

## Corporate performance snapshot

### Corporate risk summary

		Probability	Impact	Mitigation summary	
<b>Very high</b>	CRR-SD1	<p><b>There is a risk that</b> we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, <b>due to</b> over-optimistic profiles, capacity within both the Combined Authority and District partners and recruitment and retention challenges.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Significant monitoring and controls in place through PMO</li> <li>• Continuing support through 'District Pool' project resource</li> <li>• Ongoing Review of WY+TF portfolio with Chief Highways Officers</li> </ul>
	CRR-SD2	<p><b>There is a risk that</b> there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, <b>due to</b> uncertainty surrounding the UK's future relationship with the EU.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Organisation wide Brexit action plan in place</li> <li>• Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages</li> <li>• Communications and media campaign focusing on effective signposting and support</li> <li>• Monitoring of legislative developments</li> <li>• Additional grant funding available to support local businesses</li> <li>• Secured additional resources, and refocussed existing ones, to support more businesses to prepare for Brexit and to gain a better understanding of impacts/opportunities on the economy.</li> <li>• Identifying any projects which may be vulnerable to shortages in skilled labour or supply chain disruption</li> </ul>
	CRR-SD5	<p><b>There is a risk that</b> there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, <b>due to</b> a major unanticipated change in national policy (Brexit; major change in govt policy).</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Continued dialogue with Government</li> <li>• Policy and Strategy directorate continuing to monitor emerging national trends</li> <li>• Continued work with local LEPs and Combined Authorities</li> </ul>
	CRR-SD6	<p><b>There is a risk that</b> key corporate objectives cannot be met <b>due to</b> the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Research and Intelligence team modelling potential impacts and long term scenarios</li> <li>• Working closely with partners and representative groups to identify possible long term impacts and develop joint responses</li> <li>• Updating business plans to identify key areas for re-prioritisation</li> </ul>

		Probability	Impact	Mitigation summary	
	CRR – FR3	<b>There is a risk that</b> the immediate, medium and long term financial health of the Combined Authority will be adversely affected <b>due to</b> the financial impacts of the COVID-19 pandemic	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Financial scenario planning undertaken and being continually updated</li> <li>• Continued liaison with Government to understand funding opportunities</li> <li>• Budget Working Group meeting to oversee response</li> </ul>
	CRR-SD8	<b>There is a risk that</b> there will be a significant increase in unemployment across the region, <b>due to</b> the ongoing economic disruption caused by the COVID-19 crisis and the end of the national Job Retention Scheme (furlough)	Likely 4	Serious 4	<ul style="list-style-type: none"> <li>• Joint intelligence gathering on the employment impacts– including the demographic, sectoral and geographical impact</li> <li>• Current programmes – particularly the Employment Hub and [re]boot – have been flexed to support redundant and furloughed workers</li> <li>• Lobbying government for Combined Authorities to be resourced to support people into work and for a national job creation/wage subsidy scheme.</li> <li>• Recovery Plan developed including a focus on creating employment and self-employment opportunities.</li> </ul>
	CRR-FR4	<b>There is a risk that</b> the Combined Authority is placed under pressure to fund the reinstatement of commercial bus services threatened with withdrawal, <b>due to</b> premature withdrawal of emergency government funding support	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Continued liaison with Government on funding</li> <li>• Close liaison with bus companies to identify cost neutral/effective solutions</li> <li>• Review and adapt current mechanism to appraise social and commercial value of threatened services</li> </ul>

		Probability	Impact	Mitigation summary	
High	CRR-DR1	<b>There is a risk that</b> a major contractor/supplier/recipient of Combined Authority funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects, <b>due to</b> current uncertainties within the construction industry.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>Contractual KPIs &amp; penalty clauses</li> <li>Agreed escalation routes in contracts</li> <li>Ability to de-scope via change requests with partner buy-in</li> <li>Embed security measures into as many contracts as possible e.g. bond, legal charge, priority in lending hierarchy</li> <li>Regular financial checks in place through Procurement &amp; contract/loan monitoring</li> <li>External consultants procured to advise on future investment strategy/due diligence processes for more commercial deals</li> </ul>
