example, in both Westminster and Richmond, six in ten residents read their local authority magazine.

Publication	Format	Frequency	Distribution
Harrow Business Newsletter	E newsletter	Monthly	Not provided
Harrow People	Harrow's official magazine	Monthly	100,000
Homing In	Magazine to Harrow's tenants and leaseholders	Three times a year	Not provided
Homing In (ALMO special)	Magazine to Harrow's tenants and leaseholders	Ad hoc	Not provided
Brent Magazine	Brent's official magazine	Monthly	98,000
HFM	Hammersmith and Fulham Magazine	Fortnightly	90,000
HM	Hounslow magazine	Fortnightly	104,000
Hillingdon People	Hillingdon magazine	Bi-monthly	100,000
Around Ealing	Ealing magazine	Monthly	127,000 (April 1 st will include businesses 134,000)

3.4 Key group communications channels

There follows a list of the key Partnership communications channels.

1. West London Partnership

Online: www.westlondonpartnership.org (temporary)

Printed: Stakeholder magazine and the West London Economic Development Strategy, December 2004, were both produced by WLB for the Partnership

2. West London Alliance

Online: www.westlondonalliance.org www.wlaportal.ukshells.co.uk/mt/
- a news log that sends out news alerts. e-newsletter (monthly) main audience: council Chief Executives; managers and senior management in partner organisations

Printed: Series of ad-hoc publications

Events: The WLA in conjunction with the University of Westminster and West Focus run a series of workshops; one-off themed events and consultations; regular meetings of strategic transport and creative industry groups

3. West London Business

Online: www.westlondon.com

Printed: Members' Memo, Business West, Ad hoc publications.

Events: WLB runs 50 plus events each year; regular HR, CSR, Transport and Members meetings, International Trade Forums, sector events, e.g. food and tourism, Power Networking Breakfasts as well as a Christmas Networking Lunch, an Annual Dinner and a summer social.

4. West London Network

Online: www.westlondonnetwork.org.uk, regular email communication 6,000-strong database of voluntary organisations

Printed: no official, ad-hoc direct mail

Face to face: regular meetings, annual conference

5. London West Learning and Skills Council

Printed: Quarterly newsletter for main stakeholders and businesses in West London

Online: www.londonwest.org

Events: Runs regular events, conferences and meetings eg 'CVS Directors' Forum and an annual conference.

Printed: Ad hoc documents, such as the London West LSC Annual Plan 2005 – 2006

Staff: Intranet and internal communications are run corporately by the LSC pan London. The London West LSC runs lunch and learn sessions and mandatory monthly meetings.

6. North West London Strategic Health Authority

Online: Website: <http://www.nwlha.nhs.uk> Regular emails to key stakeholders

Events: occasional public meetings called 'area forums'

Printed: Ad hoc documents

Internal communication: e-newsletter, intranet, regular staff meetings

3.5 Community groups

There are a significant number of community groups and institutions in West London, which we have organised into the following four main categories:

- Residents' associations
- Religious organisations
- Business groups
- Academic institutions

Our analysis has divided them into borough areas. Here is a selection of the kind of groups we found in our survey²:

Religious organisations	
	Harrow Inter-Faith Council West London YMCA
Business groups	
	Pinner and District Business Club
Not for profit /voluntary/public sector organisations	
	WESTREP (West London refugee partnership) Brent Community Network Brent Association Of Disabled People REAP (Refugees in Effective and Active Partnership)
Academic institutions	
	Brunel University Thames Valley University

² A full list can be found in appendix 4

Resident/community groups	
	Central Ealing residents' association Hillingdon Tenants Federation Ealing Council Tenants and Leaseholders Group Hounslow Federation of Tenants and residents' associations SBHA (Shepherds Bush residents' association) SW6 residents' & Traders

3.6 E Media

There are a large number of websites that cover the area of West London. They fall into five main categories:

1. Personal websites - blogs
2. Community/local area websites
3. News websites
4. Campaign websites
5. Public sector websites

Most of the community organisations listed above have their own websites. These are an ideal way in which to get messages across to specific groups of people. There follows a selection of some of the websites that we found³:

Subject area	Site
Community websites	
Local amenity societies/resident associations	www.brentindianassociation.org www.cpea.org.uk www.bhra.co.uk www.bptrg.org www.ruislipresidents.org.uk www.harrowinterfaith.org.uk www.acharrow.org.uk
Local events and commercial	www.myhammersmith.co.uk www.ruislip.co.uk www.ActonW3.com www.EalingToday.co.uk www.HammersmithToday.co.uk www.chiswickw4.com
Public sector websites	
Councils	www.lbhf.gov.uk www.harrow.gov.uk www.brent.gov.uk
Harrow Police & Community Consultative Group	www.hpccg.org.uk
Campaign websites	

³ A full list is available in the Appendices

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	<p>www.sw6.org.uk (Hammersmith parking restriction campaign)</p> <p>www.hacan.org.uk (Hacan Clearskies)</p> <p>www.ealingstreets.org (Save Ealing Streets (anti-tram))</p>
News websites	
	<p>www.bbc.co.uk/london www.thechiswick.com www.thisislocallondon.com</p>

3.7 Key distribution points

As well as assessing the effectiveness of different media channels, a further important consideration is places best suited to promote West London⁴ externally and to conduct promotional activity within West London. The following are a selection of West London sites offering high footfall and profile.

Commercial premises/High streets

Chiswick High Road
Hammersmith King Street
Ealing Road
Honey Pot Lane Retail Park
IKEA Store Brent Park
Kilburn High Road
Killburn Square Market
Shepherd's Bush Market
Kingsbury Road
Oriental City
Sainsburys - Willesden Green
Stadium Retail Park
Tesco - Brent Park
Wembley High Road
Wembley Market
Willesden High Road
Willesden Market - White Hart High Road

Sporting venues

Wembley Stadium
Fulham Football Club
Chelsea Football Club
Brentford Football Club
Queens Park Rangers FC

Community sites

Bridge Park community Leisure Centre
Vale Farm Sports Centre
Slough Estates
Neasden Temple

Business centres/company HQs

Air France HQ
Elf Oil UK HQ
Delta Airlines HQ
United Biscuits HQ
Diageo HQ
Wembley Conference & Exhibition Centre
Heinz HQ
Coca Cola
Loreal HQ
Gillette HQ

⁴ A longer list is available in the appendices

Educational establishments

Nower Hill High School
Salvatorian College
Bentley Wood High School

Parks and open spaces

Bishops Park, Fulham
Ravenscourt Park, Hammersmith
South Park, Fulham
Hurlingham Park, Fulham

4. Stakeholder Survey

4.1 Resident priorities

Having contacted the GLA and ALG, there are no projects they have undertaken that specifically dissect research into West London and other areas. However, as the majority of West London is in outer London, the outer London priorities would offer a good approximation to the concerns in West London. The GLA has not yet released its survey for 2005 but this will be shortly available. This provides perceptions for both inner and outer London.

We would also suggest examining surveys by local councils in West London for local priorities and equally asking them to include some questions about the West London issues in future resident surveys.

