

West Yorkshire Combined Authority - Corporate Performance Report 2020 - 2021 (Apr - Nov 2020)					
Indicator / Measure	Target	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr - Nov 2020)	Progress update and RAG status	
Boosting Productivity: Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs					
1. Develop and implement our COVID-19 Economic Recovery Plan	Successful 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 Gov 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 was endorsed in first version form by the Combined Authority in September. Plans and Performance Indicators are being developed as part of the Rescue stage, to support Action Areas: Good jobs & resilient businesses, Skills and Infrastructure - as detailed in the Economic Recovery Plan. The plan has been published on the Economic Recovery Board website. Leaders, with the chair of the LEP, have sent a letter to the Chancellor asking to meet to discuss the plan and how it can be taken forward. The funding asks were also submitted as part of the Comprehensive Spending Review (CSR) submission. A refresh of the plan is taking place ahead of a January meeting of the Recovery Board and February Combined Authority Board, including the addition of a proposition on culture.
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/BGP/SBG/IR/Brexit voucher	Increased from 1000 to 2000	↔	1,818	672 businesses have received intensive support from Local Authority based Growth Managers, 525 businesses have received capital investment grants, 330 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes and 291 businesses have been supported to join a membership organisation
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	↔	Completed	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 a 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 has been made at pace, to accommodate 80% increase in business enquiries. Business Coaching scheme introduced for small firms to gain free access to 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.
Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic					
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	↔	On track	Bus services continue to operate under emergency funding which is expected to extend until March 2021, delivering largely the pre-pandemic network managed through the Bus Alliance (Voluntary Partnership) with bus operators. Initiatives in development to transform bus network to meet the changed economy (Network navigation), MCard Mobile app and flexible ticketing introduced. Bus network review which informed the Connectivity Plan, will undertake public consultation during winter 2021. Proposition to Government Spending Review and National Bus Strategy to devolve emergency bus funding to the Combined Authority - outcome anticipated late January/February, when Government 'recovery funding' package is expected. An 'in principle' agreement is being developed for an Enhanced Partnership, to manage bus network jointly with bus operators in the region.
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	↔	1,044,528	The FutureGoals website has continued to accelerate in reach throughout November. The most visited page of the website is the [re]boot page which equates to 12% of all the website's traffic.
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	↔	66	Supporting our schools and colleges by completing actions plans which will improve performance towards good careers benchmarks is still positive. Schools and colleges have remained open during the November lockdown, and the team have been able to remain in contact virtually. External visits and students accessing IT equipment for virtual career packages is still somewhat problematic. The focus is on curriculum catch up, preparing for mock exams in anticipation of any GCSE/A level exam changes or challenges.
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	↔	1,045	Employment Hub - Resource is currently stretched due to increased workloads with the additionality of 'all age' delivery and difficulties in progressing participants into learning, apprenticeships and employment means increased caseloads for advisors. [re]boot continues to deliver virtually, providing online courses remotely. The majority being digital as construction courses have been more challenging to adapt to the current climate. Our new delivery partner Go-Train have been inducted and will commence delivery shortly. School Partnership - virtual CPD has taken place in November.
5. Connect homes & businesses to superfast broadband	Number of premises connected to Superfast Broadband as a direct result of the Broadband programme	44,623	↔	1,083	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 Combined Authority broadband team and supplier have worked together to address issues and Q1 2020-21 build was on target and we are looking to successfully achieve our next contractual milestone which is end Q2 2020-21. 1,025 premises connected within in 2021 as part of the current Broadband Programme, in total across this contract 39,718 premises have been connected. It is expected that the cumulative target will be achieved within the financial year.
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	↑	On track	The Inclusive Growth Framework is going to the LEP Board for adoption as part of the Strategic Economic Framework in January 2021. The Plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. It is proposed interventions are aligned with the Framework's strategic ambitions and goals. Revised target date January 2021
Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements					
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	↔	On track	Whilst bus mileage has been restored to 2019 levels, demand for bus travel remains constrained by COVID-19 restrictions and bus capacity is constrained by COVID-19 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 now expected to continue at least until the end of the financial year. Details of Government 'recovery funding' is expected in late January/February. There is a risk to the current bus network provision, if emergency/ recovery funding does not match the revenue gap caused by reduced patronage.
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	↔	Completed	Functionality was delivered in November 2020 and now provides information for the travelling public for all stops with real time information displays fitted across West Yorkshire.
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	↔	On track	COVID-19 related restrictions on bus capacity have delayed the implementation of the 'Fare deal for young people', the objective of which is to grow bus patronage in this market. The fares arrangements were ratified by the Transport Committee in November 2020 and in the case of the multi-operator ticket range, agreed by the West Yorkshire Ticketing Company (responsible for the MCard) in December 2020. A 2021 implementation is anticipated at such time as COVID-19 restrictions have been 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	↔	On track	The App was launched for bus only products in October 2020. Delays to acceptance of the App at railway station gates have resulted in a delay to implementation across the whole MCard (bus and rail) product range. It is now anticipated that this will go live in January 2021. Development work will be undertaken in Q1 and Q2 of 2021 to deliver further functionality within the App including the ability for parents to 'gift' tickets to their children's mobile phones.
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)	↔	On track	In December, the Combined Authority agreed in principle to the launch of the engagement of the Connectivity Plan, including the approach to Mass Transit and the Mass Transit Vision. Work is progressing on the Strategic Outline Business Case (SOBC). Government reaffirmed funding for Mayoral Combined Authorities for a Transport Settlement from 2022. We await the process to access the funding from Government. The procurement of a Development Partner has completed and inception meeting held. Procurement of interim client-side support nearly complete.
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	Transport for the North (TfN) board meeting in November agreed an initial preferred network for NPR, including a new line from Leeds, Bradford city centre to Manchester. We are deeply concerned about the National Infrastructure Commission's conclusions in its Rail Needs Assessment of the North and Midlands. It does not reflect the rail needs of our region and we are making representations to Government to express our opposition. Further engagement is planned for the new year to make our case.
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	All projects underway in FY 2021 / spend targets TBC	↔	On track	The majority of Transforming Cities Fund Programme projects achieved Decision Point 2 approval (Strategic Outline Case) in Quarter 2, with 2 further projects progressing through Decision Point 3. Spend has been against scheme development costs and designs. Forecast indicates spend will increase over the next two quarters. YTD spend £4,149,418. The TCF programme has a dedicated communications and engagement team who are developing public and stakeholder engagement schedule of consultation, on a scheme-by-scheme basis, taking into consideration constraints of COVID-19 restrictions and forthcoming local and Mayoral elections. Programme/project reviews ongoing to determine latest forecasts and milestones for each project. A Strategic Development Partner has been procured to enable Outline Business Case work to progress at pace
Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest					
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 Combined Authority 27 July. Currently engaging with West Yorkshire Councils and internally on the recommendations of Tasks 2 and 3 with a view to taking to the 4th February Combined Authority to acknowledge the recommendations and to approve their use in engagement with wider 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 improve 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 REF/RE: Biz	150	↑	106	The Travel Plan Network's (TPN) ability to support business's intensively continues to be affected by both the number of employees working from home across West Yorkshire and key contacts (workplace co-ordinators) within business's either been pulled into different departments or been 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 regular and access business support effectively moving ahead. As a result we predict we will be able to work more intensively with business's in the coming months. The Innovation Growth Managers are now working with a pipeline of businesses and are 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	↔	10	10 agreements have been supported through The Gateway, 3 of these projects have 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 Round (July 2020), Road Map and Action Plan is finalised Spring 2021.	↔	On track	West Yorkshire Emission Reduction Pathway Study Road Map and Action Plan is in development. It was agreed in principle at the Combined Authority meeting in December to start engagement on the Connectivity Plan in January 2021. Work progresses on communications and engagement plan. Spending Round 2020 reaffirmed Government plans for a Transport Settlement for Mayoral Combined Authorities (MCAs) from 2022 - the process for accessing the funds is still to be announced.
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 2% 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 schemes and contracts in Bus Stations for delivery during 2021 and Transforming Cities Fund projects. Unfortunately recycling has been hit by Covid-19 impacts as many recycling plants closed. However, this has been offset by a reduction in waste production generally and hence the overall environmental impacts have been positive. Office targets will be revised as the workforce have been remote working during lockdown, with a phased return planned for 2021. Refurbishment works at Wollaton House have commenced with carbon reduction measures being implemented, and the Safety, Accessibility and Environmental Improvements project will see the CA's ageing diesel fleet replaced with electric vans in 2021. The Combined Authority has also committed to purchase 100% renewable energy from April 2021

