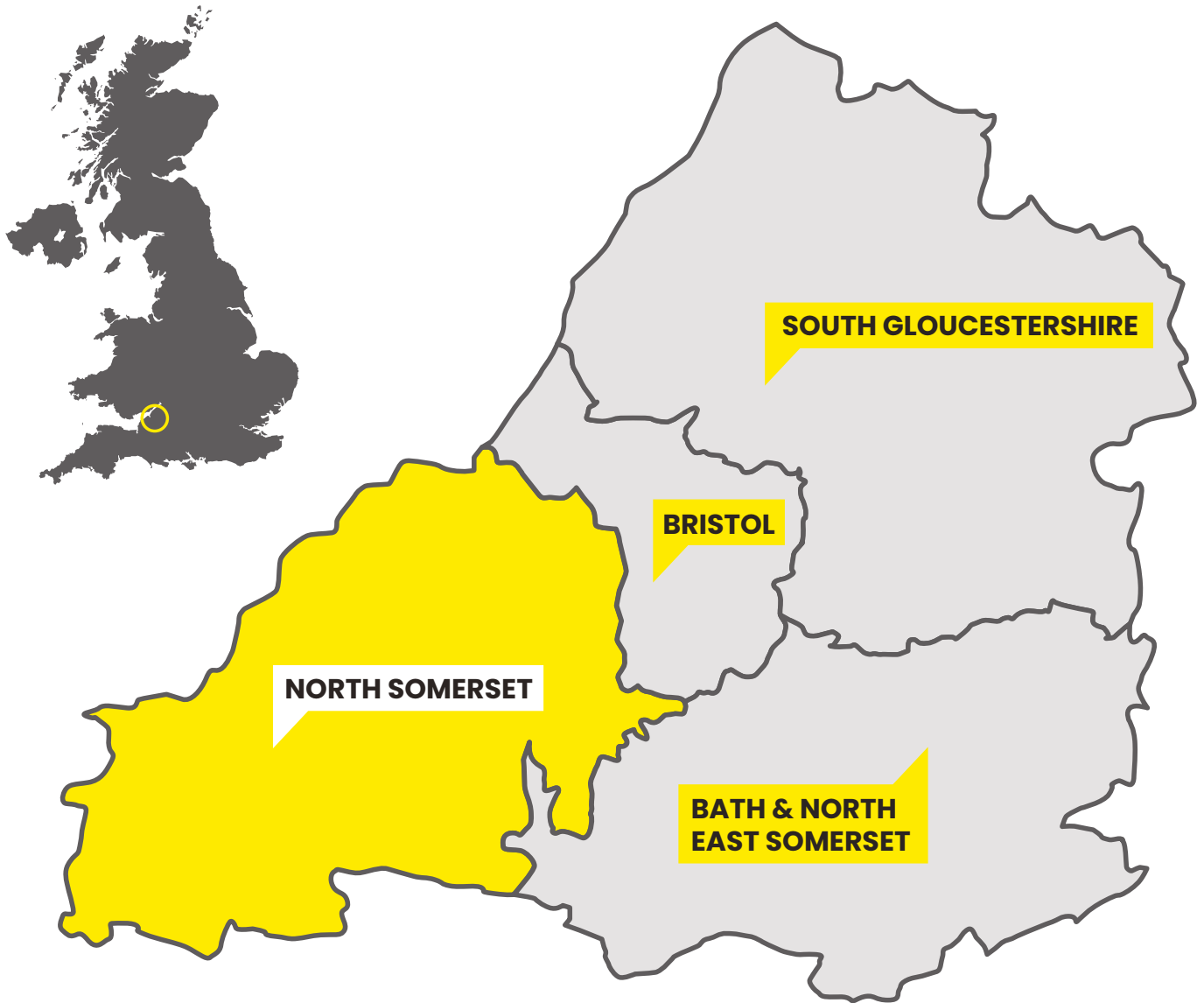


EXPANSION OF THE WEST OF ENGLAND COMBINED AUTHORITY: PROPOSAL



Growth • Investment • Services • More power

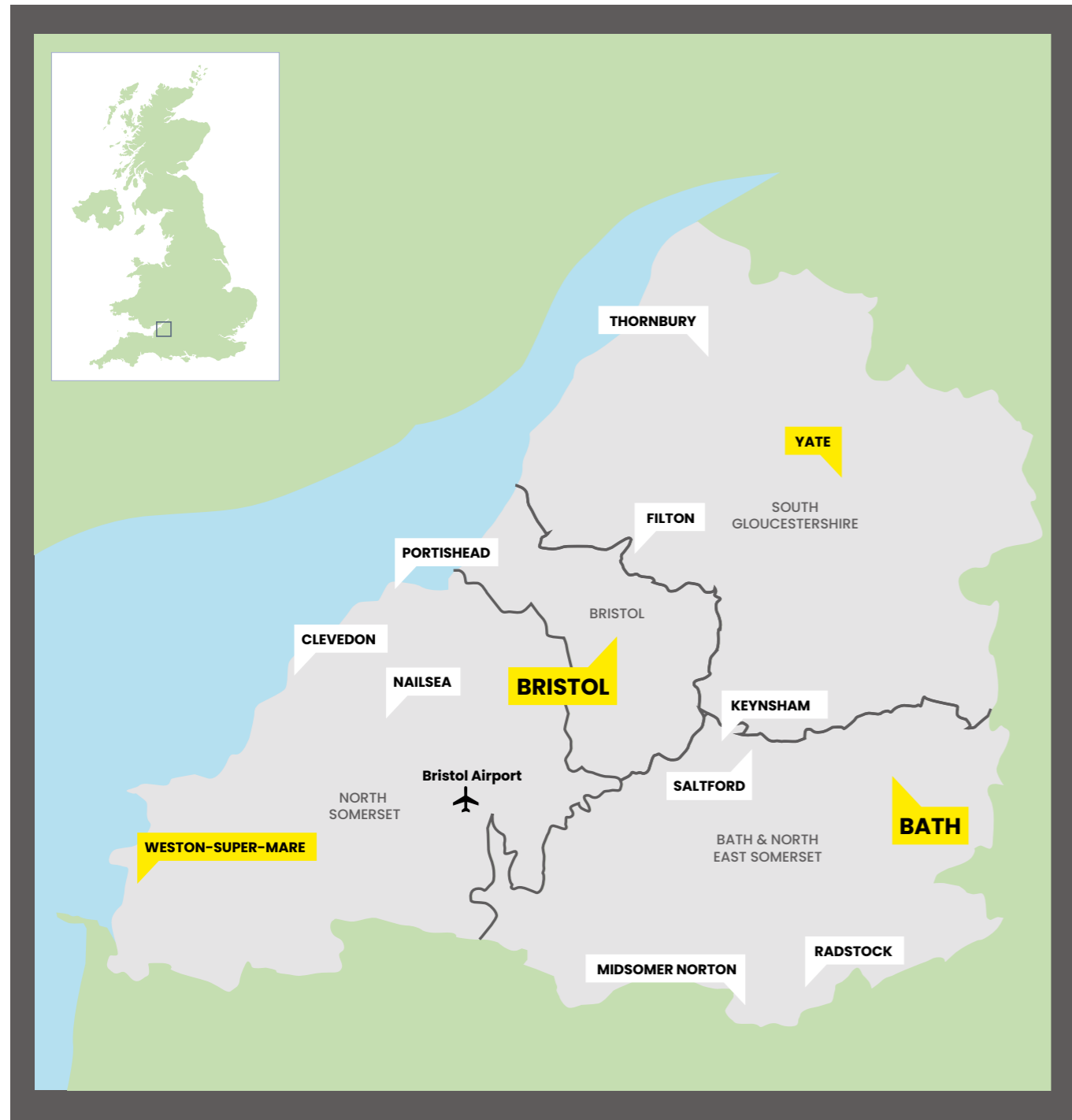
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A. EXECUTIVE SUMMARY

1. The West of England Mayoral Combined Authority (WECA) is a legal partnership that brings together the Mayor with local government and works with stakeholders and partners right across the region and beyond. We take decisions together to ensure our region is growing and we work with business, regional anchor institutions, the Voluntary, Community and Social Enterprise (VCSE) sector and residents. We're drawing on the collective strengths our region holds to shape a bright future.
2. North Somerset Council is a core part of the West of England region and has been a close partner of WECA since the Combined Authority was established. The residents, businesses, economy and communities across the existing WECA region and North Somerset are intrinsically linked – but currently North Somerset residents are not fully represented in regional decision-making. This proposal to expand WECA would change this. Expansion of WECA would:
 - Strengthen leadership, ensuring all residents across our functional economic area are represented on the WECA Committee by both the Mayor and the Leader of each Unitary Authority.
 - Reflect a sensible geography, expanding WECA to cover a footprint that represents a stronger functional economic area (the geography that has recently been used to develop the West of England Growth Strategy and over which much regional planning takes place).
 - Increase flexibility, enabling the region to more easily collaborate in the design and delivery of services that make sense for our region.
 - Create appropriate accountability, ensuring Leaders from all parts of the region help shape the strategic direction and decision making of WECA.
3. We are taking decisions together for the region to deliver the transport, homes, training and green growth that will accelerate economic growth. Expanding WECA to include North Somerset is a formal, legal step, allowing closer working on these priorities.
4. We are building a more resilient economy for the future. We're building on strong foundations and are ready to deliver the growth that will change lives and contribute to national success.
5. Devolution can power our region forward. We're working at pace to access the highest level of devolved powers and funding currently available to Mayoral Combined Authorities, unlocking the full potential of devolution for our whole region. North Somerset's membership will increase the population of WECA by 217,385 (23%) and increase the access of these residents to devolved funding.
6. The expansion of WECA to include North Somerset would not result in the merger or take-over of councils, Councils will still deliver the things they are responsible for, but coming together under one Combined Authority is the constituent councils choosing to work together on those areas where it make sense to and thereby deliver economic growth. This supports delivery of improvements across the whole area. We have a unique opportunity to accelerate our devolution journey and the positive impact it is having for our region.