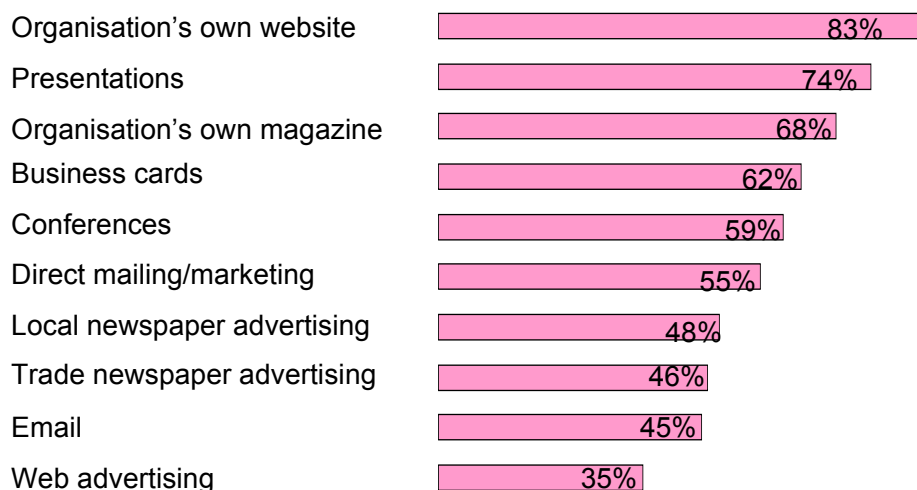
4.2 Marketing and advertising

Most of the organisations in the survey have achieved the basics of marketing. Eight in ten have their own website, seven in ten have an organisational magazine and most use a combination of presentations and conferences to promote their organisation. Just over half use direct marketing and just under half used print advertising.

It is a testimony to the growing importance of the e-channel that almost half the organisations promote themselves via email and a third use web advertising – which may well be on their own websites.

Promoting organisations

Q Which of the following methods of advertising or marketing have you used to promote your organisation to the public in the last 12 months?



Base: All answered (65)

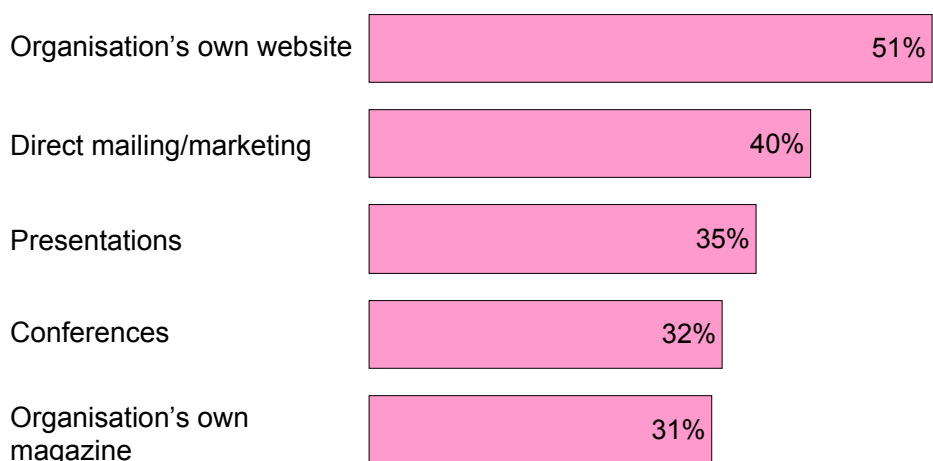
Source: Westminster City Council

4.3 Communicating with the public

Stakeholders find the most effective ways of communicating with the public are through their websites, direct marketing and presentations. These perceptions are interesting given the limited public coverage of these communication methods, with the possible exception of direct mailing.

Communicating with the public

Q Which would you identify as your five most effective ways of communicating with the public?



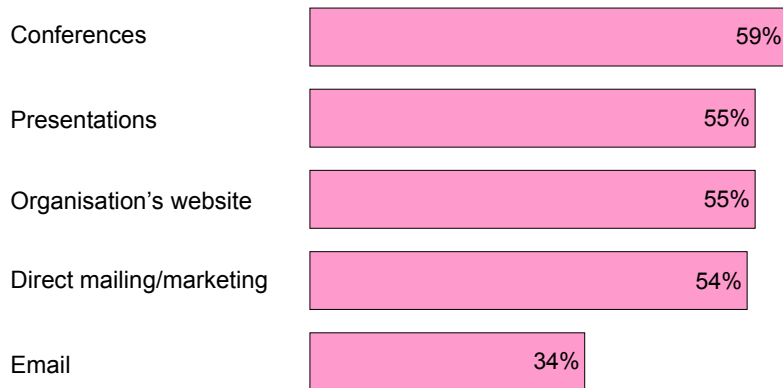
Base: All answering (65)

Source: Westminster City Council

Most stakeholders agreed that a number of different methods would be effective in engaging organisations: in particular, conferences, presentations, direct marketing and through information on an organisation's website.

Communicating with other organisations

Q Which would you identify as your five most effective ways of communicating with other organisations?



Base: All answering (65)

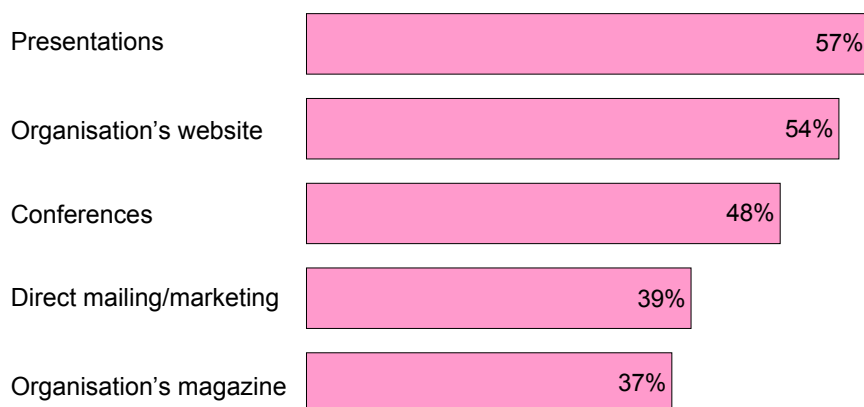
Source: Westminster City Council

4.4 Communicating with other stakeholders

In comparison to effective approaches with organisations, respondents emphasise presentations and website information for communicating with other stakeholders.

Communicating with other stakeholders

Q Which would you identify as your five most effective ways of communicating with other stakeholders?



Base: All answering (65)

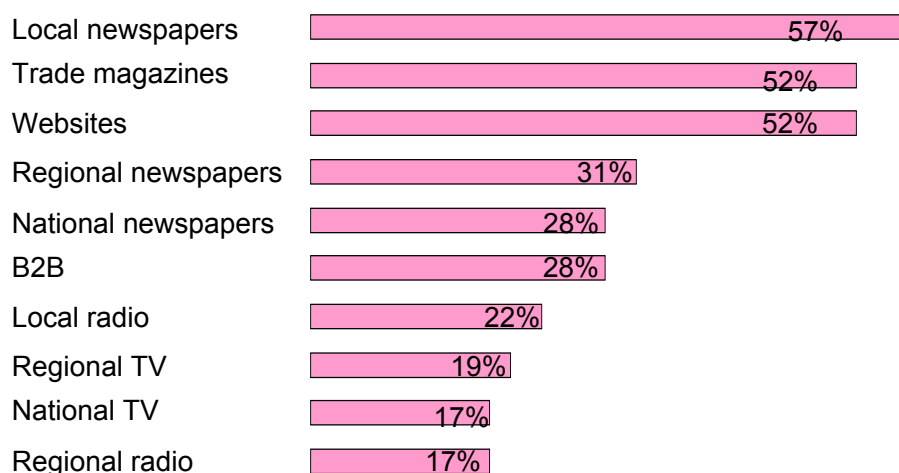
Source: Westminster City Council

4.5 Editorial coverage

Most respondents had managed to place editorial coverage with local newspapers, trade magazines and on websites. About three in ten had editorial comment in regional and national newspapers and a smaller proportion had used radio and television.

