

Business Plan 2025/26

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1. Introduction

2025/26 will be a year of transition for the Mayoral Combined Authority and region. We will have a new Mayor, publish a Local Growth Plan and continue to work with government to further devolution, including through the English Devolution Bill.

The English Devolution Bill will see the Mayor taking on new roles. The implementation of our Local Growth Plan will play a crucial part in attracting large scale public and private investment to the region. It will also help to address the key economic and social challenges we face including increasing productivity, addressing persistent poverty and inequality and taking action faster to reduce the region's carbon footprint and adapt to the climate and ecological emergencies.

With this level of change ahead, this plan is about continuity, with broad actions reflecting progress made over the last 12 months whilst we align the organisation to a new Mayoral vision, establish our local growth priorities and prepare for the opportunities newly devolved powers, responsibilities and consolidated funding pots will bring.



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The business plan is aligned to the 5 priorities in our regional Strategic Framework and its vision for 2040 – to create a greener, more equal, fair, inclusive and prosperous West of England. The actions for 2025/26 are steps towards delivering these long-term priorities and outcomes.

Each section of the business plan relates to one of the priorities within the regional Strategic Framework with an additional priority on developing our organisational capacity. By its very nature our work

is cross-cutting and some actions may relate to more than one priority. As a Mayoral Combined Authority we will work collectively and collaboratively to ensure organisation wide ownership and delivery.

This business plan sets out the actions we will take towards achieving our ambitions for the region as we embrace the changing landscape and opportunities on the horizon.

Stephen Peacock
Chief Executive

2. Priorities, goals and high level deliverables

We have six core organisational priorities that are aligned to our regional Strategic Framework. This business plan sets out how we will make progress against these priorities in 2025/26.



Creating a better-connected region, working towards a world-class transport system



Delivering net zero and nature recovery



Creating the jobs and training our region needs now and in the future



Supporting sustainable communities that people are proud to call home



Putting the West of England on the map for national and global success



Improving our organisational capacity to deliver for our communities and businesses



Priority 1: Creating a better-connected region, working towards a world-class transport system

As a region our ambition is to create a joined up and decarbonised transport network fit for the future, that connects people and communities to jobs and services and where people in the West of England can easily choose active travel or public transport when making a journey.

The deliverables detailed below all contribute towards making this vision a reality, including:

- Taking action to improve public transport, including delivering new rail stations, improved bus services and investing over £500m through the City Region Sustainable Transport Settlement.

- Planning for long-term improvements to public transport including *WEST* Rapid Transport and seeking additional funding from government through City Regional Sustainable Transport Settlement 2.

Priority 1: Creating a better-connected region, working towards a world-class transport system	
Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will join up our public transport network to meet the growing needs of our region	Develop an updated transport strategy to deliver a well-connected, accessible and efficient transport network that supports inclusive and sustainable economic growth.
	Submit a prospectus to the Department of Transport to unlock City Region Sustainable Transport Settlement 2 funding, supporting sustainable growth by improving public transport connections to housing, jobs, education and services; and increasing the use of sustainable modes of transport by increasing and enhancing public transport, cycling, walking and wheeling links within and between our rural communities, towns and cities.
	Deliver City Region Sustainable Transport Settlement sustainable transport corridor projects, providing improved bus services as well as active travel opportunities to help people move around the region more easily, reduce carbon emissions, support local economies and improve people’s health and quality of life.

