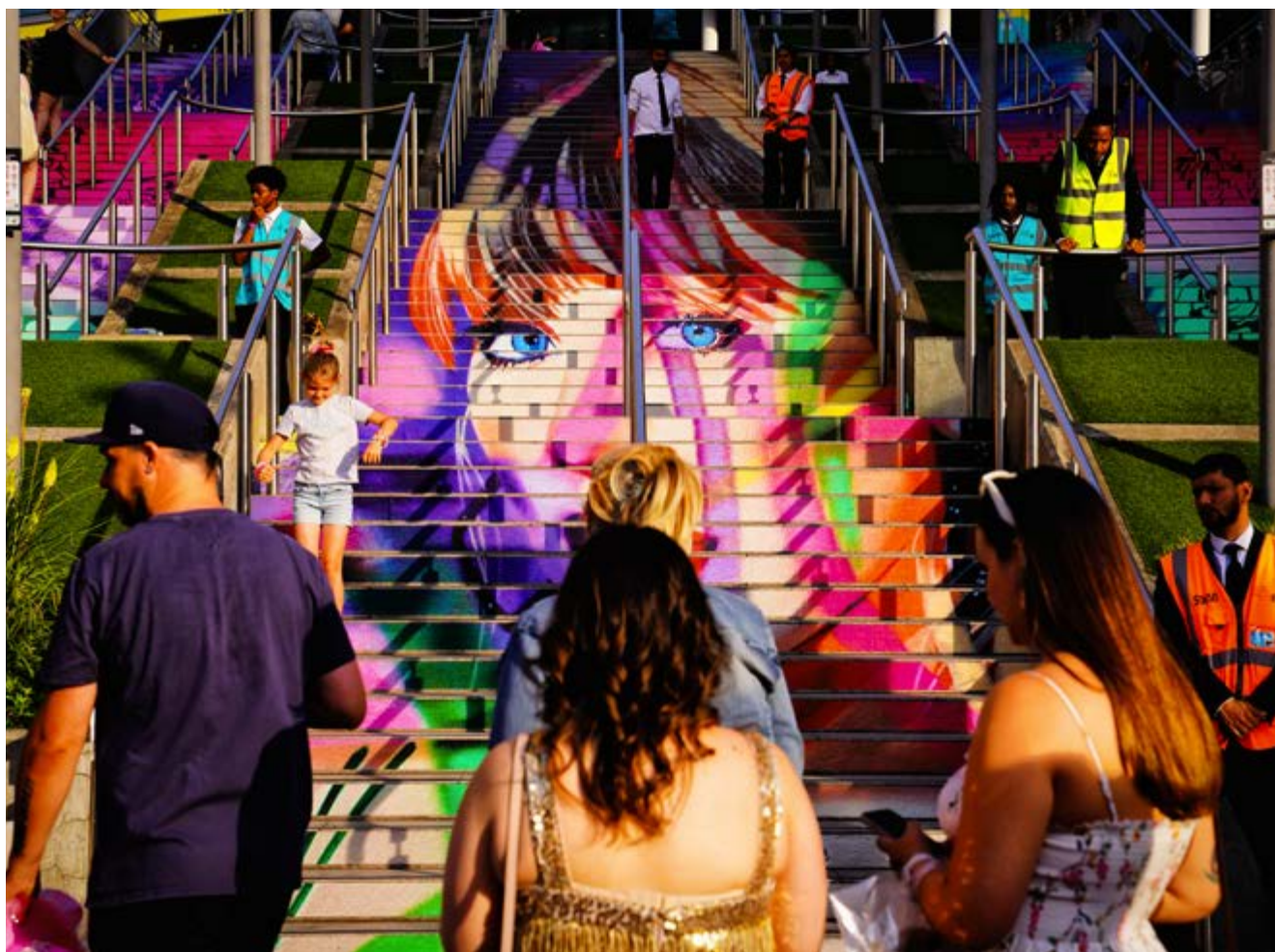




IMPACT REPORT 2025

STRONGER COLLABORATION
STRONGER OUTCOMES



CHAIR'S FOREWORD

Welcome to West London Alliance's Impact Report for 2024-25.

West London is 'the world's most connected place'. It is a sub-region of contrast and opportunity – home to world-leading companies, academic institutions, vibrant communities, and a global gateway.

It is one of the most productive and economically important areas of the UK, generating over £70bn in GVA annually¹, more than Manchester and Birmingham combined. The sub-region blends land, innovation, and industry like nowhere else in the capital. It holds nearly 40% of the city's brownfield sites, offering major opportunities for sustainable development. With twelve university campuses, the White City Innovation District, and the emerging WestTech Corridor, West London is poised to create 150,000 new jobs within five years².

It also leads in key sectors - including screen and media, aviation, manufacturing, and logistics - making West London not just future-ready, but future-shaping.

Yet it also faces some of the country's most acute challenges around inequality, housing, infrastructure and inclusion³, and has struggled more than any other London sub-region to 'bounce back' after Covid⁴.

West London Alliance exists to meet these challenges head-on and to unlock the sub-region's full potential for all who live and work here. Our strength lies in collaboration. By coming together, we harness the scale of West London's £70bn economy, its 2.1 million residents, and its dynamic mix of businesses, educational powerhouses, and innovators.

We work strategically, across boundaries and beyond silos, to achieve more than any one borough could alone, and to shape a region that is more inclusive, more resilient, and more productive.

We speak with one voice to government, investors, and regional partners, amplifying the needs and ambitions of West London, making the case for targeted investment, and shaping the policies that will define the sub-region's future.

Our shared mission is to deliver inclusive and sustainable growth, improve outcomes for residents, and secure long-term sustainability in the face of shifting economic, environmental, and social pressures. Through our work across social care, housing, skills and employment, infrastructure and digital connectivity, we are creating the conditions for investment, opportunity, and better life chances - especially for those communities and individuals who are too often left behind.

Above all, WLA represents a place-based partnership that works: politically led, strategically coordinated, and locally rooted. In a time of complex pressures and finite public resources, our model is proving not just effective, but essential. West London is ready for the future. Through WLA, we are building it... together."



Cllr. Barry Rawlings
Chair of the West London Alliance and Leader of Barnet Council

Report published August 2025
Front cover: Wembley Stadium
Inside and back cover: City of London - Looking West

¹ An Economic Analysis of the West London Economy, Oxford Economics and West London Alliance, 2025
² London Growth Plan: Creating over 150,000 good jobs by 2028. Greater London Authority. (2023). <https://www.london.gov.uk>
³ Housing & Inequality in London, Centre for London 2016; Structural Racism, Ethnicity and Health Inequalities in London, Institute of Health Inequality and University College London, 2024
⁴ An Economic Analysis of the West London Economy, Oxford Economics and West London Alliance, 2025

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IMPACTS IN 2024/25

How WLA benefits West London's economy and communities



Social Care Portfolio



£4.41m

efficiencies and cost avoidance generated by the WLA children's programme



£1.67m

efficiencies and cost avoidance generated by the WLA adults' programme



7:1

representative 'return on investment' in efficiencies and cost avoidance from the WLA children's programme¹

Employment Support Portfolio



2,211

people got a job through WLA employment programmes



1st

sub-region to prepare, launch, and begin delivering the new Connect to Work programme from 1 April 2025



£30m

estimated fiscal benefit per year from supporting 2,211 individuals into work²



7,057

people joined WLA employment programmes³

Housing Portfolio



£398k

efficiencies and cost avoidance from 'Setting the Standard' inspections service for temporary accommodation



4:1

estimated return on investment from housing directors' board projects for 'healthier homes', addressing homelessness, and joint research and training for housing officers



5,203

number of homes or discrete 'units' of temporary accommodation inspected by Setting the Standard



752

Category 1 hazards identified and escalated to providers and boroughs for remedial action across London⁴

Economy Portfolio



£2.87m

total benefits generated through operational efficiencies and external funding secured⁵



£900k

estimated efficiencies and cost avoidance benefits generated through digital, skills, and strategic energy, net zero and waste projects



12,413

unique users on the new West London 'skills and work finder' portal

Strategic Influencing Portfolio



10

number of strategically important housing led development sites included by the WLA in the Mayor's new London Growth Plan⁶



£7.3bn

additional gross value-added contribution to the economy if each of West London's sectors was as productive as the London sector average⁷



450k

number of people who will be able to access Old Oak Common within one hour due to the West London orbital railway

Social Care Portfolio

1. Approximate ROI figure is 7.21:1 for the children's social care programme., and 4.73:1 for the adults' social care programme.

Employment Support Portfolio

2. Estimate based on Government figures from the 2025 Spring Statement, which suggest that moving one disabled person into full-time work generates £18,000 in fiscal benefits per year. For part-time work, the figure is £8,000. Applying a conservative 60/40 full-time to part-time employment split to the 2,211 people supported into work, the estimated total fiscal benefit is £30,954,000.

3. The programmes include: WorkWell; IPS for Primary Care; IPS for drug & alcohol users; and IPS for SEND (supported by UK shared prosperity funds), and the Work & Health programme.

Housing Portfolio

4. StS inspectors identify Category 1 hazards—serious and immediate risks to people's health and safety—as part of our reporting and grading process. Providers are advised on how to rectify these urgently. In addition, they are formally escalated to boroughs, to ensure they have the evidence to take prompt action to protect residents.

Economy Portfolio

5. Realised through joint procurements; costs avoided, like digital fibre and connected solutions; and external grant funding for work on strategic transport and for skills projects.

Ten WLA strategic development sites

6. Acton, Brent Cross Cricklewood, Earls Court, Feltham, Great West Corridor, Hayes, Hounslow Town Centre, Old Oak/Park Royal, Southall, Staples Corner.

Strategic Influencing Portfolio

7. This could be realised with better transport accessibility, like the planned West London orbital railway service and attendant regeneration; improved energy and digital infrastructure; and a boost to foreign direct investment. This was identified by Oxford Economics, commissioned by the WLA in 2024, to assess the state of the economy in West London.



STRONGER COLLAB- ORATION, STRONGER OUTCOMES

DIRECTOR'S INTRODUCTION

The theme of this year's impact report, **"Stronger collaboration, stronger outcomes"**, captures the essence of what West London Alliance is all about. We know that we are stronger together, and the results from the past year speak volumes about the power of partnership.

In 2024/25, our Children's and Adults' Social Care portfolios delivered over £6 million in efficiencies and cost avoidance for our member boroughs. For every £100 invested in WLA social care programmes, boroughs saw an estimated return of £595 (see pgs. 18-21 for detail).

