


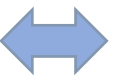
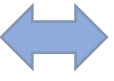



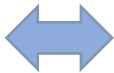


West Yorkshire Combined Authority - Corporate Performance Report (Year End results: Apr 20 - Mar 21)					
Boosting Productivity: <i>Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs</i>	Indicator / Measure	Target (Apr 20 - Mar 21)	Previous RAG status from Q3:	Year End results (Apr 20 - Mar 21)	Year End result update
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	↔	Economic Recovery Plan developed, implementation ongoing	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 2020. 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. 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 CSR submission. A refresh of the plan has taken place and was endorsed at the Combined Authority meeting in March 2021, including the addition of a proposition on culture. Implementation has begun, with funding committed to programmes on Employment, Skills, Entrepreneurship, Health tech and Net Zero carbon pipeline.
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/DBG/IR/Brexit voucher	Increased from 1000 to 2000	↔	4,441	943 businesses have received intensive support from Local Authority based Growth Managers, 1,576 businesses have received capital investment grants, 571 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes and 1,351 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	↔		Performance has exceeded target due mainly to additional business support schemes that have been implemented at pace in response to Covid-19. These have included businesses supported through the Digital Resilience Vouchers, COVID Recovery Grants, business membership support, Peer Networks, and cyber security support. The overall volume of enquiries into the Gateway also increased significantly, particularly in response to the first lockdown and the launch of the COVID Recovery Grant programme.
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)	↔		Collaboration is ongoing with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK). Responded to DCMS planning for GB consultation in January 2021 - Further engagement taking place in Feb to shape phasing and any roll out of this 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	↔	188,900 sq' ft delivered	Delivery of commercial floorspace targets across the Leeds City Region Enterprise Zone Programme through the Growth Deal has been completed and exceeded. This is against a very challenging year where activity has been able to continue across all sites despite raw material shortages and additional safety and work practices needed to be implemented due to the COVID 19 pandemic. All completed units have been sold or leased to organisations investing in the Leeds City Region creating job opportunities and economic growth.
Enabling Inclusive Growth: <i>Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic</i>	Indicator / Measure	Target	Previous RAG status from Q3:	Year End results (Apr 20 - Mar 21)	Year End result update
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 services continue to operate under emergency funding, now anticipated to expire in August 2021, delivering largely the pre-Covid-19 pandemic network, managed through the Bus Alliance (Voluntary Partnership) agreed with bus operators. Initiatives are in development to transform bus network to meet the changed economy such as Network Navigation project, MCard Mobile app and flexible ticketing. 2020/21 National Bus strategy launched requiring all Local Transport Authorities to sign up to Enhanced Partnerships or Franchising in June 2021, and Bus Service Improvement Plans (BSIP) by October 2021. Transitional funding to be determined by Government to run from August 2021 until BSIPs come into force in April 2022. Bus Patronage may recover to 80% of pre-Covid-19 levels in Summer 2022.
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	↔	2,104,028	The most visited page on the website for March was the careers starters page, which had risen slightly above [re]boot for the first place. All the traffic to this page happened from March 1st – March the 4th which correlates to campaigns running for National Careers Week. The overall traffic to the FutureGoals website saw an expected decrease since February 2021, as with most campaigns reaching their end date and traffic is expected to increase as soon as the campaigns are live again. [re]boot is expected to spike in traffic when the advertorial goes live in the Yorkshire Evening Post in early April.
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	↔	93	In support of careers strategy and evaluation of careers activity, the team have successfully completed action plans with identified schools. During Covid-19 pandemic, within which this new KPI was set, the target has been achieved and well received by schools and colleges as a supportive measure. This will be reviewed in the final term to support reflection and planning to look ahead considering transition implications, virtual and physical support from September 2021.
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	↔	2,192	[re]boot - The number of starts on programme is steady. Our new procured partner have had a slower start than expected. Schools Partnership – Overall this year the number of planned CPD sessions has been lower than originally planned due to the pandemic, however virtual CPD has been received well. Employment Hub - Referrals continue to increase for all Employment Hubs with approx 50% converted into starts on programme. Virtual group sessions for jobseekers to help them prepare for Kickstart. Talent match services being offered too. Preparations continue to resume face to face delivery. Reports of working closely with health partners and recruitment teams to provide vaccine support. Skills for Growth – Projects between businesses and learning institutions are underway but none have yet completed.