Preferences for editorial

Q Please could you identify all media channels you have used to place editorial coverage to promote your organisation in the last 12 months?



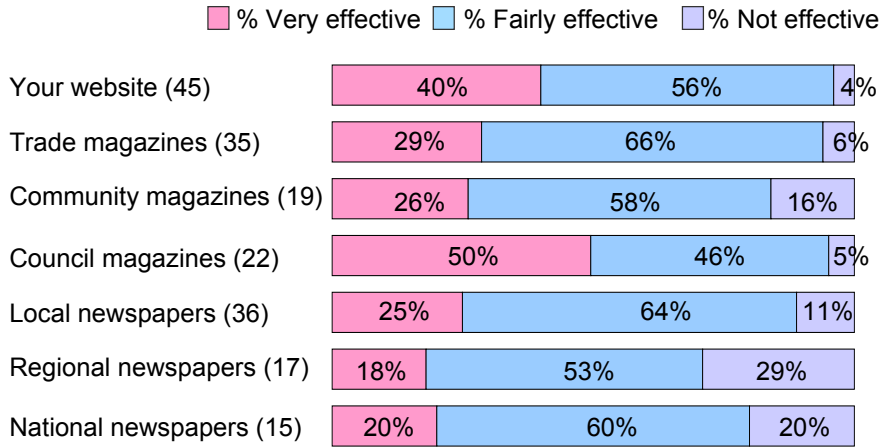
Base: All answered (65)

Source: Westminster City Council

The most effective channels for editorial coverage are considered to be the council magazine, an organisation's own website and local newspapers. This shows the importance of council magazines in terms of promoting an organisation.

Perceived effectiveness of editorial coverage

Q How effective, if at all, have you found editorial coverage in the following media in promoting your organisation?

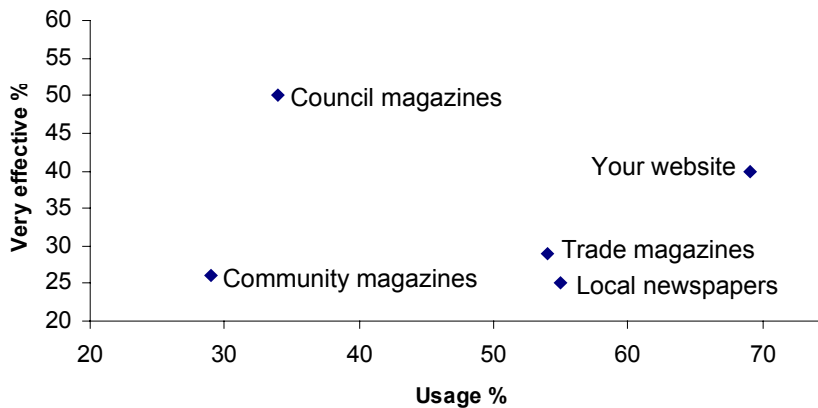


Base: All using this channel

Source: Westminster City Council

The following chart compares the effectiveness of media channels to levels of usage. What this chart shows strongly is that not enough organisations are taking advantage of the advertising opportunities offered by their local council magazine.

Perceived effectiveness of editorial coverage versus usage



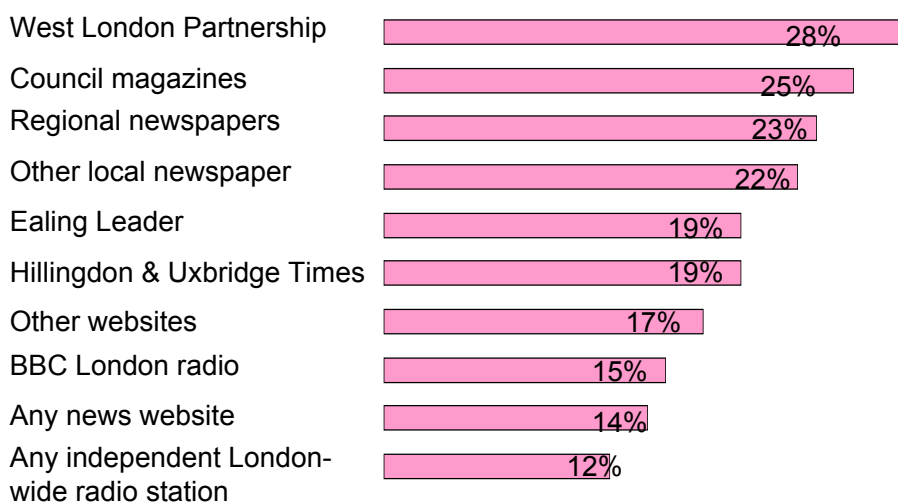
4.6 Key media for stakeholders

Respondents said that they find out about West London through a number of different methods. Chief amongst them are literature from the West London Partnership, council magazines, regional newspapers and local newspapers. Significantly, stakeholders do not seem to be informed by television news about West London.

It is important to be careful with the result around West London Partnership literature. The positive position may, to an extent, be reflecting that stakeholders responding to the postal survey are self-selecting and generally more favourable to the Partnership.

Most useful media for West London

Q In a professional capacity, which of the following media are most useful to find out what is happening in West London?



Base: All answered (65)

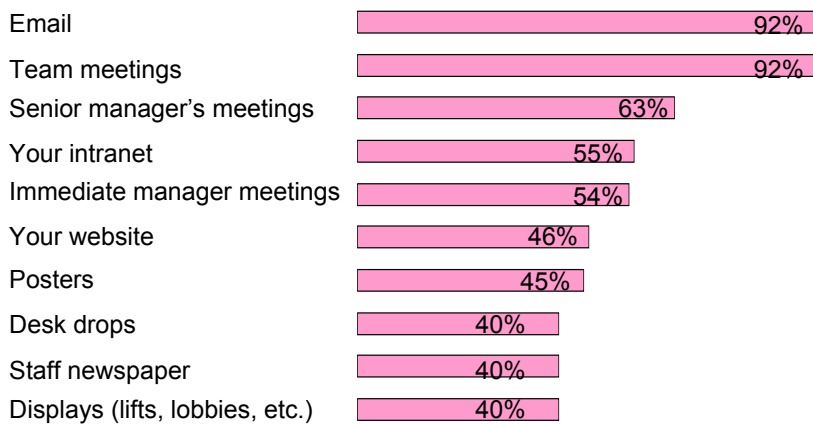
Source: Westminster City Council

4.7 Staff communications

Organisations are using many different methods to communicate with their staff. The most commonly used forms of communication are email and team meetings. It tends to be the case that larger organisations employ Intranet technology to communicate with their staff.

Communicating with staff

Q Which, if any of the following methods, do you use to communicate with staff?