Figure 1 – Map of the West of England



B. WHY WE WANT TO EXPAND THE WEST OF ENGLAND COMBINED AUTHORITY

7. The West of England – Bristol, South Gloucestershire, Bath & North East Somerset, and North Somerset – is a place that is ambitious for our future. We are committed to unlocking economic growth, improving opportunities for residents and creating places where communities can thrive.
8. The West of England Combined Authority (WECA) recently published the West of England Growth Strategy. North Somerset Council (NSC), along with the other Councils across the region, were partners in the development of this plan. Delivering the collective ambition we have set will also be a partnership effort.
9. As the Growth Strategy sets out, by working together, our region is more than the sum of its parts. The Strategy also highlights that the economic outlook for the region is stronger if the functional economic area (FEA) is considered over the wider geography of the existing WECA footprint and the North Somerset Council area.
10. There is a long history of collaboration between WECA and NSC. Currently, some of our devolved funding and delivery arrangements mean that we are not able to collaborate as fully as we want. This means that some of our transport plans are not able to extend as far as we would like; and some of the business support services and employment and skills provision across the region need multiple sets of delivery and governance arrangements, adding unnecessary and burdensome complications to the delivery of important public support.
11. We want to expand WECA so that NSC and the residents and businesses of North Somerset are a full part of delivering a future that all parts of the West of England can be proud of.
12. With closer partnership, we can do more to improve the integrated transport network we are committed to unlocking, we can do more to ensure residents across the region have access to an integrated skills system, and we can ensure investment across the West of England builds on the combined strengths of our strong economy.

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As the Growth Strategy sets out, by working together, our region is more than the sum of its parts.

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BACKGROUND

13. As the government's devolution reforms continue to roll out, the powers and funding flexibilities available to Mayoral Combined Authorities is growing. With an expanded geography, rather than focusing time on creating routes to collaboration between WECA and NSC, we will have the partnership in place that reflects the future of the West of England. With an expanded geography, and with Established MCA status and the integrated funding settlement in place, the West of England will have a greater range of tools available to deliver for the residents of our whole region.
14. On 16th December 2024, the UK government published the English Devolution White Paper. This included statements that:
"Our goal is simple. Universal coverage in England of Strategic Authorities – which should be a number of councils working together, covering areas that people recognise and work in [...] The government's strong preference is for partnerships that bring more than one local authority together over a large geography."
15. The White Paper set a standardised approach to devolution and a direction of travel in which government primarily seeks to engage with 'strategic authorities', and focus an increased proportion of funding and powers at 'strategic authorities' on matters including the following:
 - Transport and local infrastructure
 - Skills and employment support
 - Housing and strategic planning
 - Economic development and regeneration
 - Environment and climate change
 - Health, wellbeing and public service reform
 - Public safety

16. Strategic Authorities will also in future benefit from Integrated Settlements, bringing consolidated budgets across housing, regeneration, local growth, local transport, skills, retrofit, and employment support with increased flexibility to move funding between and across those themes. WECA is in government terminology a 'Mayoral Strategic Authority' rather than an 'Established Mayoral Strategic Authority' at the current time – but is seeking to obtain 'Established' status.
17. The proposal for NSC to join WECA is supported in principle by leadership of North Somerset Council and all existing members of WECA Committee (which is comprised of the West of England Mayor and leaders of Bath & North East Somerset, Bristol City, and South Gloucestershire). Many of the partner organisations both WECA and NSC work with across the region have also expressed their support for this expansion.
18. The English Devolution and Community Empowerment Bill will introduce a 'ministerial power of direction' allowing the Secretary of State to mandate the creation of strategic authorities or expansion of existing ones.
19. WECA was set up in 2017 to make decisions and investments that benefit people living and working in Bath and North East Somerset, Bristol and South Gloucestershire. North Somerset Council (NSC) considered joining WECA at the point at which the Combined Authority was being established in 2017. Following public consultation, NSC decided to withdraw from the process, resolving that the principles of devolution "will be best achieved by building on existing arrangements in the West of England, particularly the cooperation between the four authorities". Further informal discussions on joining WECA

have taken place since 2017 but did not progress to a formal proposal.

20. From the North Somerset perspective, the primary reasons for re-considering membership at this stage are the renewed government focus on devolution and Strategic Authorities, the need to access funding to support delivery of infrastructure and economic growth, and in the context of those factors, the need to ensure the maximum effectiveness and transparency of partnership working.
21. The government has explicitly stated its support for WECA to include North Somerset as the right functional economic geography, and has therefore requested that programmes such as Local Growth Plans and Spatial Development Strategies are developed jointly across the footprint. Additionally, Government has written that North Somerset alternative geography provided by the Heart of Wessex would fail to meet national criteria.
22. Devolution is already delivering positive impact in the West of England, for example, via the Future Bright Plus initiative, which provides employment support for those who are in low paid, unsecure employment and dependent upon in work benefits to get by. This project quickly helped boost incomes and is expected to bring long term benefits to those involved and the wider region. Other initiatives include the Productivity Challenge and High Streets Recovery and Renewal programmes, both of which increased employment, leading

to positive regional outcomes. Furthermore, the Bottle Yard Studios increased film and TV production capacity, leading to greater expenditure in this industry, which impacts the wider region. Regional funds such as Transport for City Regions are enabling WECA to move towards delivering a mass transit system.

23. While North Somerset Council previously chose not to proceed in joining WECA in 2017, the strong collaboration across the region has continued, with decision making facilitated across the WECA region and North Somerset through the joint committee governance system. However, the Joint Committee has a limited remit. The proposal to expand the WECA geography with North Somerset joining as full members of the MCA would strengthen collaboration further by: simplifying governance arrangements; increasing visibility; reducing duplication which adds to time and costs; strengthen the development of funding and delivery plans; and ultimately deliver higher levels of economic growth and improved outcomes for residents.
24. The proposal to consult on North Somerset joining WECA is supported by the Mayor of the West of England, Helen Godwin, the three leaders of the existing constituent Unitary Authorities, and was agreed by the Full Council meeting of North Somerset Council on 16 September 2025.

C. CURRENT GOVERNANCE ARRANGEMENTS

25. WECA is an existing authority with an established staffing structure and the required statutory officers. The Mayor, Leaders of constituent authorities, Chief Executive Officers (CEOs), and other officer groups meet regularly to support collaboration. Politicians and officers from NSC attend many of these meetings. Expansion of the MCA would further strengthen the collaboration that has already been put in place.
26. The current WECA Committee is made up of the elected Mayor and representatives from the three constituent councils: Bath & North East Somerset, Bristol, and South Gloucestershire. Each of those councils appoints a representative (together with two substitutes) to be a member of the Combined Authority with full voting rights. A Deputy Mayor is appointed from the members.
27. The Committee has a range of formal decision-making powers. Currently a range of decision-making models are in place. This position is due to be simplified once the Devolution and Community Empowerment Act is in place. The Act will introduce a simple majority voting model.
28. Under current arrangements, decision-making arrangements that an expanded WECA Committee would take are:
- Regularly decided by a majority vote of members present.
 - At times, a majority that must include the Mayor or Deputy Mayor acting in place of the Mayor.
 - Sometimes requiring unanimous support (for example adoption of a spatial development strategy)
 - Some decisions (for example approval of borrowing limits, and treasury management strategy including reserves, investment strategy, borrowing and budget of the Combined Authority, the amount of any expenses to be met by the constituent councils and the amount of any levy) require a unanimous vote in favour at a meeting of the Combined Authority at which all members or substitute members are present.
29. Some functions are exercisable only by the Mayor, subject to consultation with the other Combined Authority members before exercise of the function. These include:
- Preparing the local transport plan
 - Issuing grants under s31 Local Government Act 2003
 - Calling in planning applications of strategic importance
 - Designating mayoral development areas
30. Some decisions by the Mayor require the consent of the Combined Authority member (or substitute member acting in that member's place) appointed by the constituent council in whose area the decision will apply. These decisions include:
- The designation of any area of land as a mayoral development area leading to the establishment, by order, of a Corporation.
 - The compulsory purchase of land or buildings by the Mayor.
 - Any decision that could lead to a financial liability falling directly upon that constituent council.
 - The designation of any area as a Clean Air Zone.
31. This is subject to change following proposals from the Government to standardise how functions of combined authorities and combined county authorities through the English Devolution and Community Empowerment Bill and consequential legislation.
32. The Combined Authority maintains a statutory Audit Committee. Its membership, taken as a whole, reflects - so far as is reasonably practicable - the political balance prevailing across the constituent councils. The Committee also includes three independent members. The Audit Committee's functions include:
- Reviewing and scrutinising the authority's financial affairs
 - Reviewing and assessing the authority's risk management, internal control and corporate governance arrangements
 - Reviewing and assessing the economy, efficiency and effectiveness with which resources have been used in discharging the authority's functions
 - Making reports and recommendations to the Combined Authority in relation to the reviews they have conducted.
 - To consider and approve the Annual Statutory Accounts.
33. The Combined Authority's statutory Overview and Scrutiny Committee comprises a majority of members drawn from the constituent councils, and its overall membership reflects—so far as reasonably practicable—the political balance prevailing across those councils. Each member has one vote, with decisions taken by simple majority. Three members of North Somerset Council currently attend in an observer capacity.
34. The Committee's core functions are to scrutinise the work of the West of England Combined Authority and the West of England Joint Committee ("the Joint Committee") and to make appropriate recommendations on the discharge of their functions.
35. The membership of Audit and Overview and Scrutiny Committees will be reviewed should expansion be approved to ensure that membership remains representative of the new regional administrative geography. North Somerset councillors would be full voting members of these committees.
36. The Joint Committee has operated alongside WECA's formal governance structures to enable joint decision making with North Somerset. Running the WECA Committee and the Joint Committee in parallel has created complexity and duplication in governance since the Mayoral Combined Authority was established.
37. Expanding WECA would allow the Joint Committee to be abolished, with all regional decisions taken through a single, coherent governance structure. This simplification would improve transparency, reduce confusion and provide residents with a clearer understanding of how decisions are made.
38. Expansion, combined with the election of a new Mayor in May 2025, provides a timely opportunity to refresh and strengthen governance arrangements. Alongside incorporating North Somerset into the MCA, WECA will undertake a full constitutional review to ensure the region has the structures needed to make the most of the opportunities created by the English Devolution and Community Empowerment Bill. North Somerset Council will be fully involved in this review.