Priority 1: Creating a better-connected region, working towards a world-class transport system	
Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will deliver transport options that meet the needs of the different communities across our diverse region	Review Demand Responsive Transport services and test innovative transport solutions that meet the needs of the different communities in the region.
	Develop an updated rail strategy, building on MetroWest Phases 1 and 2, to identify long-term investment priorities to provide people with access to jobs and services using trains that are accessible, fit for purpose, frequent and carbon neutral.
	Create greater opportunity for increasing the amount of rail available to electric trains to support decarbonisation of the rail network including the publication of a rail decarbonisation feasibility study.
	Continue to trial new and innovative transport infrastructure including mobility hubs, urban freight and integrated micromobility to offer the most environmentally sustainable transport solutions for the West of England.
	Progress the development of a mass transit (WEST Rapid Transport) network for the city region to connect communities, reduce congestion and make the switch to sustainable travel.
We will deliver integrated ticketing and improved digital information	Develop bus service technology and digital information and explore bus reform to make it easier for residents to travel across the network.
We will improve walking, wheeling and cycling infrastructure	Develop and deliver improved walking, cycling and wheeling infrastructure in the region, creating a West of England wide network to reduce the number of car journeys and improve residents' health and wellbeing.
We will deliver more frequent train services, open new train stations and reopen rail lines	Progress the design and delivery of new train stations (MetroWest Phases 1 and 2), plan for more and make improvements to existing train stations to increase accessibility and capacity in order to deliver modal shift away from the car and reduce carbon emissions.
We will improve bus services through our enhanced partnership and exploring bus reform	Consider options to address the long-term challenges for bus services through exploring bus reform and review of the Transport Levy and arrangements for supported bus services to deliver a sustainable bus network.
	Progress bus service improvements to deliver a high frequency, accessible and sustainable bus network.
We will take action to dramatically reduce car use	Consider options for the effective and efficient movement of people and freight throughout the region to maximise modal shift and inward investment by linking communities to jobs and services in a way that significantly reduces congestion and carbon emissions.

Priority 1: Creating a better-connected region, working towards a world-class transport system

Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will increase the availability of Electric Vehicle (EV) charging.	Deliver additional Electric Vehicle charge points to support the adoption, accessibility and usage of low carbon emitting electric vehicles across the region.
We will embrace new technology to provide new travel options for people	Continue to trial new and innovative digital interventions to offer more environmentally sustainable transport solutions for the West of England.



Priority 2: Delivering net zero and nature recovery

In 2019 the Mayoral Combined Authority declared a climate emergency and set the ambition to be net zero and for nature to be in recovery by 2030.

We want:

- A net zero region with people living in warm, energy efficient homes, access to green jobs, sustainable transport, and local renewable energy.
- A place where wildlife and the natural environment are in recovery, and everyone enjoys the health and wellbeing benefits of nature.

- An economically and socially resilient region with infrastructure that is built to last and prepared for changes in climate.

The deliverables below set out how we will work towards meeting these challenges, including:

- Increasing investment in renewable energy including solar, wind and community generation and using Green Growth West to leverage £100m of private investment to create growth and jobs in important net zero industries.
- Retrofitting homes and businesses to make them warmer and more energy efficient through the Regional Low Carbon Delivery Programme.

- Delivering our Local Nature Recovery Strategy enabling residents, businesses and communities to take action where it will have the biggest impact.
- Identifying priority locations for climate resilience interventions - evidencing the economic impact and maximising opportunities for resilience to current and future climate scenarios across the work of the Mayoral Combined Authority.

Priority 2: Delivering net zero and nature recovery

Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will significantly scale up good quality retrofit	Develop and deliver a range of projects and programmes to increase the energy performance of homes and buildings across the region e.g. Regional Low Carbon Delivery and Retrofit West. Develop projects to reduce reliance on fossil-fuel heating including through the use of heat pumps and growing our role in the development of heat networks to support the transition away from gas boilers.