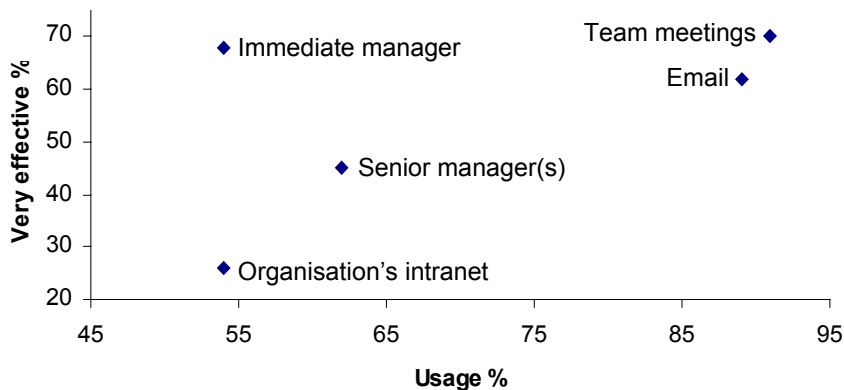


Base: All answered (65)

Source: Westminster City Council

The chart below looks at effectiveness versus usage for staff communications. It would appear that some organisations could benefit from introducing an intranet to their range of communications.

Communicating with staff

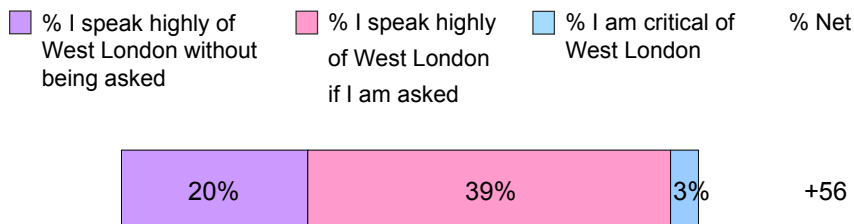


4.8 Perceptions of West London

The majority of respondents are positive about West London, with one in five saying they speak highly of the area without being asked. However, about a quarter (27%) of the respondents did not feel one way or the other about West London and three per cent were critical.

Feelings about West London

Q Which of these statements comes closest to how you feel about West London?



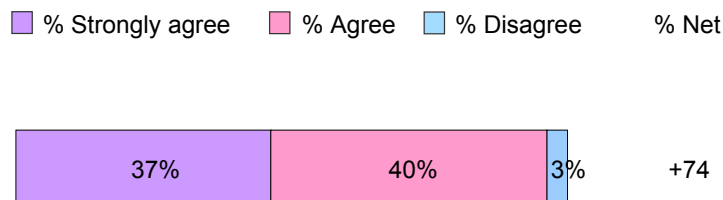
Base: All answered (65)

Source: Westminster City Council

Respondents overwhelmingly agree that the promotion of West London as an area will be good for their organisation. This is also a key area of agreement amongst stakeholders.

Promoting interests of West London

Q Do you agree or disagree with the following statement? Promoting the interests of West London will be of benefit to my organisation.



Base: All answered (65)

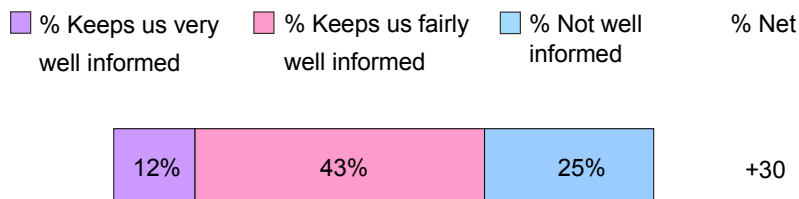
Source: Westminster City Council

4.9 Perceptions of West London Partnership

Echoing the finding that literature from the West London Partnership is regarded as the best source of information on West London, stakeholders overwhelmingly say that West London Partnership keeps them informed about what is happening in West London.

West London Partnership

Q How well do you think West London Partnership keeps you informed about West London issues?



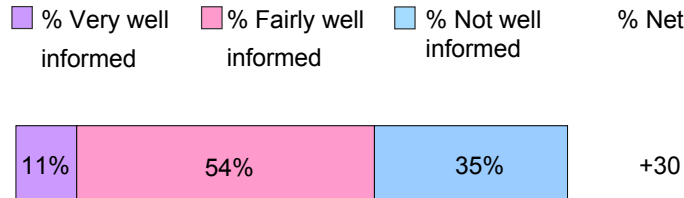
Base: All answered (65)

Source: Westminster City Council

The chart below illustrates that stakeholders feel well informed about the West London Partnership. However, it must be remembered this is self-selecting audience which may have stronger connections with the West London Partnership. This finding was not so strongly borne out in the stakeholder interviews.

West London Partnership

Q How well do you feel informed about the West London Partnership?



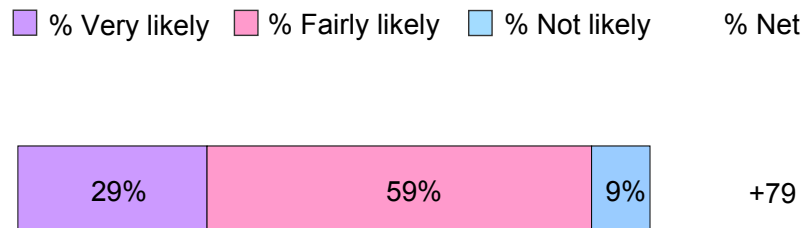
Base: All answered (65)

Source: Westminster City Council

These West London Partnership stakeholders are receptive to the information provided for them by the West London Partnership.

West London Partnership literature

Q How likely are you to read literature from the West London Partnership?



Base: All answered (65)

Source: Westminster City Council

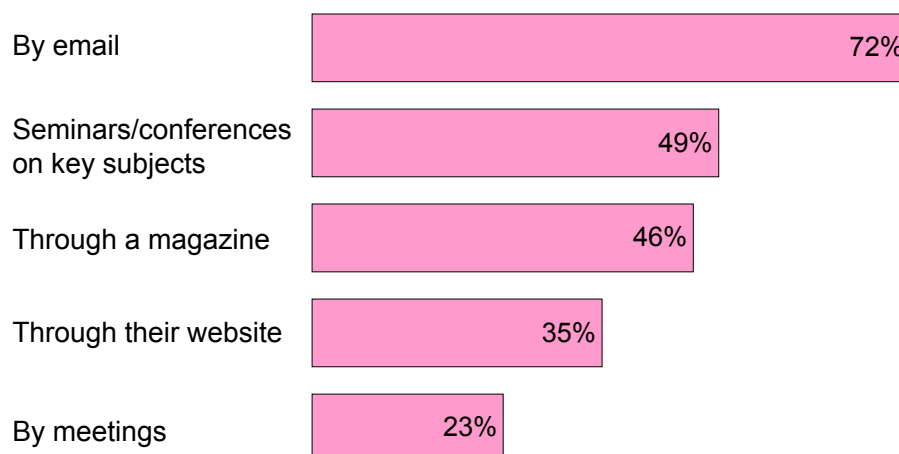
Though these results are positive, it is important to be careful not to read too much into them. These stakeholders are responding to the postal survey and are self-selecting: it may be that they are generally more favourable to the Partnership than other stakeholders. It is possible that a larger sample of stakeholders might hold less favourable views.