Our Employment Support programmes have helped 2,211 West Londoners who were previously on long-term sickness or disability leave, or facing complex barriers to employment, to find or stay in work. This represents a fiscal benefit to the Treasury of almost £30 million for 2024/25 alone. (see pgs. 28-29)

Through our Economy portfolio, we've delivered over £2.8 million in value through joint procurements, avoided costs, and external funding (see pgs. 30-45). Meanwhile, our Setting the Standard and IBAA housing programmes returned £200 for every £100 invested (see pgs. 22-27).

But these financial benefits don't tell the whole story. Our programmes work collectively to improve the lives of West Londoners every day, through raising standards in social care and housing, boosting skills and training infrastructure, expanding digital connectivity, and helping local authorities do more, with less. This year, WLA's impact has been recognised nationally.

We've been shortlisted for two LGC Awards (for Employment Support and our Pan-London Temporary Accommodation inspection service, Setting the Standard) and won the Digital Transformation MJ Award for our innovative data-sharing platform, which is driving cost savings and improved quality in Adults' Social Care. These successes reflect the strength of our partnerships, the ambition of our programmes, and the real-world impact we're delivering across West London and beyond.

2024/25 has also been a year of change - nationally and within WLA. With a new Government, shifting priorities, and a comprehensive internal review, we've embraced both challenge and opportunity. We've moved to an Impact Report from our traditional Annual Report, as it's not just about the calendar - it's about the difference we're making, together.

This report highlights the tangible impacts of our work in the sub-region, the strength of our collaboration, and the foundations we are laying for a more inclusive, productive, resilient, and influential West London now and into the future. We really hope you enjoy reading it.



David Francis
Director,
West London Alliance

ABOUT WEST LONDON ALLIANCE



OUR MISSION: Working together across borough boundaries for a West London that is more inclusive, more productive, more resilient and more influential.

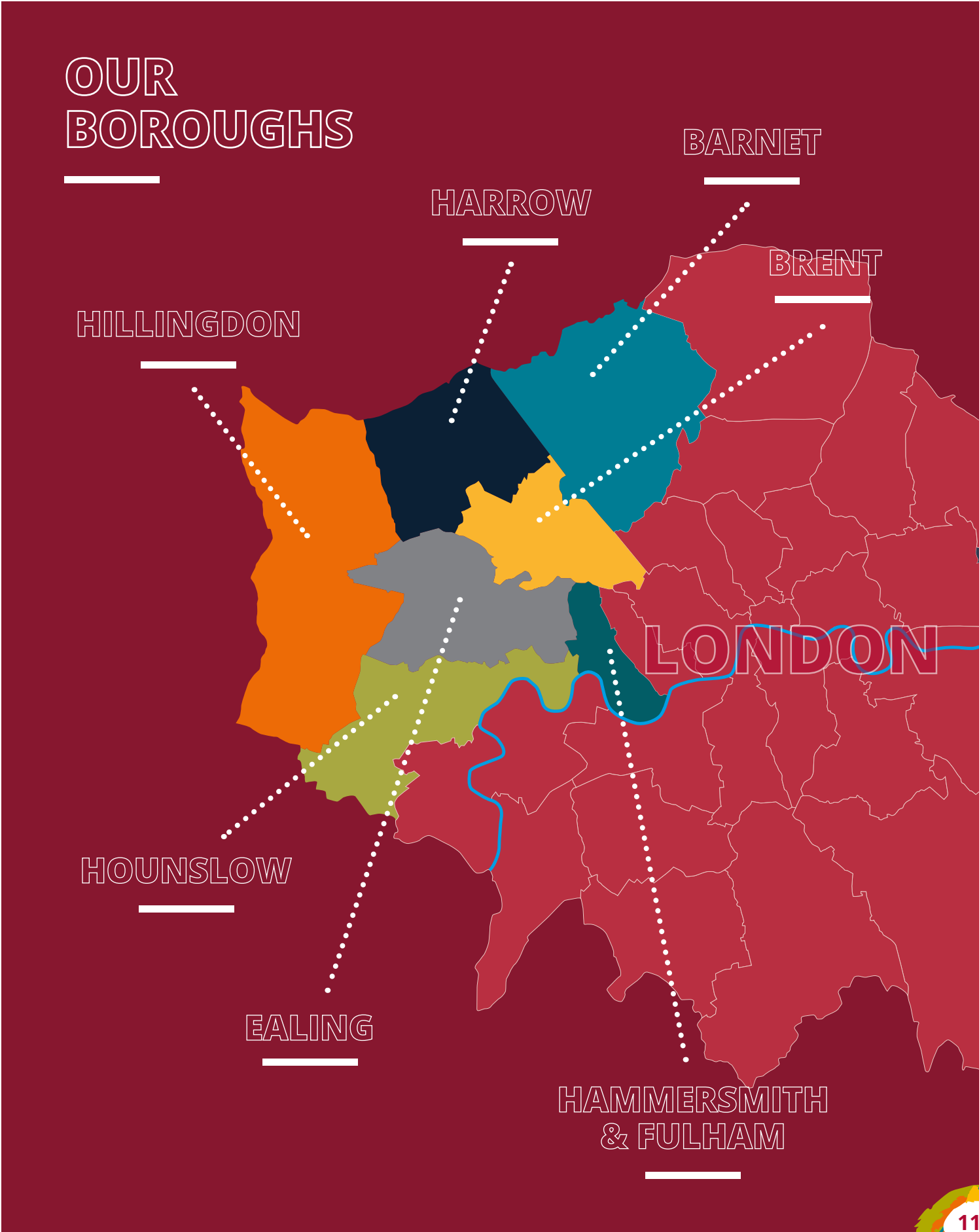
OUR VISION	Connected communities in the world's most connected place, today and tomorrow			
OUR REMIT	More inclusive: Supporting local communities to thrive, contribute and benefit from opportunities with a focus on the most vulnerable.	More productive: Driving growth through leveraging our strengths in connectivity; academia; and the green, logistics, life sciences, and creative sectors.	More resilient: Strengthening how our people and 'places' respond to changes and challenges with a focus on the shift to net zero.	More influential: Amplifying West London's collective voice, building on its world-leading position, and making the case for what its people and places need.
COLLECTIVE OBJECTIVES	• support residents to gain and sustain work • work at scale with partners to improve services for residents • ensure those who need support get it when and where they need it • improve the quality and availability of temporary accommodation	• work with business and education providers to ensure a workforce with the right skills • attract investment and business to West London and support existing businesses • plan for, promote and implement the digital networks and transport connections that West London needs	• tackle the climate emergency through collaboration and innovation • ensure that our energy supply is sustainable and sufficient • ensure that we can minimise and deal effectively with our household waste	• present a united story that positions West London boroughs as places to invest and do business • speak up for West London on key issues from investment and skills to welfare and care • attract additional funding to benefit West Londoners and make the case for more devolved and flexible powers and funding

Public resources are shrinking, even as demand continues to grow. That means the public sector must rise to the challenge, delivering more, with less. At the same time, deep-rooted inequalities persist, and the way we live is increasingly unsustainable.

West London Alliance is a collaboration of seven local authorities - Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, and Hounslow - working hand-in-hand with partners in business, health, education, and the voluntary sector. Together, we're delivering joined-up solutions that cross borough boundaries and

deliver real impact on a sub-regional scale. We're committed to making every pound of public money count – improving lives across West London and beyond. By uniting our efforts, we're collectively building a region that is **more inclusive, more productive, more resilient, and more influential.**

Through our work in our economy, housing, skills, employment support, and social care portfolios we're driving better public value. Our projects and partnerships are designed to support collaboration, unlock scale, and amplify the power of local government working together.



THE VALUE OF COLLABORATION



We continue to deliver significant strategic value to our member boroughs through a model of close partnership and shared ambition. By aligning policies and strategically pooling resources across seven boroughs, WLA has enabled the delivery of 46 shared services and joint programmes, **achieving total benefits to our boroughs of almost £25m over 2024/25.**



ECONOMIES OF SCALE

Unlocking cost savings and efficiencies by delivering services and programmes collectively.

In social care alone, the children's and adults' programmes generated **£4.41 million** and **£1.67 million** in efficiencies, with return-on-investment ratios of **7:1** and **5:1** respectively. Housing collaboration added a further **£1.26 million** in savings through joint inspections and agreements.



POOLED FUNDING POWER

Combining resources to access larger funding opportunities and attract investment.

Employment support programmes have generated a lifetime benefit of over **£100m** in funding and in **2024/25** have helped **2,211** people into work, generating an estimated **£30.95 million** in fiscal benefits based on government benchmarks for full- and part-time employment outcomes.



STRONGER COLLECTIVE VOICE

Influencing national and regional decision-makers more effectively as a united bloc.

Our unified approach has secured the inclusion of **10** strategically important housing-led development sites in the Mayor's new London Growth Plan and recognition of some of West London's key infrastructure needs, including orbital transport, and reinforcing the electricity grid, demonstrating the power of coordinated advocacy.



SHARED INNOVATION

Learning from each other's successes and piloting new approaches collaboratively.

Collaborative development of digital tools has driven innovation across boroughs. The West London 'Skills & Work Finder' portal attracted **12,413 users**, while tools like the Adults' Social Care data dashboard have shown how we can utilise shared data to unlock huge efficiencies.



STRATEGIC ALIGNMENT

Coordinating efforts on cross-borough challenges like infrastructure, skills, and housing.

Joint standards and inspections have strengthened boroughs' ability to respond to housing quality challenges. Through the 'Setting the Standard' programme, **5,203 homes** were inspected, and **752 Category 1 hazards** were identified and escalated, reinforcing the value of shared oversight and rapid response.

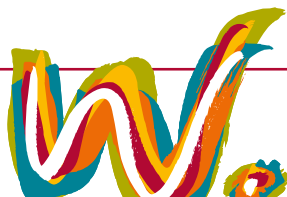
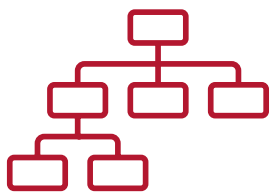


GREATER RESILIENCE

Sharing expertise and capabilities to respond more robustly to complex issues.

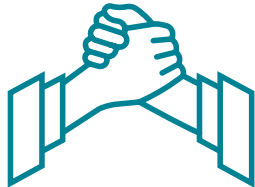
On the transport front, the West London Orbital railway will improve access for **450,000 people**, enhancing regional connectivity and resilience. Our Economy programme has delivered an estimated **£900k** in efficiencies and cost avoidance through digital, skills, and strategic energy, net zero and waste projects.