Priority 2: Delivering net zero and nature recovery	
Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will grow renewable energies, including tidal energy, solar, wind and new innovations like heat from mines	Work with the Net Zero Hub and partners to increase renewable energy generation across the region, including local community focused generation, implementing Green Growth West and leveraging further funds to upscale green investment in the region.
	Take a lead in representing regional energy needs, engaging with the National Grid and Ofgem to improve connectivity capacity issues.
	Work in partnership to develop and deliver new smart approaches to the decarbonisation, storage, management and distribution of energy e.g. community energy, tidal initiatives and investigate the potential opportunities to support offshore wind investment.
We will dramatically reduce the emissions from transport including reducing the number of car and freight trips.	Further facilitate decarbonisation and sustainability of transport programmes delivered or funded by the Mayoral Combined Authority, through internal guidance and sharing of good practice.
	Develop an approach to measuring, monitoring and reporting progress on decarbonisation and other net zero and sustainability goals in the region, with an initial focus on transport carbon management plans.
We will create new natural spaces and restore existing places, improving health and wellbeing.	Work to further develop the Local Nature Recovery toolkit, ensuring key stakeholders are able to use it effectively for delivery of the Local Nature Recovery Strategy.
	Work across the region, particularly through the West of England Nature Partnership, to deliver an associated pipeline of investable projects.
We will support species recovery and become the UK pollinator capital	Improve the quality and connectivity of existing and new spaces for nature and wildlife through projects that also deliver the wider benefits for residents and communities including climate resilience, improved air quality and health and wellbeing. Projects to include the development of a wildlife index to build baseline understanding, demonstrating progress being made and informing measures needed to support species recovery.
We will engage people, businesses and landowners to help nature recover and improve climate resilience	Deliver regional engagement plan on nature recovery to mobilise action by residents, businesses and communities with a focus on how we can support nature to adapt to climate change, sharing regional stories to bring to life the challenges and opportunities for innovation.

Priority 2: Delivering net zero and nature recovery	
Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will deliver climate adaptation action like flood defences and cooling urban areas	Continue working in partnership with the Environment Agency and our unitary authorities on taking a regional approach to flood defences and mitigations and support the development of the Bristol Avon Flood Strategy full business case.
	Continue working with local authorities, businesses, and environmental organisations to inform the Mayoral Combined Authority's climate resilience work programme, working collectively as a region to address climate risks across key sectors such as emergency response, natural environment, place-making, infrastructure and economy.
We will help people, communities, businesses and landowners be resilient	Develop a regional climate mapping tool building on the mapping and approach used for our Local Nature Recovery Strategy to identify priority locations for climate resilience interventions, supported by an investment model which identifies the economic opportunities arising from regional climate resilience.
We will green our urban areas and use nature-based solutions to improve our resilience	Support local councils in the delivery of climate resilience through partnership working/ regional working groups, and building the business case for local action, including embedding nature based solutions through the delivery of the Joint Green Infrastructure Strategy and Action Plan and the Regional Green Infrastructure Team commitments.
	Work with the West of England Nature Partnership Urban Nature Programme and other delivery programmes to develop business cases to attract external investment, including via the Investment Readiness Advice Service, and Green Growth West nature funding platform.
	Work across the Mayoral Combined Authority to maximise opportunities for climate resilience, particularly using nature based solutions, to adapt to climate change impacts and build resilience to future climate scenarios, including integrating climate resilience into the City Region Sustainable Transport Settlement and Local Growth Plan.



Priority 3: Creating the jobs and training our region needs now and in the future

We want to create the jobs and training our region needs to enable everyone to reach their potential and deliver a thriving and resilient regional economy with growth in a diverse range of sectors, a skilled and adaptable workforce and a strong foundational economy.

To help achieve this, the Mayoral Combined Authority is:

- Investing in skills delivery through the Mayoral Skills Fund and Adult Education Budget and Skills Bootcamps.
- Supporting people into work and to progress into better jobs with Skills Connect, the Careers Hub, Future Bright and progressing plans to establish a West of England employment service.
- Ensuring that everyone has the opportunity to earn or learn through

programmes such as the Youth Guarantee trailblazer and initiatives supporting young people with Special Educational Needs and Disabilities such as ‘We work with Everyone.’

- Working with employers and training providers to ensure we have the right skills provision for our region’s needs.
- Delivering business start-up and growth support through programmes such as Tech4Growth and Made Smarter and supporting the third sector and social enterprise through Social Economy West.

Priority 3: Creating the jobs and training our region needs now and in the future	
Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will support the region’s young people to be career ready	Support schools and colleges, through the Careers Hub, to deliver high quality Careers, Education, Information, Advice and Guidance (CEIAG) programmes, ensuring students make informed choices.
	Deliver the Youth Guarantee Trailblazer programme to help 18-21 year olds secure sustained employment or to progress into further education or training.
	Deliver the Mayoral Priority Skills Fund to support Not in Education, Employment or Training (NEET) provision and bring more NEET funding to the area.