	CRR-FR2	<b>There is a risk that</b> there is insufficient floorspace to generate projected business rates income, <b>due to</b> challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>Progress policy gap workstreams in parallel with Delivery</li> <li>Progress detailed due diligence &amp; potential funding/overage agreement negotiations</li> <li>Identify other potential land/property income streams for GD monies</li> </ul>
	CRR-SS1	<b>There is a risk that</b> a major accident or injury occurs at a Combined Authority facility, <b>due to</b> the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility.	Unlikely 2	Critical 5	<ul style="list-style-type: none"> <li>Health and safety policies, procedures and processes in place</li> <li>Staff training</li> <li>Ongoing review of Health and Safety risks</li> <li>Working with district emergency planning units to share knowledge and develop joint plans</li> <li>Continued working with police on preventative measures</li> <li>Business Continuity and Disaster Management workshops taking place at corporate level</li> </ul>
	CRR-DR2	<b>There is a risk that</b> significant travel disruption arises from the implementation of major transport investment programmes, <b>due to</b> their intrusive nature, and a lack of effective communication or co-ordination.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>Close working with programme sponsors on phasing out of construction</li> <li>Mitigating travel arrangements</li> <li>Creation of a 'travel demand management plan' to inform and influence travel behaviours</li> <li>Economic analysis taking place to further assess current situations and potential future risks</li> </ul>
	CRR-SD3	<b>There is a risk that</b> there is a substantial reduction or alternation of services to customers, <b>due to</b> the business failure, sale, or substantial change in bus/rail providers.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>Close relationships with operators to obtain early warnings</li> <li>Dialogue with DFT, TFN</li> <li>Work commissioned and in progress to consider future bus options</li> </ul>
	CRR-SD7	<b>There is a risk that</b> frontline services and business as usual activities cannot be adequately provided <b>due to</b> staffing availability issues as a result of the Covid pandemic	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>Staffing levels being monitored and individual circumstances being regularly reviewed</li> <li>Additional staff trained and redeployed into frontline positions</li> <li>Productivity being actively monitored</li> </ul>

		Probability	Impact	Mitigation summary
CRR-SS2	<b>There is a risk that</b> a cyber security malware infection could infiltrate the organisation, <b>due to</b> the growth of cyber crime and organisation targeting which is increasing due to covid19	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Systems protected through firewalls</li> <li>• Additional cyber security software in place</li> <li>• Increased training for ICT staff</li> <li>• Regular testing</li> </ul>
CRR-SD10	<b>There is a risk that</b> the Mayoral Order may not be prioritised for parliamentary time and the May 2021 election deadline missed, <b>due to</b> the significant number of other pressing matters within the parliamentary timetable (e.g. Covid19 response, Brexit) that are beyond our control.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Ongoing dialogue with government</li> <li>• Consistent messaging to ensure that importance of timelines are recognised</li> </ul>
CRR-SD11	<b>There is a risk that</b> the corporate processes, systems and structures needed to support the MCA will not be in place by May 2021, <b>due to</b> the scale of work required within challenging timescales and the need to maintain business as usual activities.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Comprehensive resource mapping exercise taken place across the Corporate Services directorate, and action taken to address key pressure points</li> <li>• Areas identified where consultancy support can be used to relieve pressure on staff</li> </ul>

				RED	significantly off track and at risk of not being achieved
				AMBER	at risk of not being fully achieved, intervention measures in place
				GREEN	considered to be completion on track to be complete/achievable
<b>West Yorkshire Combined Authority - Corporate Performance Report 2020 - 2021 (Apr - Sept 2020)</b>					
<b>Boosting Productivity: Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs</b>					
	Indicator / Measure	Target	YTD results (Apr - Sept 2020)	Progress update and RAG status	
1. Develop and implement our COVID-19 Economic Recovery Plan	Successfully work with the West Yorkshire Economic Recovery Board to develop long term plans using robust economic and labour market intelligence, and to inform Government on investment required to drive the region's recovery	Economic Recovery plans supported by market intelligence and endorsed by Combined Authority at meeting in July. Secure Govt funding for delivery of 3 stages of the Economic Recovery Plan	On track	The West Yorkshire Economic Recovery plan has been developed in partnership with the West Yorkshire Economic Recovery Board, bringing together Local Authority leadership, public partners, trade unions and the private and third sector and presented to the Combined Authority in July. Plans and Performance indicators are being developed as part of the Rescue stage, to support Action Areas: Good jobs & resilient businesses, Skills and Infrastructure detailed in the Economic Recovery Plan.	