OUR PROGRAMMES



ORGANISATION	 West London Alliance 																								
VISION	 Connected communities in the world's most connected place, today and tomorrow. Working together for a more inclusive, productive, resilient and influential West London																								
PORTFOLIOS	 Social Care				 Housing		 Economy			 Health & Employment															
STRATEGIC INITIATIVES	 Commissioning Alliance Achieving More Together				 Setting the Standard Temporary Accommodation Inspection Service		 Digital West London																		
FOCUS AREAS	Children's Social Care		Adults' Social Care		Housing for Vulnerable People		Housing	Digital	Infrastructure		Skills		Employment Support												
PROJECTS / WORKSTREAMS	Fostering	Residential	16+	SEN	Supported Living	Care Homes	Temporary Accommodation Inspections	IBAA	WLHDG programme	One Public Estate	5G and Fibre	Front Line Training	West London Orbital	West London Waste Plan	Energy	Net Zero	No Wrong Door	WLESH	Local Skills Improvement Plan	UKSPF	MSK Trailblazer	Individual Placement Support	Connect to Work	WorkWell	Work & Health programme
CROSS-CUTTING PROGRAMMES	Tech, Data & Analytics								Digital Exclusion		Planning & Transport														
									Sector Innovation																

A MORE INCLUSIVE WEST LONDON



We are collectively building a West London that is open, accessible, and welcoming to people of all backgrounds, with a focus on the most vulnerable. Our programmes reduce inequalities and empower disadvantaged communities.

Projects/Workstreams within this section:

CHILDREN'S SOCIAL CARE →

ADULTS' SOCIAL CARE →

HOUSING AND SETTING THE STANDARD →

EMPLOYMENT SUPPORT →

Highlights

£700k in inflation management savings across our Adults' programme

ROI of 7:1 for the CA Children's Programme

The average costs of buying fostering placements are up to 9.5% lower (adjusted for inflation) than in 2018

The uplift clauses of the IFA contract alone resulted in cost avoidance of £336,000 in 2024/25

ROI of 5:1 for the CA Adults' Programme

£1m
in cost avoidance for West London through SEN fee-negotiation process in 2024/25

£553k
in estimated cost avoidance savings has been achieved through the IBAA agreement to hold prices in Temporary Accommodation

28,026
people have accessed WLA Employment Support programmes since 2018

900
more homes inspected by Setting the Standard in 24/25 compared to 23/24

CHILDREN'S SOCIAL CARE



Why We Collaborate

West London is home to over 2,000 children in care - 21% of London's total.

Like most regions, our boroughs face persistent challenges in securing high-quality, local placements at a sustainable cost. These market failures, combined with growing budget pressures, are deepening inequalities and limiting life chances for vulnerable children. And within markets, quality and choice are diminishing, while value for money continues to decline.

West London Alliance addresses these challenges as a collective. Working together gives boroughs greater leverage to shape the market, improve quality, and manage costs.

What We've Done

Over the past year, we have:



strengthened commissioning and market management across residential care, fostering, and supported accommodation.

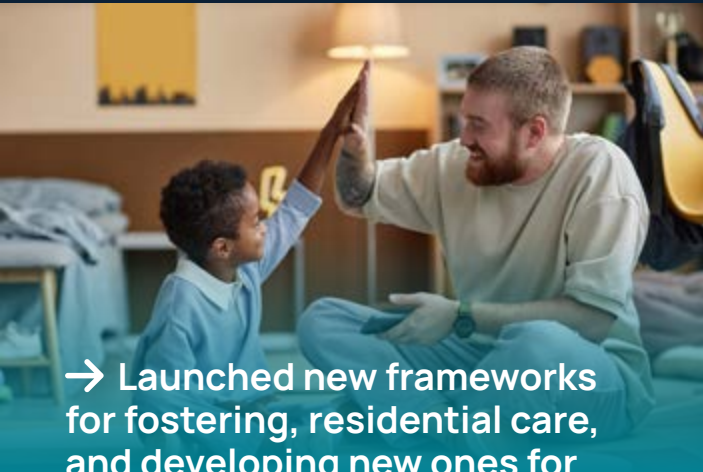


maintained market-leading prices through dynamic purchasing systems, rigorous contract monitoring, and strategic fee negotiations.



enhanced data and reporting to support more robust, evidence-based collaboration.

WHAT'S NEW IN 2024/25



→ Launched new frameworks for fostering, residential care, and developing new ones for supported accommodation



→ Worked with stakeholders to redesign the contract monitoring process



→ Negotiated below-inflation fee uplifts and secured better value for SEN, fostering and residential

Key Impacts

- ✓ Piloted a new placement benchmarking dashboard
- ✓ Gathered Key Performance Indicators from 478 providers and made it accessible on an authority level through our web tool, including from 99% of the IFA market
- ✓ Fostering services on the framework rose from 72 to 95
- ✓ Long term control on price: fostering costs are up to 9.5% lower (adjusted for inflation) than in 2018
- ✓ 454 services managed through contract oversight
- ✓ £1 million in cost avoidance through SEN fee negotiations
- ✓ A single uplift figure and process for DPS placements for West London saving money and giving certainty to providers

Case Study

The total cost avoidance for West London Local Authorities through SEN fee-negotiation for children placed in independent non-maintained special schools in 24/25 was £1M.

The programme was developed and funded using income generated from CA partnership expansion and was delivered at no extra cost to West London boroughs.

Approximately 800 placements were negotiated for West London boroughs in 24/25.

If boroughs had to negotiate individually, there would be an associated staffing cost of an estimated £30k per borough. The programme uses our collective bargaining position and means both local authorities and provider resource is optimised.

ADULTS' SOCIAL CARE



Why We Collaborate

The number of adults receiving long term care in London increased by 3.4% from Dec 2023 to Dec 2024¹.

London is the region with the highest number of people aged 65+ supported in long term care, with 7,095 per 100,000 people. As people live longer, with more complex needs, the demand for care is likely to continue to follow this upward trajectory. Local care markets span borough boundaries, making regional collaboration essential. Through our North West London (NWL) partnerships, we use shared data and joint commissioning to shape the market, drive efficiencies, and respond to growing demand. Managing price and quality collectively is key to achieving best value for North West London. Keeping sustainable prices - to ensure continuity of care for service users - remains a significant challenge in a climate of austerity; partnership working in this space is essential to work towards consistency in our approach with suppliers.

What We've Done

We launched two new Dynamic Purchasing Systems (DPS) to improve procurement flexibility with a focus on local sufficiency.

We strengthened multi-agency partnerships, agreed spot rates to introduce price stability and established a Brokerage Community of Practice to strengthen sub-regional price controls.

A renewed focus on local suppliers supports residents to stay close to home, with market interventions and partnership approaches to quality, enabling North West London to achieve best value for commissioned care.

WHAT'S NEW IN 2024/25

→ NWL local authorities and ICB colleagues jointly addressed inflation management, enabling a whole-systems approach

→ Quarterly 'spot' CHC data sharing now provides vital insights into purchasing patterns, supporting strategic planning and price control

→ Brokerage Community of Practice to strengthen the sub-regional use of data to manage price and quality

Key Impacts

- ✓ Saved seven authorities **£700k** in inflation management cost avoidance²
- ✓ Launched two strategic commissioning frameworks prioritising local providers: one for older adults, and one for all-age care homes and supported living for people with learning disabilities and mental health needs
- ✓ Achieved consensus with two high-cost providers on spot rates, promoting price stability and saving four authorities a total of £301,000
- ✓ Developed relationships with Skills for Care to enhance workforce intelligence
- ✓ Introduced a standardised quality assurance template to streamline contract oversight across NWL
- ✓ Increased local sufficiency on the Older Adults' DPS by 150%

¹ Long Term Care: NHS Digital
² Based on volume of placements and negotiated vs. requested uplifts.

Case Study

In 2024 the use of data widened to include operational placements and brokerage colleagues across NWL with the establishment of a Community of Practice (CoP) focused on value for money with the analytics as a cornerstone of targeted collaboration.

The changing market in 2024/25 has seen the discontinuation of the DPS price bands, meaning the analytics are an increasingly integral tool in strengthening price controls for individual local authorities.

The insights provided enable price benchmarking and a means of challenging high quotes for care packages through an understanding of sub-regional activity by service and bed category.

SETTING THE STANDARD (StS)



Why We Collaborate

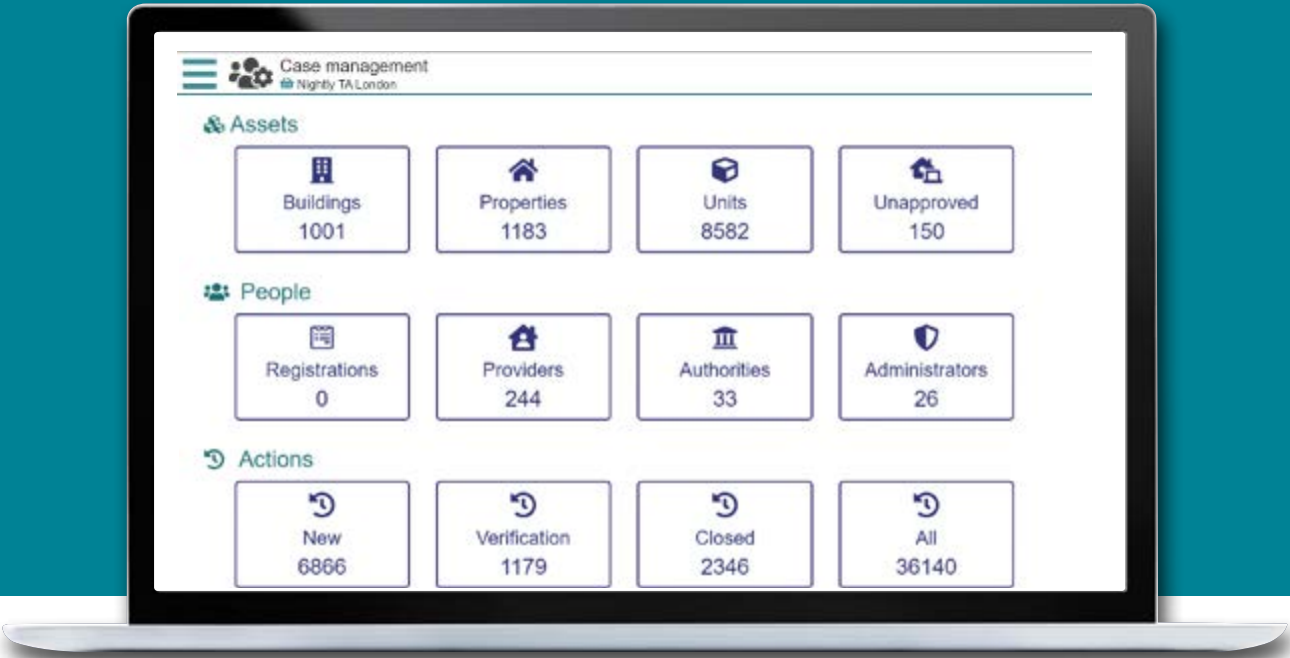
StS is London’s centralised inspection service for temporary accommodation (TA), ensuring safe, suitable temporary housing for local authority tenants.