39. Under the proposed model, the expanded WECA Committee would comprise the Mayor and the Leader (or nominated representative) of each of the four constituent authorities.
40. Decisions would continue to be taken in line with the voting arrangements set out in the West of England Combined Authority Order 2017. Once the proposals in the Devolution White Paper complete the Parliamentary process, voting arrangements will be updated to reflect the provisions of the English Devolution and Community Empowerment Bill.
41. The expanded WECA would remain directly accountable to its residents and provide visible, strategic leadership for the region. Dedicated scrutiny and audit arrangements would ensure transparency and robust oversight of all decisions.
42. Expansion will require the Government to bring forward the necessary legislation. Each constituent council will then appoint its Members to the Combined Authority. All constituent councils will continue to operate as independent local authorities.
43. At the next Mayoral election in 2029, residents across the expanded WECA area will be eligible to vote for the West of England Mayor.



The expanded WECA would remain directly accountable to its residents and provide visible, strategic leadership for the region.



D. OUR PRINCIPLES, VISION, AND AMBITION

44. The West of England has recently published a 10-year Growth Strategy. This sets our vision and ambition for the decade ahead. The Growth Strategy covers both the WECA area and North Somerset, recognising the strong interdependencies between our economies.
45. The vision that we have collectively set for the next decade is that we want to transform our region. The next decade will see the West of England change. Growth will mean more job opportunities, new homes, an injection in pace and investment in the transformation of our transport network and the strengthening of those relationships that will help us deliver. This vision is rooted in pride for the region's diverse talents and communities, and a belief that the West of England is a place bold for business and full of restless creativity.
46. We have clear ambitions for the future of the West of England as set out in the recently published Growth Strategy. Over the coming decade, we have an ambition to deliver 72,000 new jobs and achieved 28% economic growth. We will deliver growth that creates opportunities that benefit all.
47. To achieve our vision and ambition, the West of England shapes its action against a core set of principles. These are:
 - **Place-based collaboration:** Working across local authority boundaries to deliver shared priorities in transport, housing, skills, and innovation
 - **Evidence-led investment:** Using data and impact assessments to guide funding decisions and policy development.

- **Sustainability and climate leadership:** Embedding environmental responsibility into all programmes, from transport to housing and business support.
 - **Co-design and partnership:** Engaging with businesses, communities, and institutions to shape policies and programmes that reflect local needs
 - **A focus on outcomes:** In all that we do, the West of England has an unrelenting focus on outcomes – ensuring the action we take delivers for the people who live and work across the region.
48. The expansion of WECA to include North Somerset would ensure we have the formal governance in place to support delivery of our vision and ambition, strengthening the growth potential of the whole region.

THE CASE FOR CHANGE

49. Expanding WECA requires a legislative process. Before expansion can be agreed, there must be a public consultation on a proposal, and the then Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG) needs to be satisfied that a series of statutory tests have been met. These are set out below.
50. The expansion is likely to improve the economic, social, and environmental well-being of some or all of the people who live and work in the area.
51. The expansion will secure effective and convenient local government.
52. The expansion is appropriate in terms of reflecting the identities and interests of local communities.

53. In developing this proposal WECA and NSC have considered four core tests or principles which underpin the devolution framework, namely:

- a. effective leadership
- b. sensible geography
- c. flexibility
- d. appropriate accountability

EFFECTIVE LEADERSHIP

54. Expanding WECA would further strengthen joint working and the shared leadership already provided by the WECA Committee. Bringing North Somerset Council into the Committee would ensure that a wider range of residents, businesses and communities are directly represented in regional decision making, and that governance more accurately reflects the region's functional economic area.

55. Many decisions taken by WECA already affect residents in North Somerset, and vice versa. Choices on housing growth, transport investment and infrastructure planning made by either WECA or North Somerset have cross boundary impacts, particularly for residents who live, work or travel across different parts of the region.

56. Including North Somerset on the WECA Committee would ensure that every part of the region has a voice, and that regional decisions fully reflect the challenges and opportunities across the whole area.

57. Over the past year, WECA has undertaken a significant programme of improvement to strengthen its ability to deliver for residents. This has been a collaborative effort, with all Unitary Authority Leaders shaping the next phase of the organisation. New Advisory Boards are being established, chaired by Unitary Authority Leaders; collaborative leadership models are guiding major

strategic plans such as the West of England Growth Strategy; and a new Investment Strategy now provides a clear, transparent route for determining how regional resources are deployed. Long term investment decisions will be shaped by all Leaders on the Committee, including North Somerset should expansion be agreed.

58. Expanding WECA to include North Somerset would build on this improvement journey by ensuring that delivery and decision making are supported by advisory boards with equal voices from across the region. It would also unlock greater opportunities for collaboration on regionally significant growth and reform programmes—such as transport improvements, job creation, and opportunities for young people—where joint action can deliver greater impact for residents.

59. WECA remains committed to continuous improvement. Work is underway to define the next phase of how the Authority and the region's Unitary Authorities operate together. Expansion would ensure this work takes place across a functional economic area with even stronger growth potential than the current WECA geography, benefiting the region as a whole.

60. Expansion would also strengthen the region's collective voice to Government. The Mayor, working closely with Committee colleagues, plays a key role in making the case for investment and reform—opportunities that are not always available to non mayoral areas. Representing the full functional economic area would enhance the region's ability to advocate effectively for national support.

61. Leaders across WECA are ambitious to move to Established Mayoral Strategic Authority status and secure new powers and funding flexibilities.

Once in place, these powers will enable the region to deliver a more cohesive and ambitious long term plan—best achieved when all partners are able to participate fully in, and benefit from, the opportunities devolution brings.

SENSIBLE GEOGRAPHY

62. The current WECA geography already forms a strong functional economic area, but the inclusion of North Somerset creates an even more coherent and integrated one. Across the expanded geography, 96% of residents both live and work within the area. Travel to work patterns reinforce this: 55% of employees travelling into North Somerset start their journeys in Bristol, Bath and North East Somerset, or South Gloucestershire, and 72% of North Somerset residents commuting out travel to one of these three authorities.

63. The economies of WECA and North Somerset are deeply interdependent, and future growth depends on strengthening these links. The West of England Growth Strategy, published in September 2025, sets out a ten year plan that already treats WECA and North Somerset as a single, sensible geography for long term economic planning.

64. Increasingly, regional strategies – and a growing number of Government requirements – are expected to operate across this wider geography. Aligning governance, decision making and public engagement with the geography we are planning for will improve the quality, coherence and delivery of regional activity.

65. An expanded WECA geography also strengthens the region's inward investment offer. Key assets such as Royal Portbury Dock, Bristol Airport

and North Somerset's manufacturing strengths in chemicals, transport equipment, and food and beverages can be fully reflected in regional propositions. The region hosts several nationally significant high growth sectors, and their performance is underpinned by the strong economic interaction across the wider geography; without these links, the region's growth figures would be lower.

66. The West of England is a region of diverse places—major urban centres, towns, villages and rural communities. Expansion would add Weston super Mare as a fast growing major centre alongside Bristol, Bath and the West Innovation Arc, as well as the towns of Clevedon, Portishead and Nailsea and a range of smaller settlements. Eleven per cent of the region's residents live in rural areas, and expansion ensures their needs are fully represented within regional planning and decision making.