Priority 3: Creating the jobs and training our region needs now and in the future	
Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will develop clear and inclusive cradle to career pathways	Develop career pathway guides and align training, apprenticeship and other learning opportunities such as T-Levels provided through programmes such as Connect to Work, the Youth Guarantee Trailblazer, Adult Skills Fund, Skills Bootcamps and Mayoral Priority Skills Fund, empowering young people to make career choices that align with regional and national labour market needs.
	Collaborate with employers, training providers, and education institutions to create and promote a greater number of progression opportunities for young people, ensuring they have clear pathways into sustainable employment, further education or training.
We will ensure more disadvantaged young people access the region's high skill jobs	Deliver targeted interventions for young people at risk of NEET through programmes such as the Youth Guarantee, Connect to Work and Mayoral Priority Skills Fund, reducing the risk of long-term disengagement and improving life outcomes.
	Support young people with Special Education Needs and Disabilities (SEND) to access education, training and work opportunities through Connect to Work, Youth Guarantee and Careers Hubs advice and guidance and helping to fund targeted initiatives such as Bristol City Council's 'We Work for Everyone.'
	Develop a portfolio of evidence led training interventions, delivering the talent pipeline needed to address skills gaps and vacancies across our key growth sectors and the foundation economy, with a focus on digital and green skills and through programmes including Future Bright, Youth Guarantee, Mayoral Priority Skills fund, Skills Bootcamps and Connect to Work.
We will build a stronger foundational economy	Establish clear career pathways supported by the Adult Skills Fund to develop the workforce and progression opportunities in the foundation economy including construction, education, health, and logistics.
We will support enterprises across the region to start, grow and create jobs	Deliver business start-up and growth support through the Growth Hub including programmes such as Tech4Growth, Made Smarter and Local Authority Business Start Up and Development Service, and Social Economy West to support charities, third sector organisations and social enterprises.

Priority 3: Creating the jobs and training our region needs now and in the future

Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
To support people to develop their careers, we will set up a West of England integrated employment and skills system	Progress work to establish a West of England employment service and advance broader skills and employment devolution to meet regional needs more effectively.
	Promote and develop Skills Connect to ensure simpler and more accessible routes to skills training, employment support and career progression linking in particular with Future Bright for in work support and Connect to Work for those with health conditions and people with complex barriers to employment.
We will get more people into good quality work	Ensure residents have access to good quality jobs through the delivery of the Good Employment Charter and the Human Resources Essentials project.
	Ensure residents have access to good quality jobs through opportunities such as the Apprenticeship Levy Share scheme.
Sustain a healthy workforce and support people with ill health into or towards work	Progress next steps arising from government's Get Britain Working White Paper to tackle economic inactivity and support people into work or training opportunities aligned with regional skills needs including digital and green skills.



Priority 4: Supporting sustainable communities that people are proud to call home

We want to ensure that more people in the West of England live in affordable and sustainable communities with city and town centres across the region meeting the needs of residents, workers and visitors young and old.

We will achieve this through future-focused planning around housing, employment, infrastructure (social and digital) and climate resilience. Key developments over the next year will be:

- Taking forward the Strategic Place Partnership with Homes England to develop a pipeline of investable schemes to speed up housing delivery.
- Supporting the delivery of large scale transformational mixed-use developments including Bristol Temple Quarter and Brabazon.
- Developing opportunities to reimagine and revitalise our city centres, local high streets and communities, making them easier to get around, digitally connected for work and play, safer, greener and healthier and places that residents and tourists will enjoy.
- Identifying Local Growth Plan opportunities to support centres as thriving places that provide access to the services, retail and leisure options, and the housing, transport and employment choices, that the local community needs.
- Working in partnership with regional stakeholders to deliver the West of England Digital Plan.

Priority 4: Supporting sustainable communities that people are proud to call home

Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will speed up the delivery of affordable homes to meet local need in the right places	Take forward our Strategic Place Partnership with Homes England, building a prioritised pipeline of investable schemes to accelerate housing delivery. Invest in and support housing and regeneration schemes across the region, working with local authorities, housing associations, Homes England and communities to pool skills, resources, and land to maximise the delivery of genuinely affordable homes.