5.Connect homes & businesses to superfast broadband	Number of premises able to connect to Superfast Broadband as a direct result of the Broadband programme	44,623 Revised in year to 41,619	↔	Contract 2 - Annual: 2,037 Cumulative: 40,718	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. Our Broadband team and supplier have worked together to address issues and all 2021 builds have been on target. 2,037 premises were connected as part of the current Broadband Programme, in total across this contract 40,718 premises have been provided with Superfast Broadband. The team are on schedule to complete delivery of 41,619 premises in Q1 21/22. During the programme, Openreach reviewed their commercial delivery and identified 3,004 premises that were covered by that programme therefore unsuitable for inclusion within Contract 2 due to State Aid implications and will therefore be delivered directly & commercially by Openreach. As a result a Change request was accepted by the Combined Authority to reduce the contract delivery figure from 44623 to 41619 premises.
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 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. Its proposed interventions are aligned with the Framework's strategic ambitions and goals. The Inclusive Growth Framework was supported by LEP board in February 2021 and will be going to Combine Authority board in the near future.
Delivering 21 st Century Transport: <i>Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements</i>	Indicator / Measure	Target	Previous RAG status from Q3:	Year End results (Apr 20 - Mar 21)	Year End result update
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 90% of equivalent month in 2019	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 required safety/ social distancing. The funding gap created by the missing fare revenue is jointly covered by Department for Transport (DfT) and the Combined Authority paying concessions at 2019 levels. Details of Government 'emergency funding' 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. April - with relaxing of lockdown rules patronage recovering to 60 % of pre COVID levels. Social distancing rules restrict capacity.
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	↔		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	↔	MCard App launched October 2020	The App was launched for bus only products in October 2020. Delays were incurred due to the non-acceptance of the App at railway station gates and this impacted implementation across the whole MCard (bus and rail) product range however issues were resolved and went live February 2021. Development and testing work began in March 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)	↔		In December 2020, 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. Proposals are in development on the resourcing and structuring of Mass Transit.
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)	↔		Transport for the North (TFN) Board meeting in November 2020 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. Engagement is ongoing with Government at officer and Ministerial level to influence IRP.
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 target £10m+ for FY2021	↑	All 33 TCF projects entered Assurance Framework process / £10.69m actual spend	Actual spend in FY 2021 £10.69M. The Transforming Cities Fund programme is delivering 33 transport infrastructure projects aimed at reducing reliance on car travel and increasing and improving infrastructure for public transport and cycling and walking across the City Region. 1 project is on site, 7 projects have completed Outline Business Case stage, 3 projects are in Appraisal stage, 4 projects have completed Full Business Case stage, consultation has launched or completed on 8 projects, 9 projects have completed deep dives and 1 project is progressing through assurance. A full TCF Programme review report is going to Investment Committee in June 21
Tackling the Climate Emergency: <i>Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest</i>	Indicator / Measure	Target	Previous RAG status from Q3:	Year End results (Apr 20 - Mar 21)	Year End result update
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)	↔	Completed	Carbon Emission Reduction Pathways (CERP) study split into 3 tasks: 1. Pathways; 2. Implementation Roadmap; 3. Policy Recommendations / Actions. Task 1: Pathways was completed and endorsed by Combined Authority in July 2020. Tasks 2 and 3 have now completed and undertaking additional round of engagement with Leaders prior to seeking endorsement from the Combined Authority in June 2021. Original plan to take to the Combined Authority in March 2021 was vetoed due to sensitivities relating to the elections.
2.Deliver priority projects in the Energy Strategy	Energy Strategy: Performance against the Energy Strategy and Delivery Plan (performance dashboard capturing progress of projects is in development and will be amalgamated into an overall RAG)	The dashboard of progress on projects to be Green and 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 Carbon Emission Reduction Pathways (CERP). Resources to deliver the full programme of activity outlined in the dashboard continues to limit progress. Extensive engagement with partners and stakeholders is underway, which will 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 Climate Emergency impacts in decision making. A new Carbon Impact Assessment tool is being developed together with the development of methodology and assessment for existing projects. Assessment of a smaller set of priority projects is being undertaken, to understand how the methodology can be applied, information available and the time required to undertake assessments.