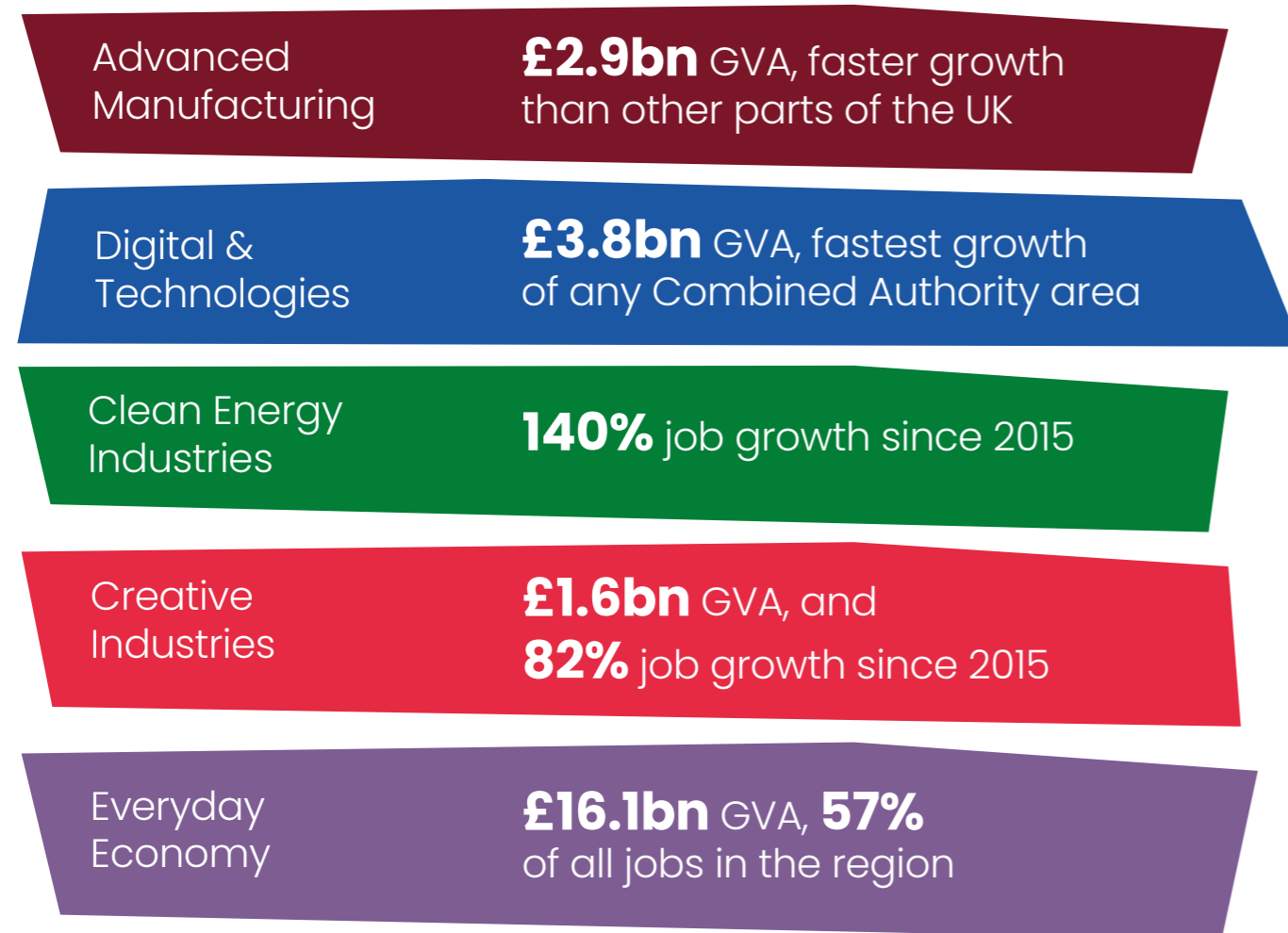
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Many decisions taken by WECA already affect residents in North Somerset, and vice versa

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Figure 2: our sector strengths

Sectors for growth



67. Government has indicated that it will legislate to require a Spatial Development Strategy (SDS) across the WECA and North Somerset geography, regardless of whether NSC joins the Combined Authority. Proper planning for the existing and future growth supported by this strategy will require significant investment in infrastructure that is likely only to be possible through funds available through the Combined Authority.

FLEXIBILITY

68. WECA, its constituent authorities and North Somerset Council share a clear ambition for the future of the whole region. Expansion combined with the broader powers and financial flexibilities that Established Mayoral Strategic Authority status will unlock would give the region far greater freedom to align funding to shared priorities through the Integrated Settlement, accelerate economic growth, and deepen collaboration with partners regionally, nationally and internationally.

69. For residents and businesses in the existing WECA area, expansion would ensure that regional services reflect the full set of powers and resources held by both the Local Authorities and the Mayoral Combined Authority. At present, North Somerset residents only benefit from WECA programmes where specific agreements and funding extensions are put in place.

70. Expansion would give the region the flexibility to extend and configure regional services across a wider geography. WECA programmes such as high street renewal, skills support, investment in cycling and walking infrastructure, and business growth initiatives have delivered tangible benefits, but North Somerset residents have not been able to access them. Equally, the wider region has not captured the additional economic uplift that would have come from delivering these programmes across the full functional economic area. Expansion would provide the flexibility to design and deliver regional schemes in ways that better reflect how people live, work and travel, unlocking greater benefits for residents and businesses across the whole region.

GOVERNANCE AND APPROPRIATE ACCOUNTABILITY

71. Expanding the Mayoral Combined Authority would ensure that all Council Leaders across the wider region have both a voice and a vote in regional decision making. At present, the Leader of North Somerset Council participates in regional discussions through the Joint Committee with the WECA Mayor and constituent council Leaders. However, because North Somerset is not a WECA member, it has no voting rights on WECA decisions – such as funding allocations, strategic planning, or major investment programmes. North Somerset sits on the Joint Committee, but not on the WECA Committee where formal decisions are taken.

72. This limitation in the current governance model means North Somerset has reduced influence over regional funding and investment decisions. As a result, cross boundary issues can be under served, delivery can become fragmented, and North Somerset may miss out on strategic or high value infrastructure, transport and skills funding that is prioritised for areas inside the Combined Authority. This weakens the coherence of regional planning and reduces accountability for decisions that nonetheless affect North Somerset residents.

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Expansion would give the region the flexibility to extend and configure regional services across a wider geography.

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73. Bringing North Somerset into WECA would address this gap directly. As full members of the Combined Authority, North Somerset Leaders would sit on the WECA Committee and hold a vote on all WECA decisions, including those relating to strategic investment, long term planning and major funding allocations. This strengthens representation, ensures decisions reflect the whole functional economic area, and improves the legitimacy of regional choices.

74. Expansion would also significantly improve democratic accountability for both residents and partners:

- **For residents:** Because North Somerset currently sits outside WECA, neither the council nor its residents are formally represented in decisions shaping the region's future. Expansion would ensure that governance and accountability arrangements properly reflect the geography in which people live, work and travel. WECA will work with all constituent authorities, including North Somerset, to strengthen how voices from across the region are heard and reflected in decision making.
- **For partners:** Expansion removes the need for the bespoke, and at times confusing, accountability arrangements currently required to manage joint work between WECA and North Somerset. A single, coherent governance framework would provide clearer lines of responsibility, simplify partnership working, and improve transparency for Government, investors and regional stakeholders.



As full members of the Combined Authority, North Somerset Leaders would sit on the WECA Committee and hold a vote on all WECA decisions.



E. A CLOSELY INTEGRATED REGIONAL ECONOMY

OVERVIEW OF THE REGIONAL ECONOMY

75. The West of England, including North Somerset, is a place where residents and businesses can genuinely flourish. The region has a diverse and resilient economy, offering high quality employment across a wide range of industries. Employment levels are strong at 80%, and the workforce is highly skilled, with 56% of residents educated to degree level.
76. The region's mix of vibrant towns and cities, coastal communities and outstanding countryside makes it an attractive place to live and work. Our population is growing faster than the national average. With North Somerset included, the region is home to 1,225,000 people, and by 2040 our population is projected to grow by 9%—more than double the 4% projected for England as a whole.

77. The regional economy has delivered robust performance in recent years, growing at an average of 2.4% annually since 2019, compared with 0.6% nationally over the same period.
78. This growth is driven by a strong set of underlying factors that reflect the deep interdependencies across the wider regional economy, including North Somerset. Figure 3 illustrates the key drivers of growth across the region.



The regional economy has delivered robust performance in recent years, growing at an average of 2.4% annually since 2019



Figure 3: West of England Drivers of Growth



79. The region has a diverse and dynamic economy, home to world leading innovators and a substantial base of small and medium sized enterprises (SMEs). The recent West of England Growth Plan identifies five priority sectors that span the whole region and incorporate North Somerset's strengths. North Somerset's economy enhances these regional assets, and expansion would enable fully joined up planning for growth across the geography in which businesses actually operate.