Priority 4: Supporting sustainable communities that people are proud to call home	
Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will deliver transformational mixed-use developments that put place-making, affordable housing and connectivity at their core	Progress developments such as Bristol Temple Quarter and the West Innovation Arc, working with partners to unlock growth potential and deliver new homes, jobs, skills and innovation opportunities.
We will ensure that everyone has a decent, safe and secure place to live	The Mayoral Combined Authority will continue to work with local partners and our constituent authorities to provide policy direction and support on building safety, ensuring the development of local solutions is progressed at pace.
We will invest in city and town centres and high streets to create attractive spaces that meet communities' changing needs	Develop opportunities to reimagine and revitalise our city centres, local high streets and communities, making them safer, greener and healthier and support a strategic programme of work to bring vacant units back into use.
	Identify Local Growth Plan opportunities to support centres as thriving places that provide access to the services, retail and leisure options, and the housing, transport and employment choices, that the local community needs.
We will ensure our day and night-time economies are adaptable, vibrant, safe and welcoming	Work with Visit West to support the development of our day and night time economies, encouraging a mix of activities that supports jobs, adds vitality and offers a safe, attractive and welcoming environment.
We will deliver places that are compact, easy to get around, encourage flexible uses and are accessible	Support the development of our councils' Local Plans and develop the region's Local Growth Plan to deliver housing developments with access to sustainable transport options.
We will support the delivery of Local Plans that set a long-term direction for new housing and employment sites	Work in partnership with our constituent authorities to support the timely delivery of their Local Plans, ensuring that the responses to the region's housing, employment, infrastructure, digital, climate emergency and nature recovery needs are coordinated.

Priority 4: Supporting sustainable communities that people are proud to call home

Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will plan and invest in the social infrastructure that supports people's quality of life	Deliver Social Economy West, supporting charities, third sector organisations and social enterprises to explore opportunities for growth and income diversification, growing this sector and building the sector's economic resilience.
	Undertake or commission work to understand the barriers to work including pay, transport, working conditions and access to childcare and explore opportunities for supporting the early years workforce and childcare provision across the region to meet demand, particularly in areas of deprivation.



Priority 5: Putting the West of England on the map for national and global success

The West of England is already a great place to call home. We have an economy of over £43bn. We are home to a wide range of leading businesses and creative industries and amazing natural spaces.

However, there is more that we can do to stimulate growth and improve the lives of our residents and businesses, including:

- Ensuring regional innovators are attracting new investment, tackling societal challenges and turning their ideas into businesses.

- There is greater investment in the West of England, helping make it a more prosperous region.
- The region’s thriving cultural, creative and sporting assets are helping strengthen the economy and improve quality of life.

The actions in the table below will contribute towards achieving this ambition, including:

- Delivering support to our growing sectors and innovation specialisms through High Growth and Scale up projects and our Regional Business Support Service.

- Attracting investment into the region through Invest Bristol & Bath and Growth Hub aligned to our emerging Local Growth Plan.
- Supporting our world class culture and creative industries through our Culture West and Create Growth programmes and upskilling the cultural workforce through sector led creative and cultural Skills Bootcamps.
- Bringing internationally significant sporting events to our region (e.g. Women’s Rugby World Cup 2025) in partnership with Visit West.

Priority 5: Putting the West of England on the map for national and global success

Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will help more businesses innovate and grow, ensuring more people are able to access exciting opportunities.	Develop a sector development programme with key stakeholders, aligned to West of England Plan for Innovation and Local Growth Plan priorities, to unlock growth and innovation opportunities for businesses and maximise the benefits arising from the government's Industrial Strategy.