4.10 Engaging stakeholders

Overwhelmingly, respondents would like to be updated through email bulletin. This may well tie in with the information they already receive via email about West London. Stakeholders are also interested in seminars and conferences on issues of key importance to them and in receiving *The Stakeholder*, the West London Partnership's own publication. In addition, respondents believe that the West London Partnership's website is also useful. As a stand-alone Partnership website does not actually exist, it is probable that respondents are referring to the West London Business site page dedicated to the Partnership.

Preferences for information

Q Which would you identify as the most effective ways of communicating with West London Partnership stakeholders?



Base: All answering (65)

Source: Westminster City Council

4.11 Areas of interest

Stakeholders are broadly interested in the areas suggested in the survey, with the Olympics as the most popular issue.

Preference for information

Q Which of the following would you like to know more about from the West London Partnership?



Base: All answering (65)

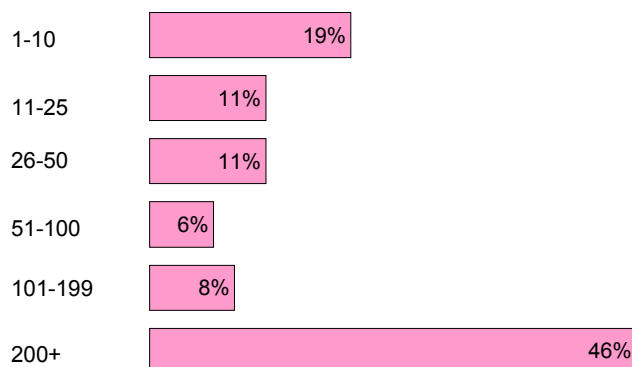
Source: Westminster City Council

4.12 Stakeholder profile

A range of stakeholders responded to the survey. Almost half the responses came from large organisations and one in five were received from organisations of less than ten people.

Organisation size

Q How many staff work in your organisation?



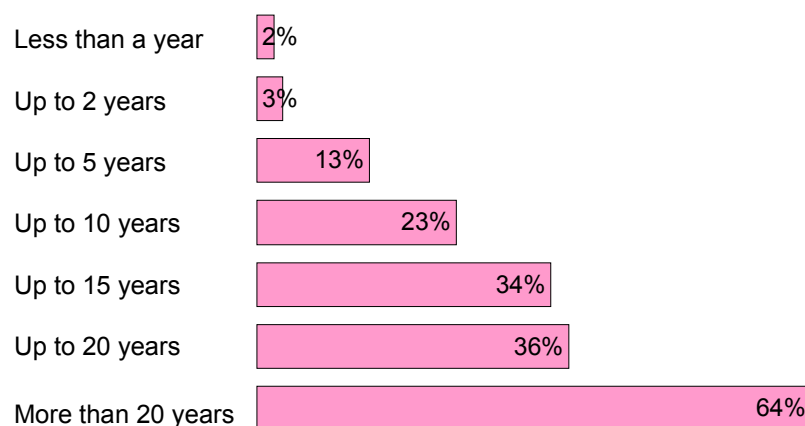
Base: All answering (65)

Source: Westminster City Council

About two-thirds of the respondents have been established in West London for more than twenty years. However, respondents were less likely to be new businesses.

Length of activity in West London

Q How long has your organisation operated in West London?



Base: All answering (65)

Source: Westminster City Council

5. Stakeholder interviews

Eighteen interviews were undertaken with key stakeholder groups including the following:

- Three Local Authorities : Heads of Communications
- Major businesses: Two major businesses - Heads of Communications or senior managers Diageo, BAA. More interviews to be undertaken.
- Major West London public sector and voluntary organisations: Harrow PCT, REAP (Refugees in Effective and Active Partnership), Metropolitan police, Groundwork West London, Brunel University, Thames Valley University
- Media organisations: Trinity Mirror, Newsquest, Evening Standard, ITV London,
- Assistants to GLA Assembly Members (for four constituencies)
- London marketing bodies: Visit London, LDA (Communication Units)

Each interview covered the following areas:

Challenges

- What will be the biggest challenges for your organisation in the next year?

Advertising and marketing

- What are the best ways of publicising your organisation?
- What do you find to be the most effective ways to reach the public? What works and what doesn't work?
- What have been your most effective recent advertising campaigns?
- How do you measure the direct impact of your advertising, marketing and press relations?

Staff communications

- Could you tell me about your own internal communications?
- What do you think works and what doesn't work when you are trying to inform, engage and inspire staff?

Perceptions of West London and the West London Partnership

- Where do you go to find out what's going on in West London?
- What is your impression of West London as a place for your organisation?
- What do you think are the greatest challenges for West London over the next year?
- Can you see ways in which promoting West London would benefit your organisation?
- What are your perceptions of the West London Partnership?

5.1 Advertising and marketing

Amongst public sector agencies, face-to-face meetings and presentations are seen as highly effective in terms of building relationships and communicating with partners. Some organisations, especially smaller ones, confirm that face-to-face contact and networking are the most effective ways of getting their message across.

The majority of contact by public sector agencies with the public is through direct mailing. As these agencies are normally required to inform all local residents, these mailings tend to be blanket mailing. Councils, in particular, have a ready means of contacting their communities through their council magazines which they find very effective. Libraries and One Stop shops are highlighted for distributing leaflets. Smaller agencies are more likely to use more focussed direct marketing techniques.

The private sector representatives noted a divide between whether businesses are promoting their organisation or their products. One, for example, pointed out the importance to them of communicating with the local community and the importance of reactive media. The other essentially promoted its brands and does not publicise their organisation in the West London area. Both these organisations use a wide range of media to make contact with potential customers from national television advertising to print advertising to promotions. Private sector organisations evaluated the effectiveness of their campaigns.

The wider media is less prominent with public sector agencies. One key factor here is that some advertising is undertaken for these organisations on a national level, like for health services. Marketing budgets are a key factor here and the Metropolitan Police lead the way with television, radio and tube advertising. Others have successfully experimented with advertising on buses. Some pointed out that they had found advertising through local newspapers ineffective. However, local press was seen as useful with very local projects.

Generally, public sector organisations are much less successful at influencing editorial comment. Councils, and some larger institutions, devote some of their time to local newspapers but this tends to be reactive in nature. Some are also critical of time effectiveness and importance of this activity in relation to local papers.

There is limited public sector evaluation of advertising, marketing or campaigns. Where organisations do this, it is by and large, media assessment in terms of column inches of media source like the local

newspapers. This is interesting given that the evaluation doesn't consider the poor reach and amount of time invested in relations with these publications. Another key source of information for larger public sector organisations is the resident survey, but there is very little campaign evaluation.

Politicians and their advisors at the Greater London Authority were united in their view that local newspapers were not an effective channel for reaching large numbers of residents. They also believed that there was an urgent need for more vigorous promotion of West London's case in the light of the Mayor's focus on East London and the Olympics.

They saw few communication channels for reaching people across West London. Direct mail was seen as important on specific issues, local media was useful for local profile and London radio, particularly LBC, Capital and Sunrise, were highlighted as well-respected sources of information. However local newspapers were not seen as effective due to their limited circulation and electronic media suffered from the same problems of lack of reach and credibility with local people.

These interviews with politicians reinforced a view of an area without a dominant media, which contributes to a poor understanding of the idea of West London, but where there is a vibrant debate at a local level.

5.2 Staff communication

Reflecting the general stakeholder survey findings, all organisations used a wide range of communication tools with staff from email to intranet to desk drops. Face-to-face contact, as might be expected, is seen as the pre-eminent form of contact between the organisation and staff and is most capable of dealing with nuances and facilitating the flow of information across an organisation. There is also the guarantee that, unlike e-communications, staff will hear the information.