2. Support business to respond to the challenges & opportunities of Brexit & COVID-19. Providing intensive support to over 1,000 businesses	Number of businesses receiving intensive support for growth and/or business resilience - supported through Growth Service (GSP/SBG/IR/Brexit voucher)	Increased from 1000 to 2000	1,131	543 businesses have received intensive support from Local Authority based Growth Managers, 201 businesses have received capital investment grants and 53 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes.	
3. Take forward the Future Ready Skills Commission, delivering better skills and training opportunities to local people	Skills Commission: Complete delivery and agree recommendations. Publish/launch final report (September 2020)	Publish/launch final Skills Commission report by end of September 2020 then goes on to be influencing campaign	Complete	The Future-Ready Skills Commission is an independent, national Commission supported by the West Yorkshire Combined Authority and made up of experts and leading thinkers from business, education, local government and think tanks. Its primary scope is to understand how the skills system, from post-16 education through to adult skills and career development, could be shaped to better meet the needs of local economies with greater devolution across England, while meeting future challenges and opportunities in the workplace. Launched on 24 September, work is now underway on the post launch implementation plan	
4. Develop specialised business support programmes tailored to COVID-19 recovery	Alignment of programmes to the long term Economic Recovery Plan with support from West Yorkshire Economic Recovery Board and success demonstrated through market intelligence and consultation with local businesses and enterprise	Adaptable teams able to respond to the needs of businesses and local economy recovery, advising Government on regional business support requirements and managing, facilitating the issuing of grants and signposting businesses to available support	On track	Increased capacity of the Business Support Service at pace to accommodate 80% increase in business enquiries, introduced a Business Coaching scheme for small firms to gain free access to two hours of coaching support from private sector intermediaries. Developed a new Digital Resilience Voucher scheme to provide funding of up to £5k for small firms that need to invest in ICT to enable secure and effective remote working - over 500 applications received in its first week. Adapted the Investment Readiness programme to incorporate webinars on key recovery topics, such as access to finance, cashflow management and customer/supplier relations. Extended Strategic Business Growth programme by two months to provide additional intensive COVID-19 recovery support to 300 high growth SMEs. Further products are in development, including Peer to Peer Network, small firms' membership scheme and cyber security support.	
5. Invest in digital connectivity	Digital Infrastructure: developing a full fibre infrastructure programme across the region, focusing on hard to reach areas	External funding secured: Working with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK) on the new Outside In Programme to ensure the priorities of our region are represented and delivery of 100% coverage of gigabit capable broadband by 2025 (in line with national targets)	On track	Collaboration is ongoing with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK) with initial meetings taking place in August and September 2020, which gave local partners the opportunity to highlight local priorities that should be taken into account in the new national programme.	
6. Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.	Square footage of commercial floor space created through the Enterprise Zone programme	170,400 sq' ft	72,400 sq' ft	Construction progresses ahead of programme at South Kirby with a further 46,000 sq ft of accommodation to be completed by December 2020. Activity also continues at Gain Lane, with delivery of 72,000 sq ft of accommodation on programme to be completed by March 2021.	