Priority 5: Putting the West of England on the map for national and global success	
Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will help more businesses innovate and grow, ensuring more people are able to access exciting opportunities.	Engage and mobilise people and businesses with opportunities for innovation to address the key challenges set out in our Plan for Innovation such as improving the reliability of the transport system, decarbonising our energy system and reducing carbon emissions, protecting nature from the effects of climate change and securing jobs, training and investment to drive innovation.
We will increase the proportion of national research and development spend in the region.	Collaborate with key stakeholders including universities and Innovate UK to identify and pursue relevant R&D opportunities, including specific bids and development of propositions for funds made available by government (including the Local Innovation Partnership Fund), and make the R&D case for the region more coherently to government.
We will turn more of our innovative ideas into commercial ventures.	Develop and deliver an enhanced programme of High Growth and Scale up enterprise support and projects supporting the development of new products, processes and services including the Business Innovation Fund, Intellectual Property for Growth and roll out of the Made Smarter Adoption programme across the South West.
We will raise the profile of our region's strengths and the opportunities on offer for investors, supporting our big sectors to grow and helping emerging sectors of our economy to scale up and flourish	Promote the region's strengths and growth-driving sectors nationally and internationally, including through the Invest Bristol & Bath annual campaigns plan and development of sector and innovation engagement activity aligned to the emerging Local Growth Plan.
We will bring more investment into the region and enhance our international trade links	Aligned to the Local Growth Plan and the sector development work, attract inward investment into the region including Foreign Direct Investment via the Mayoral Combined Authority's Invest Bristol & Bath service. Explore and scope additional trade and capital investment services as part of the development of a refreshed Innovation and Inward Investment Service.
We will capitalise on our unique sector and technology strengths to help deliver a green economy	Integrate into inward investment and sector development activities a specific focus on increasing the visibility and capability of the Local Growth Plan's sector strengths to help deliver a green economy and tackle the innovation challenges set out in our Plan for Innovation.

Priority 5: Putting the West of England on the map for national and global success

Regional Strategic Framework delivery goals by 2040	High level deliverables in 2025/26
We will develop and sustain our world-class cultural and creative industries and assets	Deliver a programme of support and funding opportunities to grow a sustainable and resilient creative and cultural sector, including supporting high growth creative businesses to attract investment and attracting more inward investment through the region's plans for growth.
	Address skills shortages by supporting the development of a creative curriculum in schools, increasing accessible career pathways into the cultural and creative sector and upskilling the cultural workforce through sector led creative and cultural Skills Bootcamps.
We will embrace the opportunities our international communities bring to our culture, economy, and education	Identify, nurture and sustain creative businesses across our region who represent international and diverse communities through our Culture West and Create Growth programmes and through working with our international business networks and diaspora groups to attract and deliver international trade and investment missions.
We will bring about a healthier and happier population by growing participation in culture and sport	Bring internationally significant sporting events to our region (e.g. Women's Rugby World Cup 2025) in partnership with Visit West and increase access to and participation in the region's cultural and sport opportunities across our communities through the Culture West programme.



Priority 6: Improving our organisational capacity to deliver for our communities and businesses

As a Mayoral Combined Authority, we need to continuously develop our organisational capacity to deliver for our residents, businesses and local communities. The table below lists the key actions we will take in 2025/26:

Priority 6: Improving our organisational capacity to deliver for our communities and businesses	
Organisational capacity priorities	Actions
Implement internal organisational improvement action plan	<p>Begin a process of improvement across the organisation, including:</p> <ul style="list-style-type: none"> • Develop robust performance management systems for better accountability and service delivery. • Creating a centralised contact system for public and partner engagement. • Streamlining project delivery to align with strategic objectives and attract investment. • Create a corporate Project Management Office to coordinate reporting, assurance and governance of the portfolio. • Strengthening talent acquisition, professional development, and organisational agility. • Expanding capacity of legal services to handle growing complexity. • Enhancing decision-making through improved information governance. • Boosting the region's visibility and investment appeal with improved communications. • Upgrading contract management systems for efficiency and compliance.
Mature our approach to investment, simplifying access to funds and employing new investment models that work our funding as hard as possible	<p>Develop a new investment strategy to mature the organisation's approach to investment, focus investment on priorities and attract private investment.</p> <p>Develop a refreshed regional investment prospectus that translates the Mayoral Combined Authority's regional Strategic Framework into an evidence-based plan for investment and seeks to leverage in the additional funding needed to deliver the outcomes.</p>