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	↔	139	The RE-Biz team have focused their efforts on raising the profile of the programme amongst key business support partners across the region to help increase the number and quality of referrals. As such, the project managed to gain more traction over the last quarter with an increase in remote audits being undertaken, grant applications being submitted and businesses receiving consultancy support via the Circular Economy pilot. Challenges do remain however, engaging with business across North Yorkshire. The ongoing issues linked to Covid-19 including furloughed employees and social distancing measures in place on public transport have restricted the Travel Plan Network's ability to engage new members. However, the team have focussed on supporting existing members including the development of peer forums to help share best practice, share resources and develop shared travel plans in an effort to prevent a return to single occupancy car use as lockdown restrictions ease.
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	↔	9	9 agreements have been supported through The Gateway, 3 of these projects have completed. Since March, a 10th project has begun moving through GW2.
5.Establish a connectivity plan & pipeline, promoting active & decarbonised travel for all communities	Establish a connectivity plan and pipeline promoting active and decarbonised travel	Input into Spending Round (July 2020), Road Map and Action Plan is finalised Spring 2021.	↔		West Yorkshire Emission Reduction Pathway Study Road Map and Action Plan is in development. Connectivity Plan engagement undertaken in January 2021. Work progresses on communications and engagement plan. Spending Round 2020 reaffirmed Government plans for a Transport Settlement for MCAs from 2022 – the process for accessing the funds is still to be confirmed. Organisational restructure opportunity to increase capacity needed to develop and prioritise pipeline.
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	↔	Combined Authority offices, Bus Stations and Travel Centres: energy reduced by 30-40%, water consumption reduced by 45% and waste reduced by 34% against 2019/20 baseline. Switched to green electricity energy supplier.	Recycling has been impacted significantly by Covid-19, as many recycling plants closed however, this has been offset by a reduction in waste production generally and the overall environmental impacts of lockdown restrictions on waste production at our facilities have been positive. Office building targets will be revised as the workforce have been remote working during lockdown, with a phased return planned for 2021. Refurbishment works at Wellington House have commenced with carbon reduction measures being implemented, and the Safety, Accessibility and Environmental Improvements project will see the Combined Authority's ageing diesel fleet replaced with electric vans in 2021. The Combined Authority has also committed to purchase 100% renewable electricity energy from April 2021. Carbon reduction and increased recycling measures have been incorporated into Transforming Cities Fund programme as well as other projects, schemes and contracts in Bus Stations, which will be delivered and implemented throughout 2021

Corporate risk summary

			Probability	Impact	Mitigation summary	Direction of travel
Very high	CRR-SD1	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.	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-SD5	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).	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	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.	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 Updated business plans to identify key areas for re-prioritisation 	
	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	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 	

			Probability	Impact	Mitigation summary	Direction of travel
		national Job Retention Scheme (furlough)			<ul style="list-style-type: none"> • 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 	

			Probability	Impact	Mitigation summary	Direction of travel
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-SD2	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.	Possible 3	Serious 4	<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-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 	↔

			Probability	Impact	Mitigation summary	Direction of travel
	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 availability issues as a result of the Covid pandemic	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 	
	CRR-SD12	There is a risk that there could be a loss in continuity of core OPCC services due to the transfer of the function into the Combined Authority and the transfer of PCC powers to the Mayoral Combined Authority	Unlikely 2	Critical 5	<ul style="list-style-type: none"> • The Combined Authority, the OPCC and West Yorkshire Police are continuing to work in partnership to ensure all necessary arrangements are in place following the transfer of policing and crime powers to the MCA • Significant work undertaken to identify possible business continuity risks arising from the OPCC transfer and mitigations plans in place to address these. 	
	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 	