Email also plays a pivotal role in staff contact because it is quick and effective and stops the Chinese whispers of cascade communications. However, some large organisations find this difficult when they have numerous sources – such as multiple internal groups generating such internal email communications.

There is also limited evaluation of the effectiveness of staff communications beyond anecdotal evidence. The exception here are organisations which ask questions about this as part of their staff survey.

5.3 Perceptions of the West London and the West London Partnership

The BBC is widely seen as the main media source about West London. This perception matches other communications research undertaken by Westminster City Council. Other interviewees said that a lot of their information comes through the partnership arrangements they have in West London. One also pointed out the email bulletin from West London Business. However, one interviewee made the point that there was a lack of co-ordination of information about West London and it could come from a number of different public sector sources.

Overwhelmingly, key stakeholders see West London positively as a very diverse area with excellent transport links that is good for business. Key stakeholders had difficulty identifying the distinctiveness of West London as opposed to London overall. But interestingly, stakeholders saw themselves as competing with central London rather than other areas of the city.

However, there is some vagueness within this group about the dimensions of West London – where does it begin? Where does it end? For example, there was a perception in Harrow that it views itself as north-West London rather than West London.

As might be expected, key stakeholders see a number of different issues facing West London over the coming year. However, three areas predominate: transport, affordable housing and the Olympics. Improving transport links is an important priority for many stakeholders as well as managing the growth of Heathrow. Both private sector and public sector organisations point out the challenges and importance of delivering on the affordable housing agenda for West London. Some said that though the Olympics puts a spotlight on East London, West London needs to focus on welcoming the Olympics and gaining the benefits from it that apply to West London. There is also considerable regeneration going on in West London, which also provides a focus for activity for the West London Partnership.

In terms of promoting West London, which we know is welcomed through the stakeholder survey, interviewees want the Partnership to provide the cohesiveness between different member organisations and to provide vital information flow. However, given the focus of several organisations is at a local authority level, some key stakeholders, the local authority communicators in particular, still need to be convinced of the value of a West London brand. There is also some confusion

about how the visual identity of West London could work alongside other organisations' communications activity in the west of London.

The GLA interviews identified as issues the likelihood of any Olympic legacy for West London, the perceived fear of crime and employment prospects, particularly for groups that were relatively new to the UK. There were strong views expressed that West London was the economic powerhouse of London but was not seeing a fair share of public investment due to a regional government bias towards East London. This was reinforced by specific complaints such as the westward expansion of the congestion charge scheme.

Understanding of the West London Partnership amongst politicians and their advisors is best described as 'vague'. Their recognition was of the value of specific briefings on issues. They saw the role of the Partnership as supporting the economic development of the sub-region, expressed by one as "acting strategically to lobby government to approve the infrastructure investment to support business".

The key stakeholders are very consistent in their impressions of the West London Partnership and most significantly many do not know what the aims and objectives of the Partnership are. The West London Partnership needs to demonstrate more leadership, explain why organisations should come together and how this will benefit them and West London.

Appendices

Appendix 1: Statistical reliability

The respondents to the questionnaire are only samples of the total stakeholder 'population', so we cannot be certain that the figures obtained are exactly those we would have if everybody had responded. We can, however, predict the variation between the sample results and the "true" values from a knowledge of the size of the samples on which the results are based and the number of times that particular answer is given. The confidence with which we can make this prediction is usually 95% - that is, the chances are 95 in 100 that the "true" value will fall within a specified range. These statistical tolerances are based on a representative sample, as these results are only broadly representative we would expect the margin of error to be increased by several percentage points. The table below illustrates the predicted ranges for different sample sizes and percentage results at the "95% confidence interval" for a representative sample.

Size of sample on which the survey results are based	Approximate sampling tolerances applicable to percentages at or near these levels		
	10% or 90%	30% or 70%	50%
100 interviews	± 6	± 9	± 10

Appendix 2: Survey respondents

Position		Organisation
Corporate Communications Manager		Agfa-Gevaert Ltd
David Ferroussat	Commercial Manager	BAA Heathrow Ltd
Barry Packham	Development Manager	Barratt Homes West London
Niel Jackson	Director	Brent Association for Voluntary Action
John Phillip Drake	Chief Executive	Brent Business for the Environment
Mary Barry	Community Relations Manager	British Airways plc
Paul Ellis	General Manager Airport Policy	British Airways plc
Steve Hodkinson	Pro-Vice Chancellor of Executive Development	Brunel University
Maria Gonzales	Co-ordinator	Centre for Filipinos
Tony Holyhead	Principal	College of North West London
Angela Wegner	Chief Officer	Dash
David Hoy	Property Development Director	Diageo
Rob Mansfield	Marketing	Ealing Hammersmith & West London College
Fiona Wise		Ealing Hospital NHS Trust
Robert Crighton	Chief Executive	Ealing PCT
Jeremy Pelzer	Studio Manager	Ealing Studios
Barbara James		Emcor Facilities Services
Richard Fuller	Sales Director	Fuller Smith & Turner plc
Kate James	Vice President International Governement Affair	GlaxoSmithKline
Tom Buxton	Communications & Development Manager	Groundwork West London
Peter Desmond	Managing Director	Growth International Ltd
Mike Speed	Corporate Engagement	Harrow College
Clive Soley	Member of Parliament	House of Commons
John Ward	Marketing Manager	Inter Serve Project Services Ltd
Andy Jansons		Jansons West London & Thames Valley
Keith Balmer	Manager Waste	London Borough of Brent
Tim Forrester	Transport Officer	London Borough of Brent
Gary Redhead	Services to Schools	London Borough of Ealing

Charlie Treloggan	Mayor	London Borough of Hammersmith & Fulham
James Reilly	Social Services	London Borough of Hammersmith & Fulham
Joyce Markham	Chief Executive	London Borough of Harrow
Claire Codling	Senior Professional	London Borough of Harrow
Dorian Leatham	Chief Executive	London Borough of Hillingdon
Chandra Raval	Transport Strategist	London Borough of Hillingdon
Karen Hunte		London Borough of Hillingdon
Paul Williams		London Borough of Hillingdon
Ranjit Kaile		London Borough of Hounslow
Sig Lofnes		London Borough of Hounslow
Carol Rapley		London Borough of Richmond upon Thames
Robert Innes	Policy & Development Manager	London West Learning & Skills Council
Rhupa Dhoot	Marketing Director	Lovell House
Anna Nwaka	Property Manager	North London Ltd
Jenny Allen	Business Retention Manager	North London Ltd
Alan Coates	Chairman	Park Royal Partnership
Simon Jay	Head of Infrastructure	Park Royal Partnership
Jo King		Peach Personnel
Michael Kenney		Rogers Chapman Plc.
Mathew Fox		Servite Houses
John Heawood	Executive Director UK Property Development	Slough Estates Plc
David Main	Chief Executive	South London Business
Christine Seaman	Chief Executive	South London Partnership
Jo Lozinska		Thames Valley University
Mark Matthews	Town Planner	Thames Water Property
Marble Magezi	Project Manager	The African Child
Colin Waugh		The Clancy Group Ltd
Andrew Cooke	Director of Strategy and Marketing	Think London
Carl Johnson	Treasurer	United Anglo Caribbean Society
Micheal Farley	Vice Principal - Partnership and Planning	Uxbridge College
Janet Trench	Housing Corporation	Waverley House
Karen West	Senior Strategic Facilities Manager	Sport England
Robert Madden		Slough Estates Plc
Mike Fawcett	Department of Transport	Airports Policy Division
Simon Bennett	Consultation Manager	Crossrail London Rail Links