80. **Advanced manufacturing:** The West of England is a national powerhouse in advanced manufacturing and engineering. From composites and robotics to propulsion and smart materials, the region's R&D ecosystem drives cutting edge innovation. More than 13 world leading aerospace companies have a presence here, supported by specialist expertise in advanced materials, composites, robotics and additive layer manufacturing. The sector employs 17,600 people and contributes £2.9 billion to the regional economy each year.

81. **Digital and technologies:** The region has nationally significant strengths in AI, quantum, cyber security, advanced connectivity, semiconductors and engineering biology. Major employers such as BT, BAE Systems, Hewlett Packard Enterprise, CGI, Immersive Labs and YellowDog sit alongside a deep pool of high growth cyber, AI and software innovators. The sector provides 65,500 jobs—10% of all regional employment—and generates £3.8 billion in economic output.

82. **Clean energy industries:** The West of England is at the forefront of clean energy innovation, spanning community energy, nuclear, tidal, hydrogen and advanced wind technologies. A rapidly expanding retrofit and heat network market

is cutting emissions, tackling fuel poverty and improving building performance. Around 400 high growth clean energy companies operate in the region, and employment in the sector has grown by 140% over the past decade.

83. **Creative industries:** The region has global reach in film, TV, immersive media, gaming, design and sustainable fashion. In 2022, natural history content produced here generated £127.2 million, with regional content viewed by more than 800 million people each month. As one of the UK's top five creative clusters, the West of England is home to over 5,500 creative businesses employing more than 40,000 people.

84. **Everyday economy:** The everyday economy underpins daily life across the West of England, encompassing the services, sectors and people who keep the region running. Key sectors include health and social care, childcare, education, food production, construction, and transport and logistics. The region's 19 hospital sites, 384 primary schools and 95 secondary schools support strong communities and opportunities for young people. A vital logistics and distribution network keeps goods moving, while a vibrant food, drink and hospitality sector attracts over 31 million visitors each year. Supporting these everyday sectors strengthens community resilience and quality of life.

85. North Somerset's diversified economic strengths complement and reinforce growth across the wider West of England. Its priority sectors include aerospace, composites and high tech engineering; a growing digital and IT base; Bristol Airport and associated aerospace activity; thriving creative industries in design, gaming and media, supported by assets such as The Curzon, The Playhouse and

The Tropicana; major food and drink employers and the Food Works Innovation Centre; and the Royal Portbury Dock and wider green economy cluster. North Somerset has also seen strong employment growth in financial services (+25%) and professional, scientific and technical sectors (+17%), closely aligning with regional strengths.

86. Employment in these sectors across the region is shown in the table below.

North Somerset's diversified economic strengths complement and reinforce growth across the wider West of England

Figure 4: Employment by priority sector across the West of England, 2024

Employment levels					
Sector	West of England (including North Somerset)	Bath and North East Somerset	Bristol	North Somerset	South Glos
Advanced manufacturing	17,600	1,410	2,300	2,460	12,275
Digital and technologies	66,510	8,020	35,260	5,010	18,340
Clean energy industries	~5,000-7,000				
Creative industries	40,935	7,025	23,465	3,535	6,740
Everyday Economy	380,545	64,690	164,640	57,455	94,555

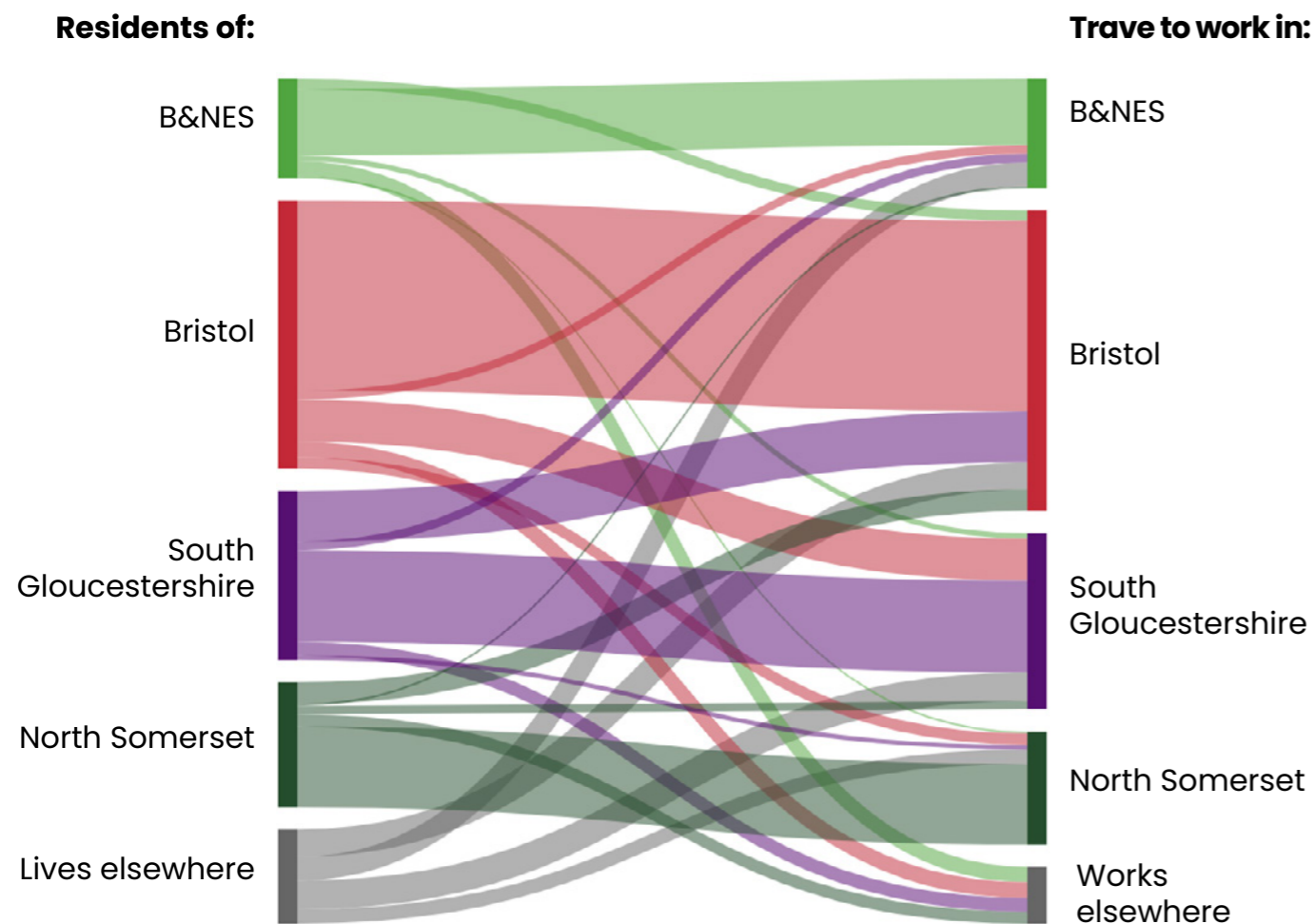
A SINGLE FUNCTIONAL ECONOMIC AREA

87. The West of England functions as a single, integrated economic area. Residents and businesses routinely live, work and plan their futures across administrative boundaries. Bringing North Somerset into the Combined Authority would align public sector planning with the reality of how the region operates. The economy is already closely interconnected across key markets, including:

- Labour markets
- Industrial sectors
- Transport networks
- Housing and property markets
- Consumer, retail and leisure markets

88. Labour markets. Travel to work patterns clearly demonstrate the strong linkages between North Somerset and the existing WECA area. When residents commute out of their home authority, they are far more likely to work in one of the other West of England authorities than anywhere else. Fifty five per cent of employees travelling into North Somerset start their journeys in Bristol, Bath and North East Somerset, or South Gloucestershire, and 72% of North Somerset residents commuting out travel to one of these three authorities. Expanding WECA would therefore bring administrative boundaries into line with the way people actually live and work, enabling more coherent planning for transport, skills and wider economic priorities.