With around 40,000 people in TA across West London, maintaining safety standards is crucial. By delivering inspections on behalf of member boroughs the service reduces costs, ensures consistency, and improves communication on escalation issues and trends.

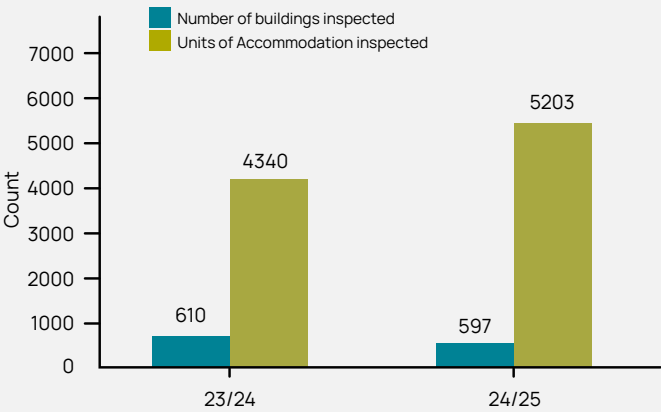
WHAT’S NEW IN 2024/25

This year, we focused on increasing the number of registered providers and properties on the StS system to maximise the number of inspections and give boroughs the clearest picture of what is happening in their area.

Using data from the Inter-Borough Accommodation Agreement (IBAA), we automated property uploads - reducing admin for providers and expanding the pool of inspectable properties. Development was completed in 2024/25 and the first automatically loaded properties are now on the system.



Number of Inspections and Units Inspected



Key Impacts

- ✓ Our second highest year by number of inspections and our highest by units of accommodation
- ✓ Successfully embedded a new cost recovery billing model, retaining 30 member boroughs
- ✓ Inspected nearly 900 more units of accommodation in 24/25 compared to 23/24
- ✓ 42 properties (435 units) have improved from an unsafe grade to a safe grade following StS intervention
- ✓ Reduced upload times for properties from 7 minutes to 1 minute through automation, saving an estimated 6 weeks of staff time each year
- ✓ Identified and escalated 232 Category 1 HHSRS hazards to West London Alliance boroughs in 59 Grade E buildings

Case Study

In 2024, following member feedback, the StS Inspection Service introduced a Provider of Concern (PoC) process to highlight providers where poor property conditions and management have consistently been identified.

The StS Inspection Service met with local authority partners and stakeholders. Placing and host boroughs agreed to concerted action and committed not to use the identified providers wherever possible until the issues were resolved.

Collective action by boroughs had a significant impact on the providers and led to them removing some of the worst performing non-compliant properties from the market and seeking engagement with StS. The StS Senior Inspection Officer explained the required remedial actions to rescind the process and offered additional training and guidance. As a direct consequence of the process, we have seen improved engagement, access for inspections and addressing hazards. The process demonstrates that StS can facilitate collaboration between boroughs and effectively challenge poor practice.

INTER-BOROUGH ACCOMMODATION AGREEMENT (IBAA)

Why We Collaborate

Over 175,000 Londoners live in TA at a cost of around £4million per day for London boroughs.

The Inter-Borough Accommodation Agreement (IBAA) is a pan-London initiative aimed at preventing boroughs from outbidding each other for temporary housing. The IBAA helps boroughs to control prices and safeguard vulnerable households via a duty to inform of cross borough placements.

WHAT'S NEW IN 2024/25

This year we have focused on in-housing and rebuilding the IBAA data collection tool. We have developed new dashboards which are now live and allow members to review data, insights and analysis via a suite of bespoke reports.

Due to the changing housing market since the inception of the IBAA, we conducted a review with London Councils to improve market control. We have undertaken service reviews with 16 boroughs to identify improvements for members.



Key Impacts

- ✓ **£550k**
in estimated cost avoidance savings achieved through the IBAA agreement to hold prices in Temporary Accommodation
- ✓ **34**
new interactive data dashboards created for members
- ✓ Significantly improved our in-house data management capabilities and reporting efficiency
- ✓ **54,548**
lines of placement data cleansed and uploaded
- ✓ **32**
London boroughs' data recorded
- ✓ **187**
Council areas where placements recorded into
- ✓ **217**
Aliases identified as part of efforts to cleanse and improve data quality (TA providers using more than one name)



Out-of-London Placements by Receiving LA - South East and South West				
Receiving LA	24/25 -Q1	24/25 -Q2	24/25 -Q3	24/25 -Q4
South East	598	545	557	240
Medway	116	92	104	72
Dartford	97	82	52	41
Gravesham	72	35	40	40
Buckinghamshire	83	8	78	5
Slough	57	10	19	21
Elmbridge	19	36	13	8
Spelthorne	42	9	6	10
Maldenstone	28	8	4	8
Surrey	16	10	3	7
Tandridge	9	3	3	15
Epsom and Ewell	7	9	5	1
Milton Keynes	3	7	3	6
Canterbury	7	4	1	4
Reigate and Banstead	2	3	2	8
Runnymede	6	1	3	1
Savonova	1	7	5	
Thanet	2	5	3	1
Mole Valley	4	3	2	
Mid Sussex	4	2	1	
Tonbridge and Malling	2	3	2	
Ashford	3	3		
Rushmore	4	3	2	
West Berkshire				6
Windsor and Maidenhead	4		1	1
Bracknell Forest		2	1	
Crawley	1		2	
Eastbourne	2	1		
Guildford	2		1	
Portsmouth	1		1	
Waverley	1		1	
Cherwell			1	
Folkestone and Hythe		1		
Reading		1		
South Oxfordshire				1
Surrey Heath	1			

Out-of-London Placements by Receiving LA - East of England		
Receiving LA	24/25 -Q1	24/25 -Q2
East of England	209	18
Thurrock	16	31
Luton	24	15
Basildon	16	13
Hertsmere	16	34
Three Rivers	38	7
Chelmsford	46	2
Bromsbury	3	16
Epping Forest	7	6
Harlow	4	5
Dacorum	7	10
Warford	12	
Southend-on-Sea	6	4
Welwyn Hatfield	5	
Brentwood	1	1
Central Bedfordshire	2	4
Peterborough	3	4
East Hertfordshire	2	
Huntingdonshire	1	3
Tendring	2	2
Rockford		
Bedford		2
Braintree	1	1
Colchester		1
East Suffolk	2	
Fenland	1	1
St Albans		
Stevenage	1	1
Babergh	1	1
Castle Point		1
East Cambridgeshire		1
Malden		1
Uttlesford		1
West Suffolk	1	
Total	209	18

WEST LONDON HOUSING PROGRAMME



Why We Collaborate

WLA boroughs collaborate on housing projects to pool resources, share expertise, and address issues more effectively.

The programme reduces costs for training and procurement and strengthens bargaining power with service providers.

By working together, authorities can create cohesive strategies that benefit residents across borough boundaries, fostering inclusive growth and long-term regional resilience.

Homelessness services procured collectively are also reducing costs for the sub-region.

This workstream includes:

- Providing good quality support and advice to tenants dealing with damp and mould via the NWL portal
- Facilitating the West London Housing Directors Group which has included a workshop on the implementation of the Renters Rights Bill
- Exploring approaches to Modern Methods of Construction (MMC) and small sites in West London, engaging with projects in Ealing and the potential for AI tools in identifying new housing developing sites

WHAT'S NEW IN 2024/25



→ We have launched the **Healthier Homes portal**, which contains advice and guidance for tenants and a directory of support agencies



→ We have engaged with fuel poverty organisations to add information on cost of living and delivered training to national organisations on damp and mould as part of a knowledge exchange programme.



→ We have also worked with Cadent, the gas distributor, to use their mapping tool to identify hot spots for damp and mould using layered housing data, social and medical datasets

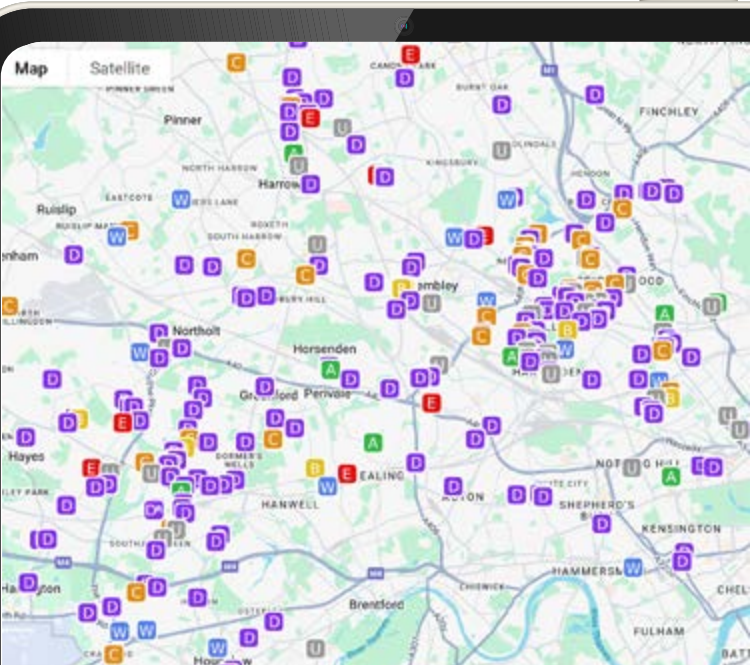
Key benefits



40+
Voluntary and Community Sector (VCS) organisations on the Healthier Homes Portal



56
new housing officers received housing training via 8 modules on housing and homelessness legislation and regulations



Case Study

We worked with a group of Imperial University Masters students on a project analysing approaches to MMC in West London and its role in solving the housing crisis as part of their course on sustainable communities.

The students worked with us to design and refine a brief, conducted research, engaged with local authorities and modular architects.

They delivered an assessed presentation and produced a written report which will feed into the WLA's work on MMC in future projects.

This was a really positive relationship and was a great opportunity to listen to fresh perspectives on London's housing challenges.

Image courtesy of Cadent, using the OpenMaps platform developed in collaboration with UK energy network partners.

EMPLOYMENT SUPPORT

Why We Collaborate

Across West London, too many residents face entrenched structural barriers to accessing and sustaining good work, whether due to long-term unemployment, disability, homelessness, or involvement in the criminal justice system.