Stuart Hylton	Berkshire Joint Strategic Planning Unit	St Mary's House
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Appendix 3: Interviewees

Contact	Position	Organisation
Vanessa Canzini and Jake Rees	Senior Media Relations Manager	BAA
Angie Bray	Member	London Assembly
Bob Blackman	Member	London Assembly
Simon Bishop	Media Officer	London Assembly
Andre Walker	Media Officer	London Assembly
Andrew Kershaw	Director of Marketing	Brunel University
David Hoy	Development Director	Diageo
Charles Begley	News Editor, London Tonight	ITV London
Charlie Harris	Editor	Harrow Times (Newsquest)
Ross Lydall,	Local Government Correspondent	Evening Standard
Maeve Quinn	Head of Communications	Ealing PCT
Tom Buxton	Communications and Development Manager	Groundwork West London
Anne Hurst	Head of Communications	Harrow PCT
Mary Rays	Head of Marketing West London	London West Learning and Skills Council
Tony Arbour	Chairman of the Planning and Spatial Development Committee	GLA
Vishakha Patel	Senior Press Officer, West Area	Met Police

Patrick Wright now replaced by Stephanie Euros	Deputy Director	REAP (Refugees in Effective and Active Partnership)
David Dent	New communications manager (head of corporate services)	Shepherd's Bush Housing Association
Ben Plowden	Managing Director of Group Communications	TFL
Simone Andrews	Head of Communications	Thames Valley University
Stephanie Kraus	Corporate Affairs Officer	North West London Strategic Health Authority
Sylvia Francis	Project Director	Third Age
Frank Wingate	Chief Executive	West London Partnership
Clare Scott Booth	Chief Executive	West London YMCA
Atifa Ali-Khan	Development Manager	West London Network
Lael Scheckter	Project Manager	Visit London
David Holdstock	Head of Communications	London Borough of Hillingdon
Peter Morris	Head of Communications	London Borough of Ealing
Mike Browne	Head of Communications	London Borough of Hammersmith and Fulham
Teresa Pugh	Head of Communications	London Borough of Hounslow

Appendix 4: Desk research - complete findings

4.1. Internet sites:

www.acharrow.org.uk
www.bbc.co.uk/london
www.bhra.co.uk
www.blackmag.co.uk
www.bptrg.org
www.brent.gov.uk
www.brentindianassociation.org
www.cpea.org.uk
www.harrow.gov.uk
www.harrowinterfaith.org.uk
www.hatchend.org
www.hpccg.org.uk
www.lbhf.gov.uk
www.locallife.co.uk
www.londontown.co.uk
www.myhammersmith.co.uk
www.pinnerassociation.co.uk
www.ruislip.co.uk
www.ruislippresidents.org.uk
www.spiritmatters.info
www.sw6.org.uk
www.thisislocallondon.com
www.woodlanders.org.uk
www.chiswickw4.com
www.hacan.org.uk
www.communitygroup.org.uk
www.thechiswick.com
www.efra.org.uk
www.ealingstreets.org
www.fiveroadsforum.org
<http://icharrow.icnetwork.co.uk/>

4.2. Built environment sites:

Brent

Wembley Stadium
Neasden Temple
Ealing Road Shopping Centre
Honey Pot Lane Retail Park
Kilburn High Road
Killburn Square Market
Kingsbury Road
Oriental City
Sainsburys - Ealing Road
Sainsburys - Kenton
Sainsburys - Willesden Green
Somerfield - Willesden
Stadium Retail Park
Tesco - Brent Park
Wembley High Road
Wembley Market
Willesden High Road
Willesden Market - White hart High Road
Wembley Conference & Exhibition Centre
Guinness
Heinz
United Biscuits
Delta Airlines
Slough Estates
Elf Oil UK Ltd
Air France
Bridge Park Community Leisure Centre in Stonebridge
Charteris Sports Centre in Kilburn
Vale Farm Sports Centre in Wembley
Willesden Sports Centre in Willesden
Moberly Sports & Education Centre
Cannons Health Club (Brondebury Park)
Energie sports centre
Wembley Cricket ground
Wembley Football Club
Willesden Sports Centre
Woodcock Park Library
Barham Park Library
Cricklewood Library
Ealing Road Library
Harlesden Library
Kensal Rise Library
Kilburn Library
Kingsbury Library
Neasden Library
Preston Library
Tokyngton Library
Town Hall Library
Willesden Green Library

Harrow

Bridge Park community leisure centre
Vale Farm sports centre
Nower Hill High School
Salvatorian College
Bentley Wood High School
Harrow Leisure Centre
Hatch End swimming pool
Roger Bannister sports centre
Hatch End Tennis Club
St George's Shopping and Leisure Centre
St Ann's Shopping Centre
Civic Centre
Gayton Library
Hatch End Library
Kenton Library
Bob Lawrence Library
North Harrow Library
Pinner Library
Rayners Lane Library
Roxeth Library
Stanmore Library
Wealdstone Library

Hammersmith & Fulham

Fulham Football Club (Craven Cottage)
Chelsea Football Club (Stamford Bridge)
Queens Park Rangers (Loftus Road)
The King's Mall
Bishops Park, Fulham
South Park
Hurlingham Park
Eel Brook Common
Furnival Gardens
Norland North
Parsons Green
Ravenscourt Park
St Paul's Green, Hammersmith
Wendell Park
Wormholt Park
The Hurlingham Club
Fulham Broadway Centre
The Queen's Club
Askew Road library
Barons Court library
Hammersmith library
Fulham library
Sands End library
Shepherds Bush library

Hounslow

Chiswick farmer's market
Treaty Centre
Blenhiem Centre (open in October)
Gunnersbury Park
White City
Chiswick High Road
Your Local Library
Beavers Library
Bedfont Library
Brentford Library
Chiswick Library
Cranford Library
Feltham Library
Hanworth Library
Heston Library
Hounslow Library
Isleworth Library
Osterley Library

Hillingdon

West Drayton shopping centre
The Chimes shopping centre
The Pavillions shopping centre
Uxbridge Sports and Cricket Club
Heathrow Airport
Beck Theatre
Eastcote Library
Harefield Library
Harlington Library
Hayes Library
Hayes End Library
Ickenham Library
Kingshill Library
Manor Farm Library
Northwood Hills Library
Oak Farm Library
Oaklands Gate Library
Ruislip Manor Library
South Ruislip Library
Uxbridge Library
West Drayton Library
Yeading Library
Yiewsley Library

Ealing

Ealing Broadway Centre
The Arcadia Shopping Centre
Ealing Farmer's market

4.3. Community Groups:

As with website, there are many community groups in the West London area. This list can be expanded.