Figure 5: Residents of the West of England mainly work within the region (Census 2021)

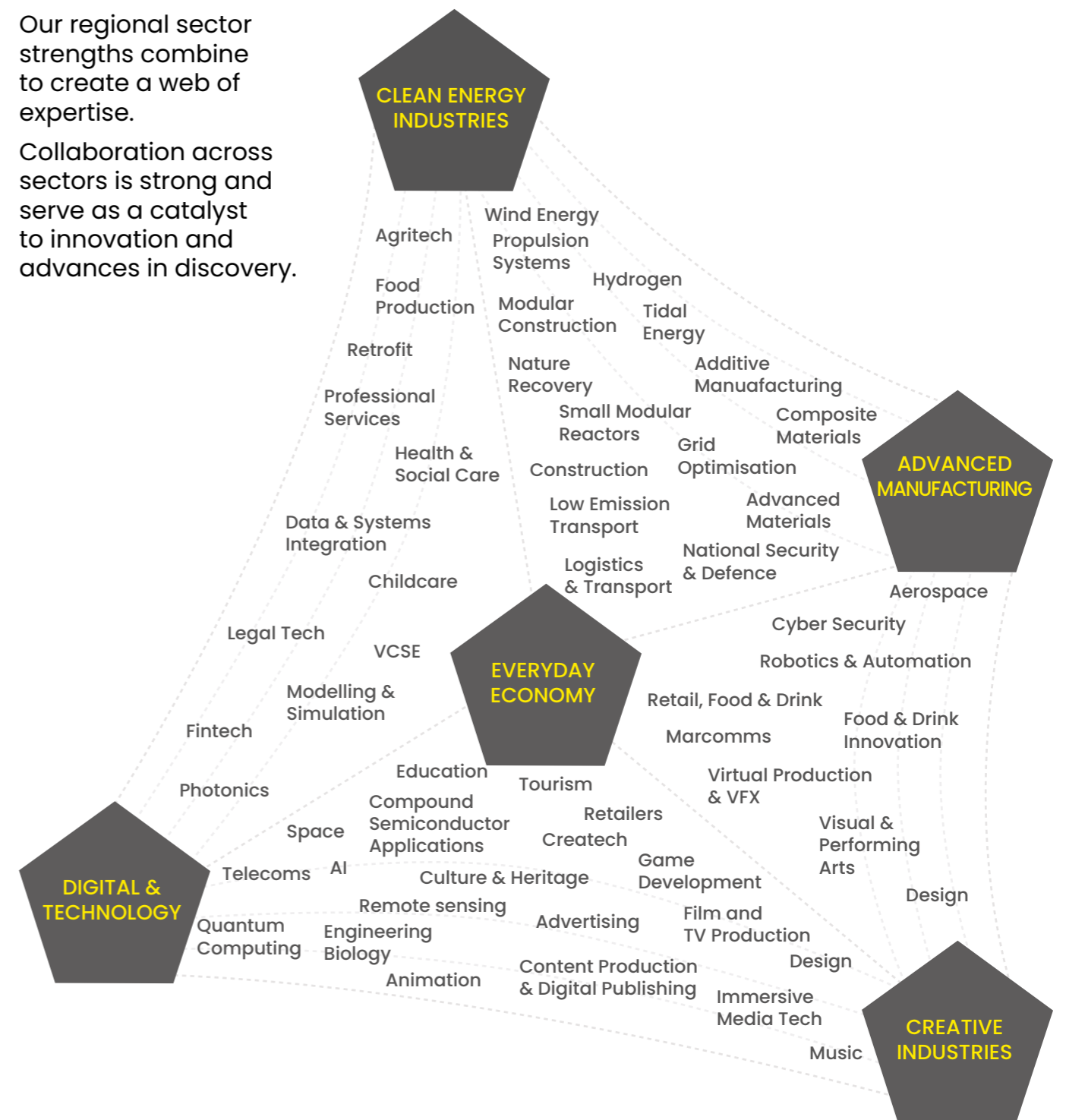


Source: ONS, Census 2021

89. Industrial sectors: Employment patterns across the expanded geography demonstrate the close links between the region's businesses. The recent West of England Growth Plan identifies five priority sectors across our economy. As figure 6 shows, the interdependency of our sectors and labour market binds the region together.

Figure 6: The region's sector strengths include a wide range of linkages

Our regional sector strengths combine to create a web of expertise. Collaboration across sectors is strong and serve as a catalyst to innovation and advances in discovery.



Source: West of England Growth Strategy, 2025

90. North Somerset hosts a set of economic capabilities that already contribute significantly to the wider West of England economy, but these assets are not fully reflected in WECA’s current planning or investment decisions. Formal expansion would allow these strengths to be fully integrated into regional strategies, ensuring that investment, infrastructure planning and sector specific programmes are aligned across the geography in which businesses actually operate. This would create a more coherent, competitive and productive economy for the whole region. Key capabilities include:

- **Advanced Manufacturing and Clean Energy** – including Bristol Airport, Royal Portbury Dock, the Foodworks Innovation Centre and a cluster of aerospace and high-tech engineering firms that are central to the region’s global competitiveness.
- **Creative Industries** – with growing businesses in design, gaming and media, supported by cultural assets such as The Curzon, The Playhouse and The Tropicana that anchor a vibrant creative ecosystem.
- **Everyday Economy** – including Weston General Hospital, major food and drink employers, and distribution and logistics, all of which underpin the resilience and productivity of the wider regional economy.

91. **Transport networks.** The region’s transport system already functions as a single network across the current WECA area and North Somerset, reflecting both physical connectivity and the way residents travel for work, education and leisure. WECA and North Somerset Council already collaborate through a Joint Local Transport Plan (JLTP) and a joint Bus Service Improvement Plan

(BSIP), and many major schemes—such as the City Region Sustainable Transport Settlements (CRSTS)—are inherently cross boundary and require coordinated delivery.

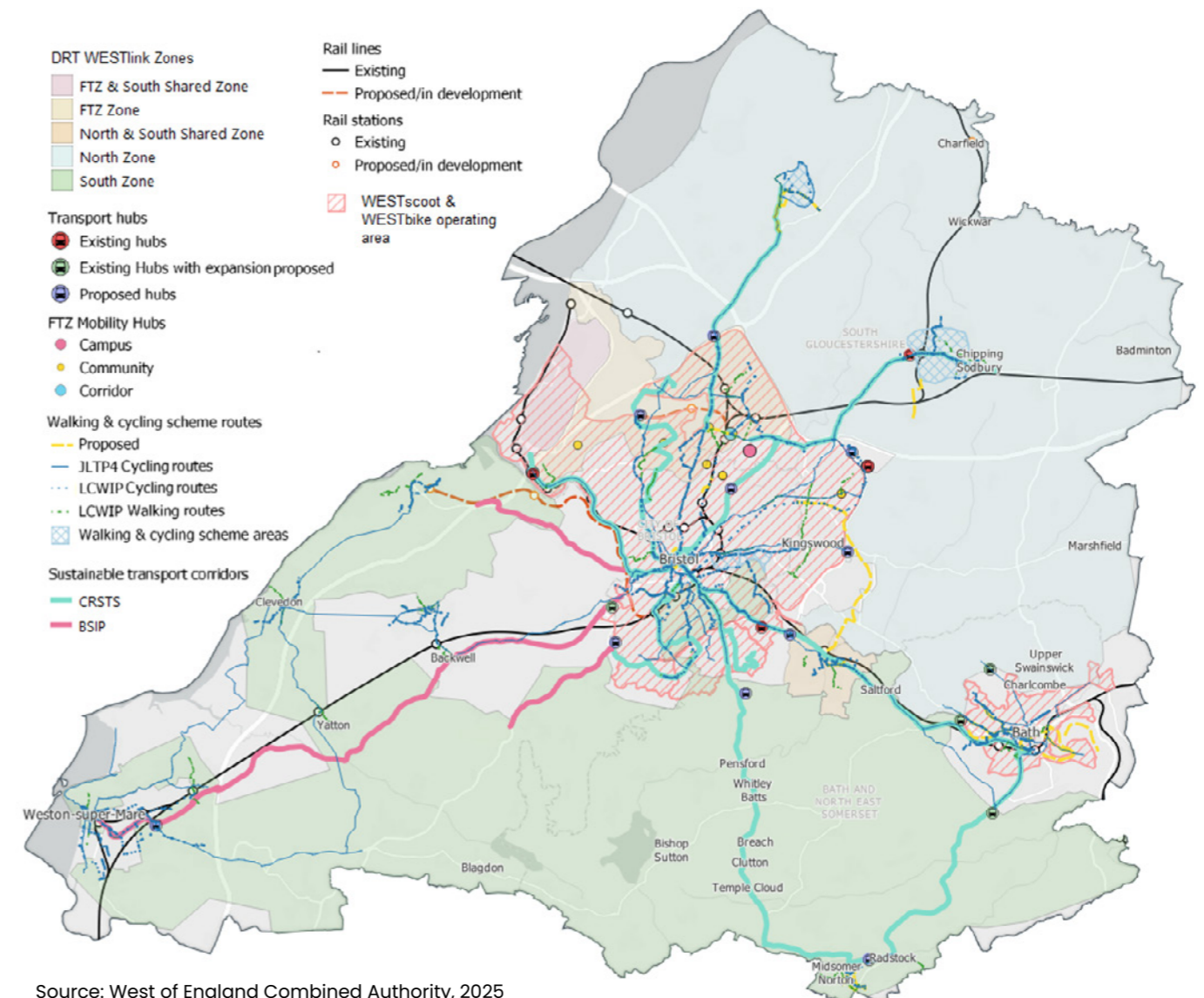
92. Expanding WECA to include North Somerset would strengthen this joint working by enabling fully integrated transport planning, clearer decision making and ensuring North Somerset has a formal voice and vote in regional transport funding decisions.



WECA and North Somerset Council already collaborate through a Joint Local Transport Plan (JLTP) and a joint Bus Service Improvement Plan (BSIP), and many major schemes



Figure 7: regional transport connections and improvements operate across boundaries



Source: West of England Combined Authority, 2025

93. **Housing and property market.** The housing and commercial property markets operate as a single system across the West of England, reflecting both physical proximity and the wider economic linkages described above. The region is required by law to prepare a Spatial Development Strategy (SDS) that will set out long term housing and employment requirements across both the current WECA area and North Somerset, regardless of whether North Somerset is a WECA member. Weston-super-Mare as North Somerset’s largest town is already approaching 100,000 residents, as a significant centre of population and continuing to grow.