West London Alliance brings together councils, the Department for Work and Pensions (DWP), the NHS and voluntary and community organisations to drive innovation in employment support and to tackle economic exclusion at scale. Our shared goal is simple: reduce economic exclusion and open up inclusive, sustainable pathways into work.

REAL STORIES, REAL IMPACT

500

Job starts through WLA Individual Placement and Support (IPS) programmes in 2024/25

“ I feel very happy and I’m very grateful that you helped me to find a job as I was applying non-stop and was beginning to give up. ”
— Abdulkadir, Learning Disabilities IPS

1,235

people supported in the first year of WorkWell - the *only* national pilot to meet its programme targets

“ I was lost with no idea what to do... but WorkWell made me feel supported as a person, not just a cog in a machine. ”
— Kamran, WorkWell participant



“ When I first met Z, I didn’t believe I could get a job, let alone imagine a better future. But Z believed in me when I couldn’t. ”
— Service user, IPS Drug & Alcohol Service

WHAT’S NEW IN 2024/25

- The Work and Health Programme, now closed, has been hugely impactful in West London, helping over 16,900 people with complex barriers move closer to work since 2017. In 2024/25 alone, 1,306 individuals started jobs, with 878 sustaining employment. West London’s collaborative, locally informed approach has made it the most successful region in England and Wales for sustained job outcomes post-pandemic.
- Integrating Individual Placement and Support (IPS) into Primary Care has expanded employment support for people with mental health conditions, especially those at risk of job loss. In 2024/25, 1,674 individuals joined the programme, with 394 starting employment. This marked the first time IPS was applied in primary care settings, embedding employment support into health pathways.
- WorkWell is a light-touch employment support programme launched in October 2024, offering up to 8 weeks of multidisciplinary support. In 2024/25 we were the only WorkWell pilot nationally to meet its target for starts on the programme, with 1,235 participants and 88 job outcomes or retentions.
- Connect to Work is a major new employment initiative in West London, launching in April 2025 with a £250 million, 10-year contract. It combines IPS and supported employment services for people with learning disabilities. West London led nationally in securing funding and readiness, and as a result were the first region to go ‘live’ with the programme in April 2025.
- The MSK Trailblazer is a pioneering, multidisciplinary programme launched in April 2025 to support people with musculoskeletal (MSK) conditions back into work. Delivered across North Central and North West London Integrated Care Boards (ICBs), it combines health and employment support.
- The Individual Placement and Support (IPS) Drug & Alcohol (D&A) Service has delivered strong results in 2024/25, supporting 397 participants in treatment and helping 106 into employment. As the only Social Impact Bond-funded IPS D&A programme in the UK, its proven success led to national rollout by the Office for Health Improvement and Disparities (OHID).
- The Open Minds programme, spanning five NHS Trusts across eight boroughs, supported 49 SEND individuals in 2024/25, with 12 transitioning into permanent NHS roles. Participants gained vital skills and confidence, with over 90% reporting improved mental health.
- The cross-borough IPS service for people with learning disabilities, funded through UKSPF, achieved 1,848 programme starts and 317 job outcomes, marking a major innovation in inclusive employment. WLA streamlined delivery by providing a single administrative gateway for all seven boroughs.

49

SEND participants supported through the OpenMinds programme 2024/25

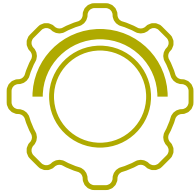
“ My confidence is boosted. My learning difficulties, anxiety and depression have not been an issue as I have support. ”
— Vanita, Open Minds participant

7,809

people supported into work through the Work and Health Programme

“ The employer was so impressed they offered Aria the role on the spot. ”
— WHP Support Manager, about a participant’s first job

A MORE PRODUCTIVE WEST LONDON



By harnessing the talent and innovation of our region, we drive economic growth that benefits everyone. Our focus is on creating more high-quality jobs, helping under-represented communities into the workforce and supporting businesses to thrive.

Projects/Workstreams within this section:



SKILLS →



DIGITAL →



TRANSPORT →



ONE PUBLIC ESTATE →



£500k
in efficiencies and cost avoidance savings for boroughs through our Digital - Mobile programme



15,000
additional digital connections for residents and businesses in West London



£586k
in cost avoidance and income generation through our Skills programme in 2024/25



416
college students with Special Educational Needs and Disabilities (SEND) supported with information, advice and guidance



£410k
in Transport for London (TfL) match funding through our transport programme

SKILLS



Why We Collaborate

West London's skills system is fragmented and complicated.

A joined-up approach is needed to ensure that West Londoners have better career prospects and West London businesses can recruit the people they need.

- 88,000 residents (6.1%) claiming unemployment-related benefits as of July 2024
- 20% of working-age population lack Level 2 qualification

WHAT'S NEW IN 2024/25

→ This year, we engaged with over 11,000 residents and 450 employers to build a more inclusive, integrated skills system. Highlights include promoting careers in logistics, hospitality, and retail; supporting English for Speakers of Other Languages (ESOL) tutors through research; using social media and influencers to connect young people with opportunities; and launching the second version of our Skills and Work Finder directory, shaped by resident feedback.



→ We expanded our cross-sector Skills and Employment Board to include more employer voices and began developing a shared data dashboard to support strategic planning.

Key Impacts



✓ **12,413**
unique site visitors accessed 239 referrals this year with help from our re-launched 'skills and work finder' website

✓ **416**
college students with SEND supported with information, advice and guidance; 83 referred to other services and 66 transitioned to courses, volunteering or employment

✓ **50+**
West London employers engaged and supported directly (150+ in wider network) to adopt more inclusive recruitment and retention practices

Case Study



In August 2024 we engaged 10 young people from West London in a comprehensive content creation work experience programme.

70% were from Black, Asian and Minority Ethnic (BAME) backgrounds, and several had graduated from college with no plans for what to do next.

We worked with a professional agency (TapIn) and partner (Latent) to ensure these learners were supported through the journey of bringing content to life, from the initial brief (provided by WLA) to design, scripting, filming, editing and post-production. The young people created an advert which went out through paid Instagram ads. 2,737 people watched the advert and 36 followed our call to action and made referrals into their job brokerages. We also launched the West London Skills and Jobs Instagram page to host the advert, and the Instagram page is growing into a reliable source of local skills and job opportunities, especially for those under 25. We piloted working with a local influencer to promote the Instagram advert and ran a Q&A session with the influencer, both of which we are building on in 2025/26.



Case Study

On the 28th March 2025 we hosted the first ever West London Hospitality Jobs Fair, in partnership with Shaw Trust. 477 residents attended the fair.

15 local employers took part, including Marriott Hotels, Hilton Hotels, Fuller's and Spaghetti House. Shaw Trust led on 'Interviews into Work' as a part of the fair.

This highly effective interview model works to support residents' interviews and job outcomes. Of the interview candidates, 60% were invited to second stage interviews. We received excellent feedback from participants who took part in the fair and interviews, with 93% feeling like they left with more options for the next step in their career.



Why We Collaborate

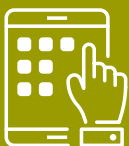
West London faces challenges in digital infrastructure and technology adoption.

Our collaborative efforts advance innovation, investment, and digital inclusion, unlock funding and reduce costs for local authorities, strengthen regional planning and governance, and boost economic growth.

What We've Done

Over the past year, we have:

 worked to expand mobile coverage and fibre access to improve connectivity for residents and businesses, especially in underserved areas.

 lead collaborative R&D to deploy digital solutions that reduce costs and enhance public services.

 supported digital adoption in key sectors such as creative and manufacturing to drive innovation, productivity, and job creation. These efforts strengthen West London's digital foundations, promote inclusion, and unlock economic growth through smarter infrastructure and technology-led transformation.

WHAT'S NEW IN 2024/25

We launched a pioneering seven-borough Internet of Things (IoT) testbed to tackle damp and mould in homes through early detection and preventative action.

Drawing on borough pilots which installed connected sensors in a range of housing types to monitor indoor conditions in real time, this collaborative effort produced London's first cross-borough business case for using technology for early detection of damp and mould, showing how connected technology can reduce repair costs, improve residents' health and wellbeing, and enable earlier, data-driven interventions – laying the groundwork for wider use of connected tech in public services.



Key Impacts

- ✓ The WLA Fibre West Phase 1 project completed this financial year delivering over 300 site upgrades and 15,000 additional connections for residents and businesses
- ✓ Gigabit fibre and 5G rollout is accelerating through aligned Open Access agreements, Wayleaves and Fibre West upgrades
- ✓ The new West London Digital Place Board is driving sub-regional coordination
- ✓ Innovation partnerships with Imperial College London are advancing dementia care and zero burden tech for independent living
- ✓ £30,000 of social value funding secured from Cellnex to fund digital champion recruitment support
- ✓ Frontline staff are now better equipped to support residents through a new affordable internet training module
- ✓ 99% of participants in our e-learning course on affordable internet said they'd recommend it to others
- ✓ All seven boroughs adopted the WLA's small cells open access approach. This makes 137k street lighting columns available to host equipment that's improving the mobile network for residents and businesses

Case Study

Phase 1 of the Fibre West programme has delivered gigabit-capable infrastructure to over 300 public sector sites across seven West London boroughs.

This strategic investment has transformed connectivity for libraries, CCTV networks, adult social care hubs, and council offices enhancing the delivery of vital services to residents and businesses. More than 15,000 homes and businesses in not spot areas are now able to access gigabit broadband. This has expanded the range of service providers available, improving affordability and choice for both residents and businesses. Communities previously underserved by fibre companies' commercial rollout now benefit from faster, more reliable internet access directly addressing digital exclusion. For some WLA councils, the programme has enabled significant cost savings by retiring legacy leased lines. It also supports future innovation, laying the groundwork for 5G readiness, Internet of Things deployments and digital public services. Fibre West Phase 1 demonstrates how targeted infrastructure investment overcoming market failures can tackle digital exclusion, create economic opportunity, and deliver long-term public value.



Why We Collaborate

West London’s global connectedness is hindered by internal travel difficulties.