Harrow

Age Concern, Harrow
Canons Park Estate Association
Civil Service Pensioners' Alliance, Harrow Group
Edgware Sector Working Group
Greenhill Manor residents' association
Harrow & Wealdstone Sector Working Group
Harrow African Caribbean association
Harrow Inter-Faith Council
Harrow Islamic Society
Harrow Police and Community Consultative Group
Hatch End association
Headstone residents' association
Indian association of Harrow
Harrow Primary Care Trust
Islamic & Cultural Society of Harrow
Mosque & Islamic Centre of Harrow
Pakistan Society of Harrow
Pinner and District Business Club
Pinner and District Community association
Pinner association
Queensbury Householders' association
Ruislip residents' association
South Harrow & Roxeth residents' Assoc
The Laing Estate residents' association
Townswomen's Guild
Trinity Church/Princes Drive residents' association
Woodlands Community association
Harrow Federation of Tenants and residents' associations
WESTREP (West London Refugee Partnership)

Brent

Abbeyfields residents' association
Alexandra Court Tenants' association
Alpha Gorefield And Four Courts Tenants' & residents' association
Apna Ghar Housing association Ltd
Area Consultative Forums
Athelstan & Brands residents' Organisation
Azad London
Barham Park Tenants' association
Barn Hill residents' association
Barry Road Estate Tenants & residents' association
Bernard Shaw House Tenants' & residents' association
Birchen Grove residents' association

Black
Blake Court & Masefield House Tenants' & residents' association
Brent association Of Disabled People
Brent Community Network
Brent Indian association
Brent Private Tenants' Rights Group
Brentfield Estate Tenants' & residents' association
Brondesbury residents' & Tenants' association
Bronte and Fielding Tenants' & residents' association
CAM Tenants' & residents' association
Carlton House Tenants & residents' association
Cavendish Close Tenants' & residents' association
Chichester House residents' and Tenants association
Church End Tenants & residents' association
Cityneighbours
Craik Court Tenants And residents' association
Crone Court Tenants' & residents' association
Cyron Housing Co-operative
Dickens House Tenants' And residents' association
Dollis Hill residents' association
Ellerslie & Ellerslie Gardens Tenants' & residents' association
Eskdale & Loweswater residents' & Tenants association
Fiveways Tenants' & residents' association
Fordwych residents' association
Fortunegate Community Housing
Frontenac residents' association
Gauntlett Court Tenants' & residents' association
Gladstone Park (South East) residents' association
Gladstone Park Estate Tenants' & residents' association
Grange Road & Cornwall Gardens Tenants' & residents' association
Groves residents' association
Harlesden Road & Longstone Avenue Tenants' & residents' association
Hereford House Tenants & residents' association
Hyde Court Tenants' & residents' association
Innisfree Housing association
James Stewart House & William Dromey Court Tenants' Association
John Perrin Place & Bellamy House residents' association
Joules House residents' association
KCA Community Group
Kensal Green residents' association
Kilburn Housing Co-ops Ltd
Kilburn Village residents' association
Landau House residents' association
Leigh Gardens residents' association
Lodge & Manor Courts residents' association
London Refugee Rehabilitation And Human Rights Concern
Mapesbury residents' association
Marley Walk Tenants' And residents' association
Marshall House Tenants' & residents' association
Mead Court Tenants' & residents' association
Metropolitan Housing Trust
M-Z Tenants and residents' association
Neasden Village association
Network Housing association
North Kilburn Tenants and residents' association for Individual Dwellings

North West London Housing association
Octavia Housing and Care
Oman Avenue Estate residents' association
Paddington Churches Housing association
Peel Precinct Tenants' And residents' association
Perrin House Sheltered Housing
Pharamond residents' association
Preston & Mall residents' association
Queen's Park Area residents' association
Relatives and residents' association (The)
rent Community Network
Roe Green Village residents' association
Rokesby Place residents' association
RPS Rainer Housing North London
RSVP (Stonebridge)
Ryde House Tenants association
Salmon Street residents' association
Slade Court residents' association
South Kenton and Preston Park residents' association
Spirit Matters
Springfield Estate residents' association
St Andrews Tenants' & residents' association
Stonebridge Park Tenants & residents' association
Summit Court Resident's association
Tamil Community Housing association
Tamil Refugee Action Group
The Harlesden Assembly
The Oaks residents' Association
Tokyngton & Monks Park Tenants' & residents' association
Victoria Mansions Tenants & residents' association
Watling Gardens Leaseholders' association
Watling Gardens Tenants' And residents' association
West Hampstead Housing association
West London Ymca
Westcroft Court Tenants' & residents' association
William Dunbar & Saville House Tenants association
Windsor House Tenants association
Wykeham Community and Tenants association

Hammersmith & Fulham

1 and 25 Vereker Road residents' association
Acton HA residents' association
Ashcroft Square residents' association
Aspen Gardens residents' association
Becklow Gardens residents' association
Brightwells & Lowlands residents' association
Brook Green residents' association
Broxholme House residents' association
CARMRA (Clem Attlee residents' association)
CETA (Queen Caroline residents' association)
Charcroft Court residents' association
Charecroft Estate residents' association

Edward Woods residents' association
Emlyn Gardens residents' association
Field Road residents' association
Flora Gardens residents' association
Fulham Court residents' association
Fulham Society
Gibbs Green residents' association
HACAN clearskies
HAFNEP (Non Estate Properties residents' association)
Hammersmith and Fulham Federation of Tenants and residents' associations
Jepson House residents' association
Kelmscott Gardens residents' association
Lakeside Road Area residents' association
Hammersmith and Fulham Primary Care
Court residents' association
LETRA (Lytton residents' association)
Linacre Court residents' association
Maystar residents' association
NHHT (Notting Hill residents' association)
OOTRA (Old Oak residents' association)
Pearscroft Area residents' association
Philpot Square residents' association
Riverside Gardens residents' association
ROTA (Robert Owen residents' association)
Rowberry Close residents' association
SBHA (Shepherds Bush residents' association)
Sir Oswald Stoll residents' association
Springvale Estate residents' association
Sullivan Court residents' association
SW6 residents' & Traders
The Isleworth Community Group
The Isleworth Society
Townmead residents' association
Twynholm residents' association
Vanston Place residents' association
Walham Green Court residents' association
Third Age Foundation

Hounslow

Hounslow Federation of Tenants and residents' associations
Chiswick and Cavendish residents' association
Brentford Community Council
Boston Manor residents' association
Strand on the Green association
Spring Grove Residents Association
Chiswick Protection Group
Hounslow Central residents' association
Heston residents' association
Old Chiswick Protection Society
Osterley and Wyke Green residents' association
Brunel University

Hillingdon

Ruislip residents' association
Hillingdon Tenants Federation
Hillingdon Community Health Council
Harmondsworth & Sipson Residents Association
HACAN Clearskies
Longford Residents Association
Hillingdon Federation of residents' and Tenants associations
Heathrow & Hayes Villages & Local residents'
Cranford Cross Residents Association
Perry Oaks residents' association
Ickenham residents' association
Colnbrook residents' association
South Ruslip residents' association
Harlington Village association
REAP

Ealing

Ealing Council Tenants and Leaseholders Group
Olde Hanwell residents' association
Selborne Society
Central Ealing residents' association
Five Roads Forum
GRASS
Haven Green Conservation Area Advisory Panel
Kingsdown residents' association
Southside Action Group Ealing
The Park Community Group
Ealing Fields residents' associations
Save Ealing's Streets
The residents' association for the five roads home zone
Ealing Community Network
Ascott Avenue Residents Association
Ealing Aircraft Noise Action Group
Thames Valley University
Groundwork West London
West London YMCA