94. The SDS will identify broad locations for jobs, homes and other strategic land uses, ensuring coordinated planning across the region. It will also align the delivery of strategic infrastructure—such as transport, utilities and digital connectivity—to support sustainable growth and unlock new development opportunities. Formal WECA membership would allow WECA resources to be deployed to support growth planning in North Somerset, including the development of business cases for essential infrastructure investment.

95. North Somerset has previously been identified as part of the same housing market as Bristol and South Gloucestershire. Although this assessment will be refreshed, all constituent councils face a shared challenge: the need to deliver significantly more homes—particularly affordable homes—than in recent years, in response to updated housing needs assessments and within the constraints of limited land supply and a stagnant housing market. Expansion would support a more coordinated and effective response to these shared pressures.
96. Consumer, retail and leisure market. The West of England has a vibrant tourism, retail and leisure economy, and North Somerset is a central part of this offer. With 25 miles of coastline, attractive countryside and popular towns such as Weston super Mare, Nailsea, Clevedon and Portishead, North Somerset draws millions of visitors each year. Key attractions including The Grand Pier, Noah's Ark Zoo Farm, the Mendip Activity Centre, National Trust properties and thriving town centres are regularly visited by residents from across WECA and beyond.
97. **Movement also flows in the opposite direction:** thousands of North Somerset residents travel each month to Bristol city centre and major retail destinations such as Cribbs Causeway. Expansion would therefore align governance with the reality of how people shop, spend leisure time and access cultural assets across the region.

BENEFITS OF EXPANSION

98. **Economic opportunities for the future.** With strong economic foundations and an economy that already operates as a single functional area, the West of England

has significant opportunities to build greater prosperity. The region's Growth Strategy sets out these opportunities in detail. Formal expansion to include North Somerset would unlock greater regional potential by integrating public resources, aligning policy levers and enabling genuinely regional planning and delivery. This would strengthen competitiveness, productivity and long term growth across the whole West of England. Key benefits are set out below.

99. A fully integrated transport system that boosts productivity across the region. A single transport authority covering the full functional economic area would deliver clearer, faster and more coherent decision making. This benefits every part of the region:
- A larger, better connected labour market gives employers access to a deeper talent pool and residents access to a wider range of jobs that match their skills. This raises productivity across all four authorities.
 - More efficient logistics and freight movement, with Bristol Airport and Royal Portbury Dock strategically integrated into regional transport plans, strengthens supply chains and supports business expansion across the region.
 - Improved access to local markets helps SMEs in every district grow, scale and create jobs. Better connectivity to ports also supports exporters, increasing the region's international reach.
100. A coherent place based strategy for the entire West of England: Challenges and opportunities do not stop at administrative boundaries. Expansion enables:
- Tailored but scalable place based interventions, ensuring solutions developed in one area

can be applied across the wider geography where appropriate.

- Joined up planning for commercial and residential development, skills, infrastructure and amenities—ensuring growth is planned holistically rather than piecemeal.
 - More efficient use of public resources, with consistent approaches for businesses and residents and better value for money.
 - Stronger, more sustainable communities, as coordinated regeneration and infrastructure investment improves quality of life across the whole region.
101. A more effective and inclusive skills system for the whole region. The West of England has a highly skilled workforce, but too many people, particularly young people and those with health conditions, struggle to access the opportunities growth creates. Expansion would:
- Enable coordinated investment in skills, business support and enabling infrastructure across the full economic geography.
 - Ensure residents in all four authorities can access regionally designed programmes, improving

- job prospects, career pathways and access to high quality training.
- Tackle barriers to opportunity at the right scale, reflecting the deep interdependencies between labour markets across the region.
- Support inclusive growth, ensuring that prosperity is shared across urban, coastal and rural communities.

102. Stronger regional competitiveness and a clearer offer to Government and investors. A Combined Authority covering the full functional economic area can:
- Present a single, coherent regional investment proposition
 - Make a stronger case for national funding and devolved powers
 - Provide greater certainty to investors about long term planning and infrastructure delivery
 - Strengthen the region's position in national and international markets
103. This benefits every part of the West of England, not just the expanding area.

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The West of England has a vibrant tourism, retail and leisure economy, and North Somerset is a central part of this offer.

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F. OUR STRATEGIC THEMES AND HOW WE WILL DELIVER THEM

104. Our West of England Growth Strategy sets out our 6 strategic priorities that will underpin the way the proposed expanded WECA seeks to strengthen the regional economy and outcomes for local residents. These are:

- a. Contributing to national economic growth helping our businesses succeed and creating jobs
- b. Connecting the region through public transport & active travel
- c. Building affordable and attractive homes in sustainable communities
- d. Empowering residents with the skills to access the jobs that will shape our future
- e. Making the West of England the home for green jobs and green growth
- f. Lifting children and families out of poverty in the West of England

105. We will build on these actions over time – shaping a future the West of England can be proud of. Delivery of our strategic ambitions will build on existing arrangements, ensuring we collaborate in setting our strategic direction in ways that maximises the growth potential of the region and brings the greatest positive impact for our residents.

106. Delivery of regional provision will continue to have a mixed model – with some activity delivered once across the region (and other activity planned collaboratively but delivered at a local level in ways that make sense for each place

107. We will develop multi-year investment plans that will shape how regional funds are used over a full Spending Review period – setting a forward plan of delivery.

These will be developed in collaboration between WECA and the constituent Unitary Authorities and approved by the Mayor and Committee. With expansion, North Somerset would be fully incorporated into this process.

108. We're committed to ensuring the West of England is a place where everyone can live well. Our West of England Growth Strategy sets out a network of regional growth zones will be central to our decade of growth, opening up a wealth of new opportunities for businesses and residents right across the West of England. These zones are across the full breadth of the region and include:

- The West Innovation Arc
- Central Bristol and Bath
- Severn Estuary
- Somer Valley
- North Somerset Growth Gateway

109. The North Somerset Growth Gateway growth zone stretches from the £400m Epic business campus near Bristol to the Junction 21 Enterprise Area bringing growth in digital technologies, production innovation and clean logistics with opportunities for 10,000 jobs and homes. The growth zone offers the dual opportunity of investment in innovative production and manufacturing; and growth opportunities in digital technology and its supply chain, stemming from the new Epic Campus.

110. As part of our approach to delivery, we have agreed joint action we will take with Government that will unlock our regional growth potential. These joint priorities are:

- Increasing the availability and affordability of homes
- Improving transport connectivity
- Increasing the development of commercial space
- Ensuring skills provision is geared towards tackling high job vacancy rates

111. Expansion of WECA would increase the ability of the region to work together to realise the ambition across all our growth zones, and to deliver the increased impact that growth in each of these areas would bring. Without expansion, the approach to delivering the ambition of the North Somerset Growth Gateway would require a separate plan.

112. Expansion of WECA would strengthen the ability of the region to deliver the outcomes that the West of England Growth Strategy is focused on achieving. Namely:

- 28% increase in GDP over 10 years
- 15% growth in employment across our core areas of economic strength
- 72,000 new jobs across the region
- 7,750 new homes each year (subject to the agreement of a Spatial Development Strategy)
- 135 megawatts clean energy capacity installed, contributing to UK net zero
- 45% of all commuting journeys being taken via active travel and public transport
- A 25% decrease in young people not in employment, education or training



Our West of England Growth Strategy sets out a network of regional growth zones will be central to our decade of growth, opening up a wealth of new opportunities for businesses and residents right across the West of England.



G. WORKING WITH WIDER PARTNERS

113. The expansion of WECA would simplify governance in the region and create a clearer structure for partners to engage with.
114. With an expanded geography WECA will:
- Establish a new business board, ensuring the voice of businesses right across the region informs policy making, the development of regional sector plans, supporting an acceleration in growth.
 - Refresh our existing partnerships to ensure clarity for all roles and responsibilities
 - Establish new decision-making structures to speed up the transformation of our transport network
 - Having a single, integrated approach to establishing these forums will enable partnerships to function effectively.

115. Our economic activity and the way people live their lives do not stop at the MCA borders. With strong connections along the West Coast of the UK, to South Wales, and towards London and the Midlands – the West of England is a well-connected region. This is a new era for the West of England and it is one that will be underpinned by collaboration, shared purpose and united action. That extends to how we will work with partners in other parts of the UK and around the world. The West of England is open for businesses and will create the partnerships that will help deliver our ambitions – we know the impact will be greater if we work together.



This is a new era for the West of England and it is one that will be underpinned by collaboration, shared purpose and united action.