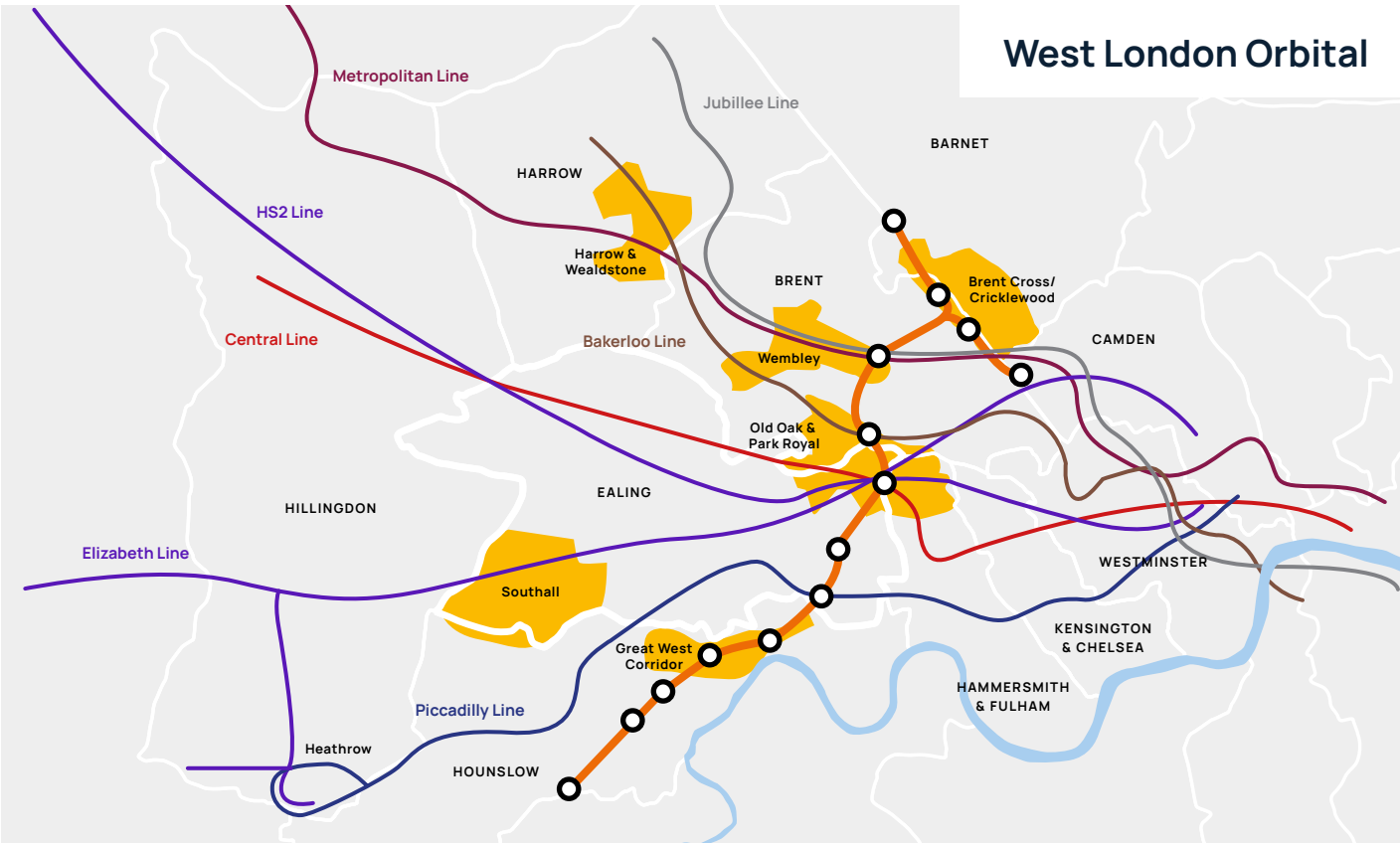
Improvements in orbital and sustainable transport are urgently needed to enhance connectivity, economic opportunities, and productivity. We’re working to further the development of the West London Orbital Rail Scheme (WLO) in collaboration with TfL, which will support 15,800 homes and 11,400 jobs in West London¹.

This scheme will connect Hounslow to Hendon and act as an economic enhancement for West London. Orbital connectivity across the sub-region remains a huge challenge and the West London transport officers’ group continuously press for transport improvements, working with one another and TfL on active travel and bus planning.

WHAT’S NEW IN 2024/25

The Borough Benefits Report is a new and robust method to analyse and present the benefits of the WLO by focusing on the commuting demand the scheme will generate.

Having completed this study and the feasibility stage of technical work, we are now well positioned for the next stage of work to move towards a formal application to Government for the scheme to be built.



What We’ve Done

Over the past year, we have:



Worked with TfL to complete the GRIP 2 stage of development for the WLO which includes physical & economic feasibility



Collaborated with West London boroughs & TfL to present the transport, economic & social benefits of the WLO & developed the case to commence the next stage of work, PACE ES3



Developed lobbying material & actively influenced business, the GLA & Government for support & investment in the WLO



Pushed for better bus routes for the sub-region

Key Impacts



We have shown that the WLO is physically feasible and that a passenger service can run from Hounslow to Hendon utilising existing rail infrastructure that is currently under performing



We have shown the transport, economic and social benefits of the scheme and it has been recognised by the Mayor of London as one of the top three investment projects, included in the London Growth Plan



We have secured £410,000 in TfL match funding for work on WLO

¹ <https://orbital.wla.london/>

ONE PUBLIC ESTATE (OPE)

Why We Collaborate

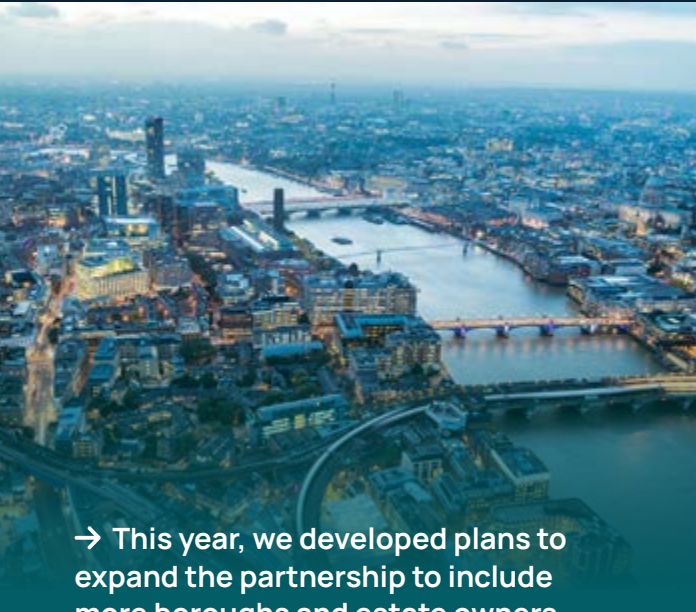
OPE is a national programme supporting councils to unlock public land for housing and regeneration.

Through the West London Partnership, we take a

strategic, cross-sector approach to asset management - vital as housing pressures grow and the need for additional/new affordable homes intensifies.



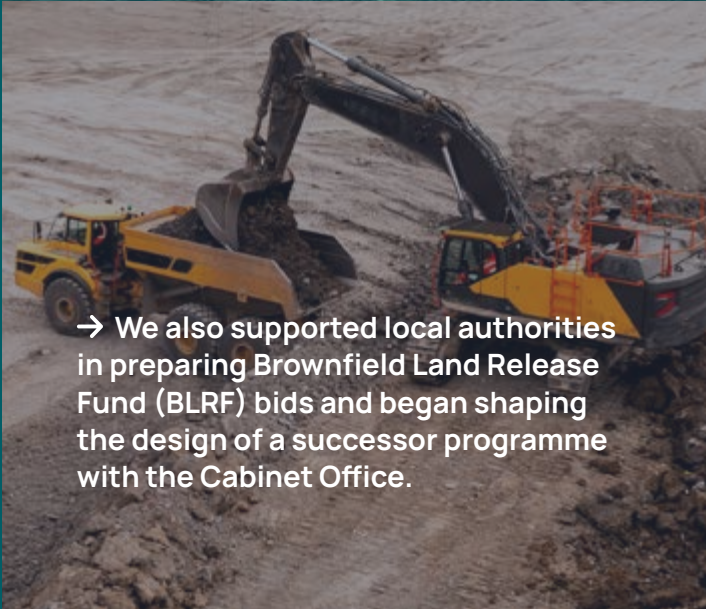
WHAT'S NEW IN 2024/25



→ This year, we developed plans to expand the partnership to include more boroughs and estate owners, enhance borough officer capability through targeted training, and use land development software to identify new opportunities. While much of this proposed work was put on hold by Cabinet Office pending a new OPE programme, we continued to support existing partnership projects and sites; explored over 50 sites in more detail which had been identified using the LandTech property tool; and provided pooled expertise to overcome development barriers.



→ We deepened engagement with key public sector stakeholders - including the Cabinet Office, Home Office, HM Prison and Probation Service, DEFRA, and Network Rail - to explore long-term development potential on key public sites.



→ We also supported local authorities in preparing Brownfield Land Release Fund (BLRF) bids and began shaping the design of a successor programme with the Cabinet Office.

Key Impacts



Strengthened cross-sector relationships and strategic site planning

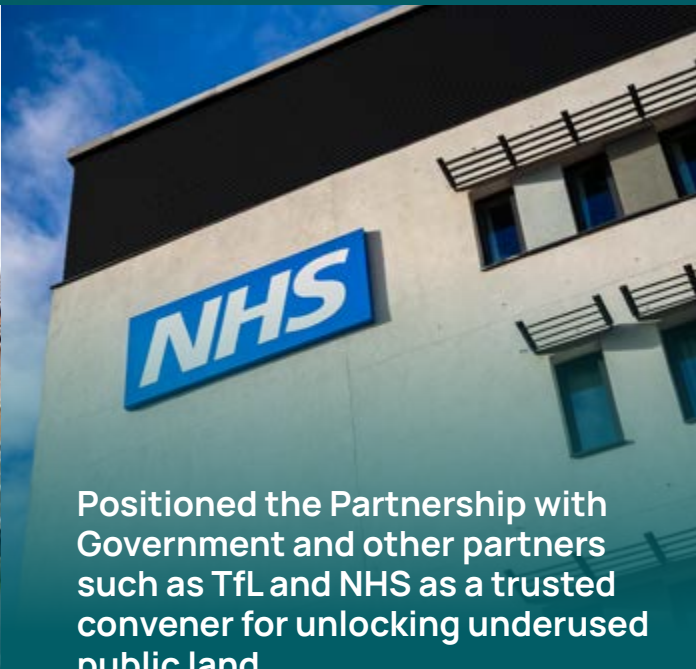


3

Brownfield Land Release Fund (BLRF) bids supported



Advocated for a more flexible, locally responsive successor to OPE



Positioned the Partnership with Government and other partners such as TfL and NHS as a trusted convener for unlocking underused public land

A MORE RESILIENT WEST LONDON



We are preparing our communities to withstand and bounce back from setbacks, whether environmental, social, or economic. Our initiatives build long-term sustainability and adaptability.