Corporate Risk Summary

Corporate risk summary

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

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CRR – FR3	There is a risk that the immediate, medium and long term financial health of the Combined Authority will be adversely affected due to the financial impacts of the COVID-19 pandemic	Possible 3	Critical 5	<ul style="list-style-type: none"> Financial scenario planning undertaken and being continually updated Continued liaison with Government to understand funding opportunities Budget Working Group meeting to oversee response
CRR-SD8	There is a risk that there will be a significant increase in unemployment across the region, due to 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"> Joint intelligence gathering on the employment impacts– including the demographic, sectoral and geographical impact Current programmes – particularly the Employment Hub and [re]boot – have been flexed to support redundant and furloughed workers Lobbying government for Combined Authorities to be resourced to support people into work and for a national job creation/wage subsidy scheme. Recovery Plan developed including a focus on creating employment and self-employment opportunities.
CRR-FR4	There is a risk that the Combined Authority is placed under pressure to fund the reinstatement of commercial bus services threatened with withdrawal, due to premature withdrawal of emergency government funding support	Possible 3	Critical 5	<ul style="list-style-type: none"> Continued liaison with Government on funding Close liaison with bus companies to identify cost neutral/effective solutions Review and adapt current mechanism to appraise social and commercial value of threatened services
NEW	There is a risk that the Local and Mayoral Election planned for 6 May 2021 may be postponed due to the Covid-19 pandemic and the current national lockdown measures that are in place	Likely 4	Serious 4	<ul style="list-style-type: none"> Close monitoring of the situation and liaison with government officials underway to keep abreast of the developing situation Contingency planning has commenced to understand the impact of a delay on the MCA Ready Programme to ensure we are prepared for this scenario Letter sent from LCC to government minister to seek assurances on this issue Assurances sought from MHCLG that the timetable for the Mayoral Order can progress as planned, meaning gainshare and Non-Mayoral Functions will be conferred onto the Combined Authority as scheduled

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

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	availability issues as a result of the Covid pandemic			
CRR-SS2	There is a risk that a cyber security malware infection could infiltrate the organisation, due to the growth of cyber crime and organisation targeting which is increasing due to covid19	Possible 3	Serious 4	<ul style="list-style-type: none"> • Systems protected through firewalls • Additional cyber security software in place • Increased training for ICT staff • Regular testing
CRR-SD11	There is a risk that the corporate processes, systems and structures needed to support the MCA will not be in place by May 2021, due to 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"> • Comprehensive resource mapping exercise taken place across the Corporate Services directorate, and action taken to address key pressure points • Areas identified where consultancy support can be used to relieve pressure on staff