<b>Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic</b>					
	Indicator / Measure	Target	YTD results (Apr - Sept 2020)	Progress update and RAG status	
1. Provide a bus network that meets the needs of local communities in the context of COVID-19 recovery	The Bus Strategy contains measurements of accessibility to a bus service, patronage levels, modal and market share and environmental standards	The pre COVID headline target is to grow bus patronage by 25% from a 2018 baseline	Bus patronage is 55% of 2019 levels due to COVID	<ul style="list-style-type: none"> <li>Bus Alliance (Voluntary Partnership) agreed with bus operators</li> <li>Initiatives in development to transform bus network to meet the changed economy- network navigation, MCard Mobile app and flexible ticketing</li> <li>Pre COVID work on bus network review will inform the Connectivity Plan which will be consulted on during winter 2020/21</li> <li>Proposition to Government Spending review to devolve emergency bus funding to CA</li> <li>In principle agreement to develop an Enhanced Partnership to manage bus network jointly with operators</li> </ul>	
2. Support people to access employment & retrain, particularly those affected by the COVID-19 crisis	No. of people reached with information on careers linked to labour market information to promote better informed choices.	250,000	642,843	This month we have seen an acceleration through the reach of our campaigns. Social media still continues to be the highest driver of traffic to the FutureGoals website, with the biggest driver of traffic through Facebook advertising which has engaged 77% of the website's traffic. A successful social media campaign targeting individuals who are unemployed or looking for adult training has also increased the number of enquiries on the website significantly. Along with the increase in views there has been an increase in downloads of our FutureGoals resources, the numbers have doubled this month along with the unique views of new resources and the Creative Toolkit. These resources were developed in response to the pandemic. The increase is partly due to the schools returning and information being shared through the network.	
3. Work closely with schools and colleges to support our most disadvantaged young people	Disadvantaged schools and colleges from deprived areas engaged to improve performance towards good careers benchmarks.	92	21	Despite the restrictions on schools and colleges operating within the COVID-19 parameters, Enterprise Coordinators have had a positive start to the new academic year. The team have engaged with Careers leaders virtually to support strategically with their careers strategy and complete action plans. Overall we are ahead of target on action plans. Its anticipated things will become more difficult as schools focus in on continuation of curriculum with absence by 'bubble groups' causing instability to learning and staffing. We are addressing this by regional workshops to support and share good practice and working with our Enterprise Advisers on a new offer of support, to keep careers on the agenda.	
4. Continued delivery of [re]boot & Employment Hub	Individuals supported to upskill through: [re]boot, Employment Hub and teacher Continuing Professional Development (CPD) sessions.	1,000	429	Employment Hub data is due at the end of October. [re]boot has recorded 45 individuals supported with online learning this month. As schools return to learning CPD activity in schools has now resumed.	
5. Connect homes & businesses to superfast broadband	Number of premises connected to Superfast Broadband as a direct result of the Broadband programme	44,623	39,856	The West Yorkshire and York Broadband Contract 2 is on track for delivery despite Covid-19 impact causing some minor slowdown on the fibre delivery by our supplier, Openreach. However the team and supplier have worked together to achieve Q1 2020-21 target build, 1083 premises were connected within Q1 & Q2 as part of the current Broadband Programme. The Q2 contractual milestone of 39,846 was exceeded and we are on track to meet our next contractual target at the end of Q4 2020-21.	
6. Embed inclusive growth in all our policies	Ensure our pipeline of (new and existing) interventions, covering all policy areas, draws on and deliver against the Inclusive Growth Framework (once adopted).	Adoption of the Inclusive Growth Framework by Combined Authority and LEP in July 2020		The adoption process for the Inclusive Growth Framework has been paused pending the development and ongoing sign off process for the WY Economic Recovery Plan. The Plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. Its proposed interventions are aligned with the draft Framework's strategic ambitions and goals. New target date to be confirmed.	