Projects/Workstreams within this section:



£70,000
for boroughs in cost avoidance and efficiencies from the Energy and Net Zero workstream

£50,000
for boroughs in cost avoidance and efficiencies from the Waste workstream





Why We Collaborate

With just five years left to meet 2030 emissions targets, boroughs face growing pressure to reduce carbon and adapt to climate impacts.

West London is well positioned to lead, combining strategic scale with local insight, strong partnerships, and pooled resources to drive sub-regional priorities.

What We've Done

Over the past year, we have:

-  Advanced strategic energy planning, including work on energy system flexibility and scaling solar PV
-  Supported boroughs with Phase 2 Local Area Energy Plans (LAEPs)
-  Updated and promoted the Low Carbon Procurement Toolkit
-  Facilitated adaptation work on extreme heat and resilience
-  Identified funding opportunities and represented borough interests in pan-London programmes

WHAT'S NEW IN 2024/25

New programmes of work started on strategic energy planning priorities, and revival of West London Energy Planning Partnership meetings.

This includes innovative work on energy system flexibility solutions for boroughs that will help to alleviate grid constraints as well as maximising carbon and cost savings for boroughs. Work is also ongoing to identify key opportunities for scaling local renewable generation including potential for multi-borough solar PV projects. We're also more generally aiming to support innovative practices and solutions including through engagement with relevant organisations and academia.



Key Impacts

- ✓ Commissioned new work on grid flexibility and renewables
- ✓ Successfully advocated for grid issues in the London Growth Plan (February 2025)
- ✓ Updated the Low Carbon Procurement Toolkit and delivered two borough workshops
- ✓ Presented at the LGA's national event on low carbon procurement
- ✓ Supported a Master's project on borough climate resilience
- ✓ Established a working group on climate finance and funding
- ✓ Supported 4 collective procurements of climate and net zero work, resulting in an estimated minimum **10-20% saving to boroughs** compared to acting individually
- ✓ 7 consultation responses submitted on grid capacity, representing borough interests
- ✓ Taken forward 4 priority areas within climate and net zero work through establishing/supporting dedicated working groups

WASTE



Why We Collaborate

Each London borough has waste apportionment targets to achieve as set by the Greater London Authority, which they may not be able achieve alone. In fact, the GLA encourage local authorities to collaborate on waste planning and share their apportionments to deliver a cohesive and sound waste plan.

To deliver a waste plan as a single borough is costly and resource intensive. Delivering the project through WLA as a joint exercise saves the boroughs significant costs and officer time.

What We've Done

Over the past year, we have:



Created an MoU setting out the terms of the project, signed by all local authorities



Procured specialist services to deliver technical elements



Convened a working group and Chief Planners Oversight Group

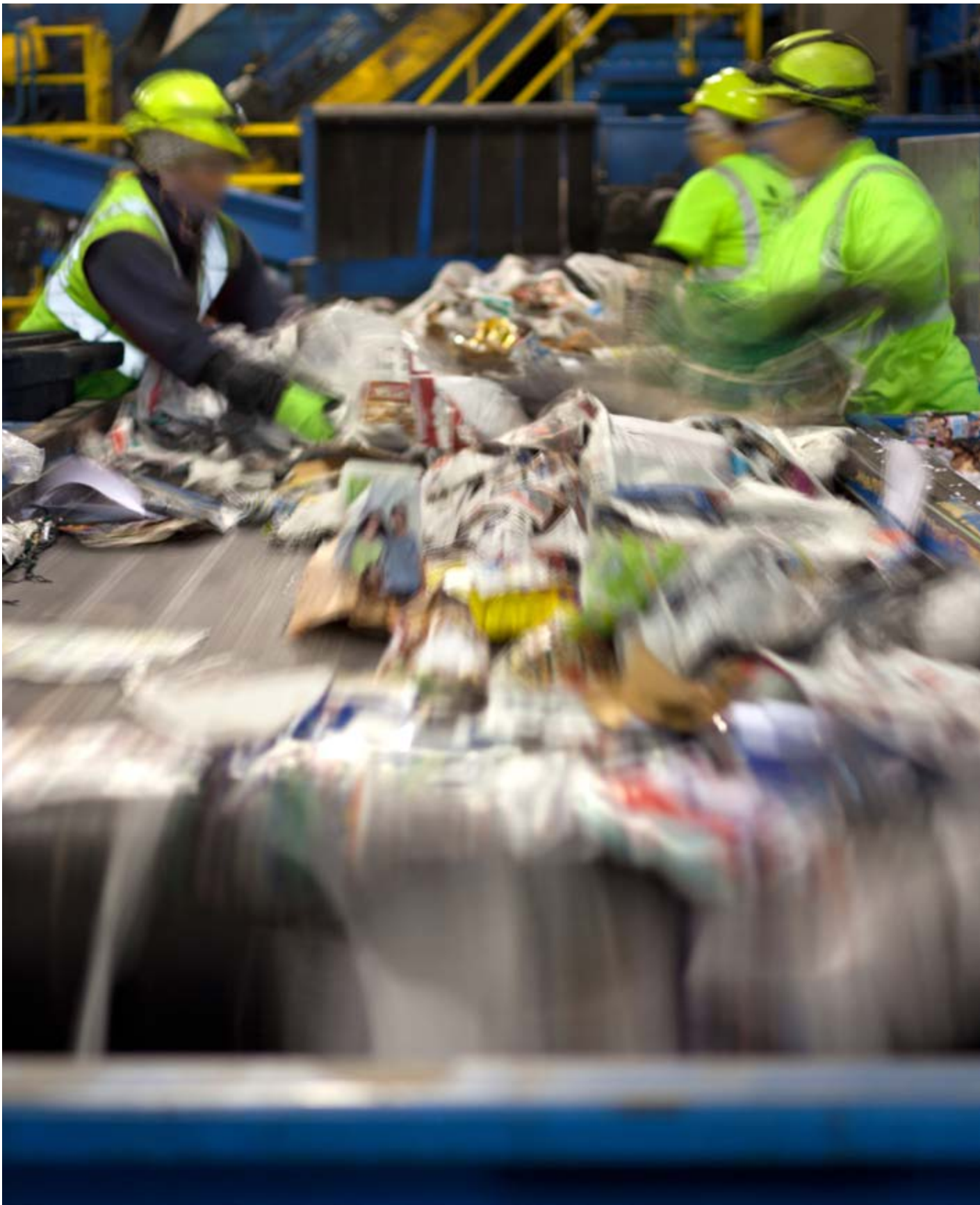


Managed phase 1 of the project to agree a sub-regional capacity assessment of waste

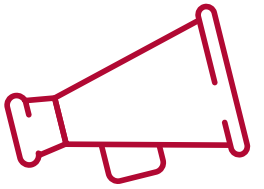
WHAT'S NEW IN 2024/25

We are delivering a planning project utilising the skills and knowledge of local authorities and our own project management expertise in an efficient and effective collaboration.

Local authority officers are only required to input time for specific tasks related to planning decisions while the WLA manage and coordinate the tasks and phases of the project as well as managing specialist services. Reporting to Chief Planners is effective and a significant amount of officer time has been saved.



A MORE INFLUENTIAL WEST LONDON



AMPLIFYING WEST LONDON'S COLLECTIVE VOICE, BUILDING ON ITS WORLD-LEADING POSITION, AND MAKING THE CASE FOR WHAT ITS PEOPLE NEED.

Why We Collaborate

While West London boroughs can drive progress individually and collectively, many of the changes needed to build a more inclusive, productive, and resilient region require collaboration with external decision-makers, such as Government departments, the Mayor of London, and investors.

The West London Alliance boroughs often share common goals in seeking greater powers, flexibility, and resources, even if their approaches to using them may differ. By working together across party lines, the boroughs amplify their influence, raise West London's national profile, and improve their chances of securing what's needed to better serve residents and communities.

We have developed an influencing strategy agreed by Leaders and Chief Executives, with five shared

priorities: improving orbital transport; enabling the clean energy transition through strengthening the electrical grid; equipping West Londoners with future skills; tackling the housing and homelessness crisis; and promoting West London as a global innovation gateway.

This has paved the way for a clearer common West London economic narrative and investment offer, and more consistent messaging with stakeholders and in media.

Additionally, West London Alliance's unique mixture of strategic leadership and programme delivery has created opportunities to take on responsibility for delivering programmes beyond the boundaries of West London. This includes pan-London programmes such as Setting the Standard (recently nominated for an LGC award), or programmes where the business case suggests that wider involvement will benefit a West London programme, such as joint purchasing vehicles in Children's Services.

Strategic Engagement and Advocacy Highlights

National recognition and Parliamentary engagement

- Hosted Secretary of State for Work and Pensions in West London to launch the Connect to Work employment support programme, securing national media coverage and showcasing West London's leadership in employment and health programmes

- Parliamentary reception with West London MPs, highlights video and follow-up communications and briefings (November 2024)
 - Supported multiple Parliamentary Questions from West London MPs
 - Met with Deirdre Costigan MP to discuss employment and health
 - Engaged with the APPG for London on housebuilding

Strategic Policy Contributions

Industrial Strategy and Growth:

- Submitted joint representation to the Spending Review
- Provided formal evidence to the House of Commons Business and Trade Committee

West Tech Corridor Development:

- Hosted Imperial College London at the West London Economic Prosperity Board to explore borough collaboration

Electricity Grid Improvements:

- Submitted evidence to the House of Lords Industry and Regulators Committee
- Responded to consultations from NESO, Ofgem, and SSEN
- Advocated for urgent action following the Heathrow power outage

Wrote to key stakeholders to highlight economic barriers and opportunities:

- Get Britain Working MPs - led to a meeting with Deirdre Costigan MP
- Secretary of State for Transport - advocated for West London Orbital rail (positive response from Minister Simon Lightwood MP)
- Chief Secretary to the Treasury - on business case guidance and infrastructure strategy
- Secretary of State for Energy Security and Net Zero - on grid constraints
- Mission Champion for Energy, PM's Skills Adviser, and Sir Charlie Mayfield - on energy, skills and employment

Participated in discussions with officials from:

- Office for Investment
- Department for Transport
- Department for Business and Trade
- Ministry of Housing, Communities and Local Government
- Ofgem, National Grid, Home Office, Ministry of Justice, DEFRA

Mayoral Engagement

- Helped shape the London Growth Plan and ensure prominent recognition of West London's economic strengths and priorities
- Supported multiple Assembly Member questions to the Mayor

Sharing Costs and Magnifying Impact Beyond West London

- The StS inspections service and IBAA programme has helped support the Head of Service posts in Housing lowering costs to the West London authorities
- The high-profile children's commissioning programmes have included invitations to participate in DfE Advisory work
- The wide participation in shared purchasing has lowered costs to West London LAs and has allowed for investment in specialist data analytic work and platforms without additional WL investment.