Priority 6: Improving our organisational capacity to deliver for our communities and businesses	
Organisational capacity priorities	Actions
Prepare the organisation for devolution opportunities	Develop a regional devolution plan, identifying future devolution priorities for the West of England.
	Develop capacity and processes in preparation for new roles and powers arising from the English Devolution Bill.
	Work with government to make the case for longer-term funding to support investment in regional priorities.
Ensure that we are in the right shape, focused on the right things and delivering value for money through continuous improvement	Align regional plans to the new Mayor's priorities.
	Ensure that we have the right leadership and organisational structure to respond to growing needs of the region, including creating new Director roles in infrastructure and Place.
Ensure we are an evidence driven organisation – identifying and delivering investment priorities based on the best available evidence	Introduce and embed a new performance framework ensuring effective performance monitoring and evaluation to deliver excellent outcomes.
	Drawing on best available evidence, support the development of place based plans including the region's Local Growth Plan, recognising the future needs of people and communities across our region differ and the need to target specific interventions in different places.
	Develop an updated regional research programme, ensuring we continue to develop our understanding of the issues that impact on growth opportunities in the West of England.

Priority 6: Improving our organisational capacity to deliver for our communities and businesses

Organisational capacity priorities	Actions
<p>Ensure Diversity, Equity & Inclusion (DE&I) considerations are embedded in all that we do</p>	<p>Deliver a DE&I Action Plan to embed DE&I in our organisational culture and across all business plan priorities, focusing on:</p> <ul style="list-style-type: none"> • Workforce Diversity: Improving representation, inclusive recruitment, and equitable progression opportunities. • Inclusive Service Delivery: Embedding inclusive practices to ensure accessibility and equitable outcomes for all communities. • Supplier Diversity: Enhancing opportunities for diverse and under-represented suppliers. <p>Develop DE&I KPIs, Monitoring, and Reporting:</p> <ul style="list-style-type: none"> • Establishing measurable DE&I objectives across key business areas. • Embed DE&I impact assessments in decision-making processes. • Strengthen DE&I accountability through transparent reporting.

3. Delivering the business plan – ways of working

To progress our 2040 vision for the region, we will work across the organisation and with our key regional partners in line with our organisational values.



Our Values: the guiding principles for our organisation ensuring we have the right culture to enable successful delivery

In practice, this means we will:

- Deliver the Mayor and Committee's agreed priorities.
- Listen to and work with our residents, communities, unitary authorities and businesses to understand our regional needs and ambitions and co-design solutions.
- Work in collaboration with our unitary authorities, businesses, universities and colleges, and stakeholders to bring in funding and investment to the region from a range of sources, public and private and drive forward the delivery of regional priorities.
- Continuously develop our capacity, processes and workforce to be a high performing organisation, focused on outcomes and delivering services that value diversity, equity and inclusion.
- Be innovative and take a net zero led approach to delivery across the organisation driving forward action to decarbonise transport, promote nature recovery and make the switch to renewable energy and a green economy.
- Understand the impact of our work and address underperformance where necessary.

4. Measuring delivery

The role of the business plan

The annual business plan links all the activity within the West of England Mayoral Combined Authority together. The plan does not list all the activity underway or planned for 2025/26 but all projects and initiatives over the next year will help to deliver against one or more of the regional Strategic Framework's priorities and delivery goals, bringing to life the golden thread from an individual's objectives through to top level priorities. In addition to being a key document for our communities to understand our purpose, it is also a resource for colleagues to clearly see how the work they are doing supports the delivery of our regional strategic priorities.

Measuring Delivery

Delivery against the business plan is achieved through team and project action plans and is monitored through the corporate performance framework. Regular performance conversations will consider performance and business health indicators and narrative insight with a view to identifying risks, providing onward assurance, celebrating success and evidencing the impact the work of the West of England Mayoral Combined Authority has on the region. Learning from these continual conversations, alongside contextual research, will in turn inform the strategic priority review process and the development of subsequent business plans.