<b>Delivering 21<sup>st</sup> Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements</b>					
	Indicator / Measure	Target	YTD results (Apr - Sept 2020)	Progress update and RAG status	
1. Restore the bus network to meet changing demand in light of the COVID-19 pandemic and adapt to a new financial environment	Bus mileage is a measure of the level of provision Bus patronage is a measure of the level of bus use	To return the bus network to 100% of 2019 mileage and patronage	Bus mileage restored to 100% of 2019 levels Bus patronage at 55% of equivalent month in 2020	Whilst bus mileage has been restored to 2019 levels, demand for bus travel remains constrained by COVID restrictions and bus capacity is constrained by COVID safety/ social distancing. The funding gap created by the missing fare revenue is jointly covered by DfT and the Combined Authority paying concessions at 2019 levels. DfT funding is on a rolling 8 week notice period and the CA's revenue budget is at risk of overspend due to COVID. There is a risk to the bus network if emergency funding withdrawn prematurely.	
2. Refresh travel information to reflect changing travel behaviour	Adapt the travel information system and data provided to passengers to include occupancy information	Bus occupancy data on real time system available by September 2020	November 2020	This has not been progressed as swiftly as possible due to delays with achieving feeds from a significant operator's ticket machines. We are now anticipating that delivery will be achieved in November 2020.	
3. Introduce a Fare Deal for under 19s with a simple fare structure	Approval of Fare Deal for Young People under 19 approach and scheme by Combined Authority in March 2020, implementation September 2020	Combined Authority approval in March 2020, implementation September 2020	January 2021	COVID-19 related restrictions on bus capacity have resulted in our not bringing forward the Fare deal for young people at this stage, the objective of which is to grow bus patronage in this market. We are currently working towards a January 2021 implementation, although this will be subject to Covid restrictions being relaxed.	
4. Launch an MCard mobile ticketing app offering new products to a changed market	Launch a new MCard app	Launch a new MCard app by May 2020	MCard App launched	The MCard app was launched for bus only products in October 2020 and will be extended to include bus and rail ticket products from November 2020.	
5. Continue to develop plans for a Mass Transit system for West Yorkshire.	Mass Transit: Secure sufficient funding and develop effective plans	Milestones Secure funding from Combined Authority (June 2020), Strategic Outline Business Case (June 2021)		Proposals to make £2 million available to support the further development of a mass transit system have been approved by members of the West Yorkshire Combined Authority Investment Committee in July. The funding will help support the development of route options and the modes of transport that would be the most appropriate for each.	
6. Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.	Strategic Rail: Influence Government to deliver HS2 Phase 2b in full and Northern Powerhouse Rail with a City Centre station in Bradford	Milestone (Government announcement dependent) - Agree petitioning approach and work with Transport for the North (TFN) on an Strategic Outline Business Case for March 2021 (subject to the review of HS2)	In progress	Government announced the prioritisation of the HS2 western leg work over the eastern leg, pending the outcome of the Integrated Rail Plan (IRP). We are prioritising influencing the IRP through for example, evidence to the National Infrastructure Commission and have worked with Leeds City Council to champion the project with other eastern leg authorities. Work on NPR continues with TFN on phasing and siting of options with a new target date of an SOBC for March 2021. Positive support for NPR route via central Bradford secured at September 2020 TfN Board meeting - crucial meeting will be November 2020 on route choices.	
7. Start delivery of the Transforming Cities Fund (TCF), to reduce reliance on the car and promote public transport, cycling and walking.	TCF 2020/21 spend achieved in accordance with agreed target	No projects commencing work in FY 2021 tbc / Spend targets to be confirmed and reported quarterly	TBC / £2,671,990	The majority of Transforming Cities Fund Programme projects achieved Decision Point 2 approval in Quarter 2, with 2 further projects progressing through Decision Point 3. Spend has initially been slow but forecast indicates this will increase over the next two quarters.	