CASE STUDIES



With an annual economic output of £70 billion - greater than Birmingham and Manchester combined - West London is a powerhouse of the UK economy.

On 11 November 2024, the WLA brought together council leaders, MPs, Assembly Members, and business leaders at the House of Commons to discuss unlocking the sub-region's full potential.

Home to Heathrow, the Elizabeth Line, and the future HS2 hub at Old Oak Common, West



West London is already an economic engine, but with the right investment and support, we can drive the step-change in productivity the UK needs. Our Parliamentary reception was a vital opportunity to build cross-party support for our ambitions.



Cllr Barry Rawlings, WLA Chair

London is the world's most connected place and a hub for industries like film and life sciences. However, realising its full potential requires investment in orbital transport (e.g. the West London Orbital railway), clean energy infrastructure, and stronger local powers to equip residents with future-ready skills.

Speakers included MPs Ruth Cadbury, Deirdre Costigan, and Danny Beales, alongside Cllr Barry Rawlings, WLA Chair.

Southampton City Council uses the Commissioning Alliance CarePlace system to manage homecare packages in a very competitive market.

The system allows for rapid referrals to all eligible providers at the click of a button, ensuring compliance with contracts. It also enables providers to respond quickly, in a safe, secure, and equitable manner.

Their contract supports a competitive market by ranking providers based on cost and quality. CarePlace applies these rankings automatically, allowing brokers to allocate work quickly and transparently.

CarePlace ensures that unsuccessful bidders receive clear feedback, helping them understand why they were not selected and what they can do to improve for future opportunities. This feedback mechanism helps shape the market by encouraging providers to enhance their services to better meet the needs of the community.

CarePlace, alongside a contract that allows for rate negotiations, has saved Southampton City Council £966K over the first 18 months of their contract.



Using CarePlace has transformed our approach to referrals, making the process more efficient and transparent. We have been able to use our staff time more effectively. CarePlace has supported us to improve quality and save money by clearly signalling to providers why they have or have not been successful when they made an offer. The training on the system was excellent and it's so reassuring to know that the team are always on hand if needed. It has quickly become an irreplaceable part of our referrals process.



Reece White, Commissioner

APPENDIX 1

GOVERNANCE AND BUDGET



Governance

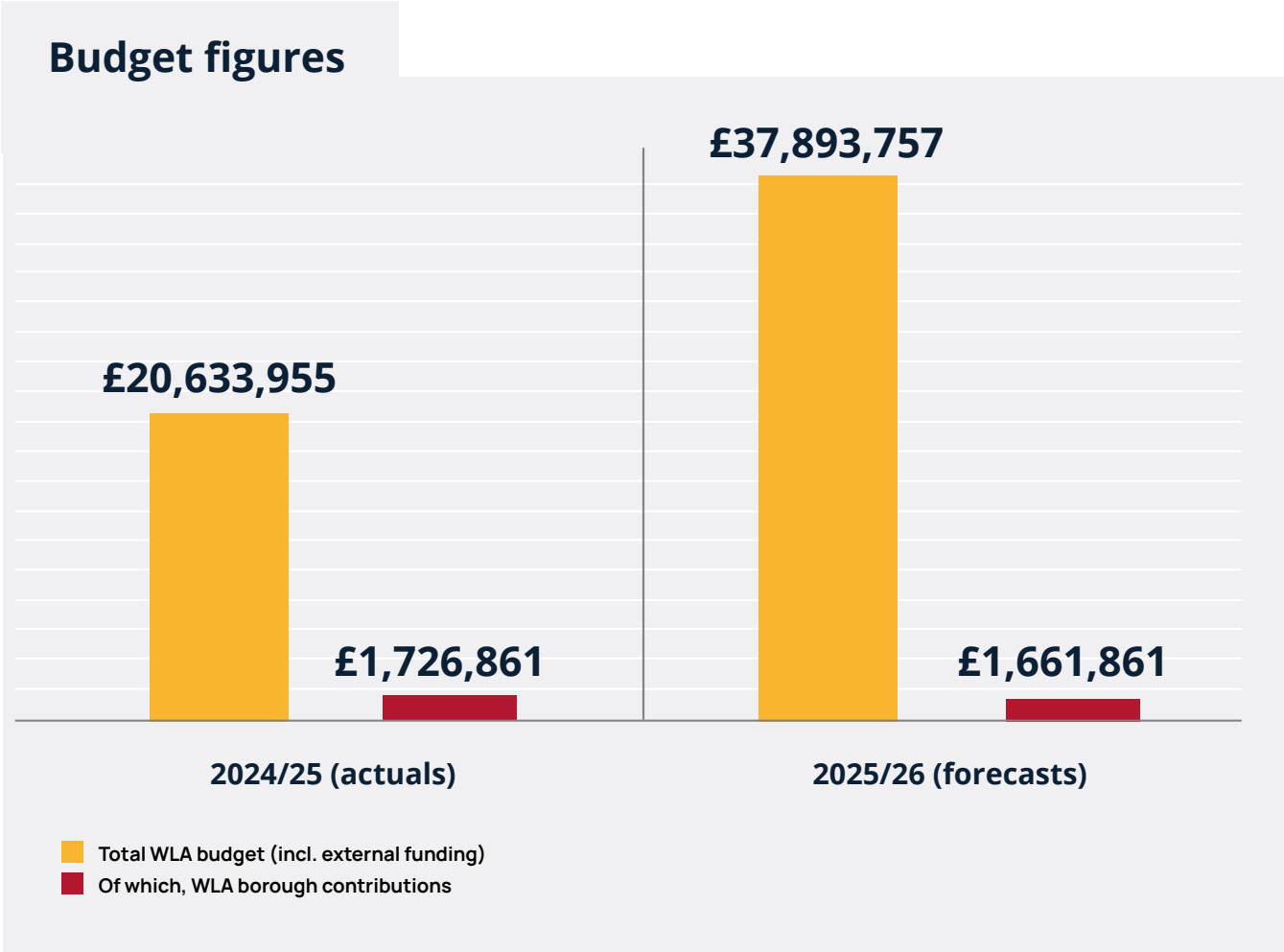
The work of WLA is governed by the WLA leaders’ board, bringing together the leaders of the seven councils.

They are supported by the WLA chief executives’ board and thematic director-led programme boards.

The economy programme is overseen by the West London economic prosperity board, which is a joint committee of six of the seven WLA boroughs.

The West London skills and employment board is a sub-committee of the prosperity board with a wider partnership of stakeholders from across the employment and skills system.

WLA leaders, chief executives and directors work with their counterparts in Kensington & Chelsea and Westminster and NHS North West London to develop better health and social care integration and address matters of health equity and wider determinants of health and wellbeing.



APPENDIX 2

PROGRAMME BENEFITS



WLA programme benefits summary

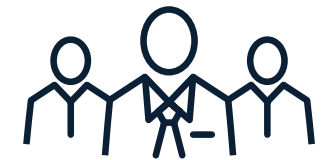
Benefits for West London in 2024/25 are in the form of quantified cashable savings, cost avoidance and other efficiencies realised, income generated in the form of grants and cost recovery during the financial year 2024/25.

They are quantified financial benefits and do not include non-monetary or qualitative benefits from boroughs’ collaborating together on WLA projects, which are referred to in the main body of this Impact Report.

WLA programme	Benefits for West London boroughs in 2024/25	Return on WLA Investment
Employment Support	£14,658,849	This is an externally grant-funded programme. For detail on ROI and benefits see main report pgs. 28-29
Economy	£2,871,189	6:1
Children's Social Care	£4,412,637	7:1
Adults' Social Care	£1,668,970	5:1
Housing	£313,521	4:1
Setting the Standard & IBAA	£951,442	2:1
Total Benefits in 2024/25	£24,876,608	

APPENDIX 3

KEY PARTNERSHIPS AND STAKEHOLDERS



West London Alliance boroughs

London Borough of Barnet
London Borough of Brent
London Borough of Ealing
London Borough of Hammersmith & Fulham
London Borough of Harrow
London Borough of Hillingdon
London Borough of Hounslow

London government partners & funders

Greater London Authority
Integrated Care Board
& Integrated Care
Partnership
London boroughs and the
City of London
London Councils
Local Government
Association
London & Partners
London Office of
Technology and Innovation
(LOTI) London & Partners
London sub-regional
partnerships
Mayor of London

National Health Service
North West London
Old Oak & Park Royal
Development Corporation
Opportunity London
Transport for London
West London Waste
Authority

Government partners and funders

Cabinet Office
Department for Business
and Trade
Department for Education
Ministry of Housing,
Communities and Local
Government
Department for Science,
Innovation & Technology
Department for Work &
Pensions
Department of Health &
Social Care
Health Education England
Job Centre Plus
Ministry of Defence
National Health Service
England
North West London

Other key strategic delivery partners

BusinessLDN
Centre for London
GoodPeople
Heathrow Strategic
Planning Group
London West Innovation
Network
Rapid
Spark!
System C
West London Business
West London Careers Hub
West London Chambers of
Commerce
West London Corporate
Leaders' Action Group

Higher Education Institutions

Arden University
Brunel University
Buckinghamshire New
University
Imperial College London
Middlesex University
Sheffield Hallam University
University of West London
Westminster University

Further Education Institutions

Barnet & Southgate
College
Harrow, Richmond &
Uxbridge College
Stanmore College
United Colleges Group,
College of North West
London
West London College
West Thames College

Commissioning Alliance Partner Local Authorities

Barking & Dagenham
Barnet
Bedford
Bournemouth,
Christchurch & Poole
Bracknell Forest
Brent
Brighton & Hove
Bristol City
Bromley
Buckinghamshire
Cambridge
Camden
Central Bedfordshire
City of London
Croydon
Ealing
East Sussex
Enfield
Essex County
Greenwich
Hackney
Hammersmith & Fulham
Haringey
Harrow
Havering
Hertfordshire County
Hillingdon
Hounslow
Isle of Wight
Islington
Kensington & Chelsea
Kingston upon Thames
Lambeth
Lewisham
Luton
Medway
Merton
Newham
Norfolk County
Oxfordshire
Peterborough
Portsmouth City
Reading

Redbridge
Richmond Upon Thames
Slough
Somerset
Southampton City
Southend-on-Sea
Southwark
Staffordshire
Suffolk County
Surrey
Sutton
Swindon
Thurrock
Tower Hamlets
Waltham Forest
Wandsworth
West Berkshire
West Sussex
Westminster
Wiltshire
Windsor & Maidenhead
Wokingham



IMPACT REPORT 2024/25

**STRONGER COLLABORATION
STRONGER OUTCOMES**

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