H. FURTHER DEVOLUTION

116. The range of devolved powers we have is important as it influences how we can deliver for our region and the outcomes we agreed in the Growth Strategy.
117. WECA and NSC are ambitious to strengthen our devolution settlement and work across the expanded geography to deliver for our residents.
118. The existing WECA area already has access to many elements of the Devolution Framework (as set out in the English Devolution White Paper). Extending these powers to cover the NSC area would give residents access to help determine further powers the region could request.
119. WECA and NSC are focused on achieving the status of an Established Mayoral Strategic Authority as swiftly as possible – this level allows MSAs to request more powers. It gives them access to an Integrated Settlement providing a consolidated budget across its areas of competence – that will give us a single allocation of money over the period of the Spending Review, instead of lots of different pots of money, which all come with different timescales, conditions, reporting requirements, accountability etc. The Integrated Settlement is one single pot which will be split into themed blocks and enables places us to target funding devolved from government more closely to our regional priorities. This would enable greater local flexibility as the Integrated Settlement means greater flexibility over how we spend money in the region, with the potential to move money between blocks to better spend money in line with regional need.
120. Established Status would also enable simplified accountability; at the moment, each individual programme comes with lots of different outcomes that need to be delivered which can sometimes overlap, duplicate or work against each other. The Integrated Settlement has one single outcomes framework between the MCA and Government. The Integrated Settlement will also provide longer term certainty as we will be able to plan longer-term, as funding allocations will be over at least a full Spending Review period. This means we can align different funds towards agreed outcomes and provide longer-term certainty to investment partners.
121. Achieving Established Status is contingent on being able to demonstrate a track record of delivery and strong governance arrangements. Simplification of our financing and governance arrangements between WECA and NSC would help us make this transition smoothly and deliver tangible benefits for the whole region.
122. We'll be eligible to apply for Established Status and the Integrated Settlement in autumn 2026, if we can successfully demonstrate our improvement journey, our commitment to consistent high performance, and our capabilities across a number of key areas.
123. Once confirmed, the process will include agreeing an outcomes framework with Government and undergoing some readiness checks, but at the moment we would expect to start delivering against the Integrated Settlement in spring 2028.

124. More broadly, once WECA has reached Established Status, it will gain access to a range of further devolved powers for the Mayor and WECA committee to use as appropriate, such as:

- A right to request further rail devolution
- Priority support to implement multi-modal ticketing across regional transport networks
- Stronger powers to deliver and commission employment support and greater integration with the work of Jobcentre Plus
- The ability to set the strategic direction of any future programme to support affordable housing
- Support for the establishment of a public sector land commission
- Devolved business support (in the form of full devolution of Growth Hub funding)
- Devolution of retrofit funding

125. Alongside these formal powers, once WECA reaches Established Status, it will be allocated funds as new Government initiatives are agreed (rather than having to go through a competitive process to make the case for funding).

126. With expansion to WECA, the residents of the existing WECA area and North Somerset would therefore benefit from the Authority having access to a broader range of powers that will deliver on the ambition Leaders have set for the region, enabling:

- Further improvements to the delivery of a fully integrated regional transport network.
- Increased capacity to deliver regeneration projects across the region, bringing town and city centres, high streets, and community spaces up to the standard residents want to see.

- Improved ability to ensure public land is effectively used to deliver homes, employment sites and services that will deliver economic growth and improve the lives of residents.
- A concerted effort to grow the affordable housing available right across the West of England, ensuring families and people growing up here have greater opportunity to remain in the West of England.
- An increased ability to shape the local employment support and skills system, meeting the needs of our residents and employers – preparing people to take advantage of the thousands of new jobs that will be created over the coming years.
- A broader approach to supporting businesses in the region, ensuring support is tailored to the needs of our businesses.
- Greater capacity to increase the pace of retrofit across the region (making more homes and buildings energy efficient).
- Making use of this range of powers would support the delivery of improvements to services and opportunities for residents in every part of the West of England.



WECA and NSC are focused on achieving the status of an Established Mayoral Strategic Authority as swiftly as possible



DEVOLUTION OPPORTUNITIES

127. The English Devolution White Paper Devolution Framework summary table identifies the functions available for Foundational, Mayoral and Established Authorities.

Key

(**) refers to functions for which funding will be included in Integrated Settlements for Established Mayoral Strategic Authorities

(^) refers to functions which apply to Combined and Combined County Authorities only

Detail	Foundation	Mayoral	Established
Funding and investment			
Access to a multi-departmental, long-term integrated funding settlement**			X
Long-term investment fund, with an agreed annual allocation		X	X
Removal of gateway review from investment fund, after Gateway One complete			X
Ability to introduce mayoral precepting on council tax^		X	X
Consolidation of local growth and place funding in a single pot**	X	X	X
Strategic leadership			
A statutory duty to produce Local Growth Plans		X	X
Membership of the Council of Nations and Regions		X	X
Membership of the Mayoral Data Council		X	X
Transport and local infrastructure			
Local Transport Authority and public transport functions, including bus franchising and responsibility for an area-wide Local Transport Plan	X	X	X
Simplification and consolidation of local transport funding**	X	X	X
Removal of certain Secretary of State consents, e.g. on lane rental schemes		X	X

Detail	Foundation	Mayoral	Established
Duty to establish a Key Route Network on the most important local roads^		X	X
Mayoral Power of Direction over use of constituent authority powers on the Key Route Network^		X	X
Priority for strategic rail engagement (including mayoral partnerships) with Great British Railways	X	X	X
Statutory role in governing, managing, planning, and developing the rail network		X	X
An option for greater control over local rail stations		X	X
A 'right to request' further rail devolution			X
Priority for support to deliver multi-modal ticketing			X
A clear, strategic role in the decarbonisation of the local bus fleet	X	X	X
Active Travel England support for constituent authority capability^	X	X	X
Formal partnership with National Highways		X	X
Skills and employment support			
Joint ownership of the Local Skills Improvement Plan model, with Employer Representative Bodies	X	X	X
Devolution of the core Adult Skills Fund	X		
Devolution of non-apprenticeship adult skills functions through a consolidated skills funding pot**		X	X
Central convening of youth careers provision including greater flexibility for Careers hubs		X	X
A clear role in relation to 16-19 education and training		X	X
Responsibility for developing local Get Britain Working Plans	X	X	X

Detail	Foundation	Mayoral	Established
Devolution of supported employment funding**	X	X	X
Co-design of future employment support that is additional to core Jobcentre Plus provision		X	X
Delegated delivery or commissioning of employment support that is additional to core Jobcentre Plus provision			X
Alignment of Jobcentre Plus boundaries with Strategic Authorities			X
Housing and strategic planning			
A duty to produce a Spatial Development Strategy	X	X	X
Strategic development management powers (once the Spatial Development Strategy is in place)		X	X
Ability to raise a Mayoral Community Infrastructure Levy to fund strategic infrastructure (once the Spatial Development Strategy is in place)		X	X
Ability to make Mayoral Development Orders		X	X
Ability to establish Mayoral Development Corporations		X	X
Homes England compulsory purchase powers (held concurrently)	X	X	X
Devolution of wider grant funding to support regeneration and housing delivery**		X	X
Ability to set the strategic direction of any future programme to support affordable housing provision in their area			X
Strategic Place Partnership with Homes England		X	X
Support to establish a public sector land commission			X

Detail	Foundation	Mayoral	Established
Economic development and regeneration			
Partnership working with Department for Science, Industry and Technology and UK Research and Innovation to explore opportunities for closer long-term collaboration in strengthening local research and innovation capacity	X	X	X
Develop joint innovation action plans with Innovate UK to shape long-term strategies and investments		X	X
Embed UK Research and Innovation lead points of contact for enhanced collaborative working on innovation with Mayoral Strategic Authorities that are committed to work collaboratively on innovation		X	X
Responsibility as the accountable body for the delivery of Growth Hubs	X	X	X
Devolution of Growth Hubs funding**			X
A Strategic Partnership with the Department for Business and Trade focused on domestic growth, exports, investment, and delivery of local growth priorities.		X	X
Partnership working with Department for Culture, Media and Sport Arm's Length Bodies to maximise culture, heritage, and sport spending in place	X	X	X
Environment and climate change			
Devolution of retrofit funding this parliament subject to a successful transition period (see 3.7)**			X
Heat network zoning coordination role	X	X	X
Coordinating local energy planning to support development of regional network energy infrastructure	X	X	X
Green jobs and skills coordination role	X	X	X

Detail	Foundation	Mayoral	Established
A strategic role on net zero in collaboration with government, including on Great British Energy's Local Power Plan and Warm Homes Plan	X	X	X
Responsibility for coordinating delivery and monitoring of Local Nature Recovery Strategies^	X	X	X
Health, wellbeing and public service reform			
A bespoke statutory health improvement and health inequalities duty^	X	X	X
Mayors engaged during the Integrated Care Boards chair appointment process		X	X
Mayors as members of local Integrated Care Partnerships, and consideration for position of chair or co-chair		X	X
A role in convening partners and driving cross-cutting public service reform, including looking at areas such as multiple disadvantage	X	X	X
Public safety			
Mayors accountable for the exercise of Police and Crime Commissioner functions where police force and mayoral boundaries align^		X	X
Mayors accountable for the exercise of Fire and Rescue Authority functions where fire and rescue service and mayoral boundaries align		X	X
A clear and defined role in local resilience, working with the Local Resilience Forum to embed resilience into broader policy and delivery^	X	X	X

I. IMPLEMENTATION

132. Implementation of expansion to the West of England Combined Authority would take place should necessary consents be received and legislation in place. North Somerset Council would then become full members of WECA. The WECA constitution, Committee membership and supporting arrangements would be revised to reflect the new membership. This process would be managed collaboratively.

J. FURTHER READING

[West of England Growth Strategy](#)

[English Devolution White Paper](#)