<b>Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest</b>					
	Indicator / Measure	Target	YTD results (Apr - Sept 2020)	Progress update and RAG status	
1. Publish a roadmap setting out how we achieve our ambition of becoming a net zero carbon economy by 2038 at the latest	Tackling the Climate Emergency: Sectoral pathways agreed and delivery plans developed	Milestones / Progress measure: Draft pathways produced (May 2020), final pathways produced (June 2020), number of delivery plans in place (tbc)	On track	Carbon Emission Reduction Pathways (CERP) study split into 3 tasks: 1. Pathways; 2. Implementation Roadmap; 3. Policy Recommendations / Actions. Task 1 completed and endorsed by CA 27 July. Currently engaging with partners and stakeholders to gain their input into Tasks 2 and 3 by early November. Aim to take these outputs to CA in February 2021 to endorse. Will also seek approval to consult with the public on the outputs with the view to judging appetite / acceptance and informing priorities. Progress has been slower than planned due to COVID-19 delaying planned input from partners and stakeholders.	
2. Deliver priority projects in the Energy Strategy	Energy Strategy: Performance against the Energy Strategy and Delivery Plan (performance dashboard capturing progress of projects in development and will be amalgamated into an overall RAG)	The dashboard of progress on projects to be Green and on track	On track	Of the 39 projects highlighted on the performance dashboard over half are either in progress or have been completed. A further 6 projects are pending the outcomes of the CERP. 11 projects have stalled and are not being progressed at this time. Resources to deliver the full programme of activity outlined in the dashboard continues to be the factor limiting progress. Extensive engagement with partners and stakeholders has and is being undertaken to shape the outcomes of the projects highlighted in the dashboard. Significant progress is being made to develop a long term plan to improving energy efficiency across the City Region's homes. The Combined Authority has also started a new project to strengthen decision making in the light of the Climate Emergency. A new carbon impact assessment tool is being developed.	
3. Help 150 businesses to lower their carbon impact through the Travel Plan Network and the RE: Biz resource efficiency programme.	No. of businesses intensively supported through TPN and RE: Biz	150	54	The Travel Plan Networks ability to support businesses continues to be affected by both the number of employees in the region working from home and key contacts (workplace co-ordinators) within businesses, either being redeployed into different departments or placed on the furlough scheme. As a result we remain behind on our overall targets but in response to this we have developed TPN communications to include more contact via social media and developed a new online platform on LinkedIn, in order that members can communicate more regularly and access business support effectively moving ahead. As a result we predict we will be able to work more intensively with businesses in the coming months. The Innovation Growth Managers are now working with a pipeline of businesses and working to complete diagnostics with all the referrals. This should continue to gather pace during the coming months	
4. Enable 8 schemes to enter the Energy Accelerator	Number of Low Carbon Projects supported through the Energy Accelerator to Gateway 2 (achieving signed Sponsorship Agreement) by 2021	8	3	7 agreements are currently being supported and are progressing well, with 3 projects also completed.	
5. Establish a connectivity plan & pipeline, promoting active & decarbonised travel for all communities	Establish a connectivity plan and pipeline promoting active and decarbonised travel	Milestones: Input into Spending Road (July 2020), Road Map and Action Plan is finalised Spring 2021.	On track	Completed Phase 1 of the West Yorkshire Emission Reduction Pathway Study, Phase 2, which is the co-design of the roadmap and action plan, including stakeholder and public engagement was delayed due to COVID-19. Stakeholder session are planned for September 2020. The Road Map and Action Plan is expected to be finalised by Spring 2021.	
6. Reduce carbon from the Combined Authority's assets	Carbon Reduction Initiatives in Bus Stations, Travel Centres and Offices	Bus Station/Travel Centres: to reduce energy and water consumption by 3% against 2019/20 baseline and increase recycling by 10%. Offices: Reduce energy and water consumption by a further 10%, increase recycling by a further 30% and switch to green/sustainable energy suppliers by April 2021	On track	Carbon reduction and increased recycling measures are being incorporated into scheme to improve Leeds Bus Station for delivery during 2021 and worked into scheme development for other bus stations and travel centres. Office targets will be revised as workforce have been remote working during lockdown, with a phased return planned at the end of 2020. Refurbishment works have commenced with carbon reduction measures being implemented.	