About You	
1.	**Your Name**
	Ewan Doyle
2.	**Your Employer / Organisation**
	The Scottish Borders Council
3.	**Your Position**
	Workforce Mobility Manager
4.	**Your E-Mail at Work**
	edoyle@scotborders.gov.uk
5.	**Your Address at Work**
	Ewan Doyle works remotely, but the Scottish Borders Council address is: Scottish Borders Council, Newtown St Boswells, TD6 0SA
6.	**Your Telephone Number at Work**
	01835 824000
7.	**Your Role in the Project**
	To lead the identification of long-term solutions to transport poverty as a barrier to employment, training, and education across the region. In the first year, Ewan and his team identified, quantified, and located the barriers to transport and created an action plan which they are now delivering with partners.
An Introduction to the Project	
8.	**Which partner organisations are involved in delivering the project (local authorities, organisations, community groups, etc.)?**
	The Edinburgh South-East Scotland (ESES) City Region (six local authorities – Scottish Borders Council, East Lothian, Midlothian, West Lothian, City of Edinburgh Council and Fife), as well as the Integrated Regional Employability and Skills (IRES) Programme, and partners across the third sector, the employability sector and transport sector.
9.	**Does the project have specific aims and/or objectives?** *If so, please add to the box below.*
	The key objective of the Workforce Mobility Project is to identify and support sustainable long-term solutions and influence policy and behaviour to enable the reduction of transport barriers to employment, training and education across the Edinburgh South-East Scotland (ESES) City Region. To achieve this, the project aims to: • Extend labour market opportunities for young people. • Make it easier for young people to connect to different types of transport to access training and employment opportunities. • Enable young people to stay in rural communities and small towns and travel to external training and employment outlets. • Provide sustainable ways of reducing the cost of travel which is, and can be, a key constraint in accessing training and employment opportunities.

	• Provide businesses, social enterprises, and public-sector partners with ways of improving workforce mobility. • Build the resilience of young people in accessing transport for employment and training.
10.	**Does the project have a title?** *If so, please add to the box below.*
	Workforce Mobility Project
11.	**When did it start?**
	Initiated in June 2019.
12.	**Has it finished? Is it on-going? Does it have an end date?** *Please add dates to the box below.*
	On-going until 2026/27. First phase to be completed for March 2024.
13.	**Which groups of people, if any, are targeted by the service provided?**
	Low-income families, unemployed, young people, individuals in rural areas, women, individuals with disabilities, ethnic minorities and elderly people.
14.	**How many people have been served by the project?**
	An exact figure for the number of people served is not yet available. However, the Pingo transport service, supported by the project in Berwickshire, provides free transport to young people (Scottish Government under-22 free bus travel) and has served approximately 1,000 individuals per week since May 2022. Over 40% of those served are under 22-years-old.
15.	**Where is it delivered?**
	The Workforce Mobility Project is delivered in the six local authorities areas within the Edinburgh and South-East Scotland City Region. It targets a mixture of urban and rural areas, but primarily concentrates on rural and remote areas within the ESES City Region.
The Initial Idea	
16.	**Who had the initial idea?**
	The initial concept for the Workforce Mobility Project arose as part of the planning for the ESES City Region Deal.
17.	**How did the idea for the project come about?**
	Poor transport connectivity has always been a known barrier to employment, training and education in many areas. However, there were no previous projects identified to specifically investigate the issues and opportunities to identify long-term solutions. Through the City Deal programme of Integrated Regional Employability and Skills, the Workforce Mobility Project was identified to influence transport decision-making. It did so by identifying and quantifying missed opportunities due to barriers to travel and creating interventions to help people access better opportunities. The goal was to develop a collaborative approach to reduce inequality and encourage inclusive growth.
18.	**Did you draw on any published reports / papers / research evidence or practice you had seen elsewhere to inform your plans?** *If so, please add details to the box below.*

	Edinburgh and South-East Scotland City Region, (2018). '*City Region Deal Document, Accelerating Growth'*. Available at: https://esescityregiondeal.org.uk/s/ESESCR-Deal-Document-6-August-2018-signed-9758.pdf Edinburgh and South East Scotland City Region Deal, (2018). *'An Integrated Regional Employability and Skills (IRES) Pipeline for the Edinburgh City Region, Programme Business Case for Investment'*. Available at: https://esescityregiondeal.org.uk/s/ESES-CRD-IRES-Programme-Business-Case-DRAFT-FINAL-DRAFT-for-Joint-Committee-17-12-18.pdf	
19.	**Who was involved in developing the initial idea of the project?**	
	The ESES City Region Deal, employability partners, the Scottish Government and the UK Government agreed on the business case for the Workforce Mobility Project. The Workforce Mobility team is led and managed by Scottish Borders Council. It is supported by resources provided by Anturas, Turner & Townsend and Kevin Gillette Analytics to help develop the initiatives approved by the Project Steering Group and taken forward with Local Authority partners.	
20.	**Were those with lived experience of poverty involved in developing the initial idea of the project?**	
	People with lived experiences of poverty were involved in the baseline report, which was a large-scale survey that investigated, quantified, and located the barriers those on low-income face due to transport poverty restrictions. This report successfully identified the issues people on low-income face, including an uncoordinated transport network and overcomplicated timetabling and ticketing. The report also revealed the demographics of vulnerable people who are most affected by transport issues in the ESES City Region. The data collected from people with lived experiences of poverty in the baseline report was used to design an action plan to tackle transport poverty issues.	
21.	**What funding was used, if any, to support the development of the initial idea of the project?**	
	Funding was provided by the ESES City Region, the UK Government and Scottish Government.	
22.	**What in-kind resources were needed when developing the initial idea of the project?**	
	Facilities	N/A – Those involved in this project mostly work remotely.
	Equipment	Computers are used to access online software such as SurveyMonkey and Microsoft Teams.
	Local Knowledge	A baseline report was used to investigate transport poverty issues in the ESES City Region.
	Food and Drink	N/A
23.	**What, if any, barriers did you have to overcome when developing the initial idea of the project?**	
	The coronavirus pandemic posed a significant challenge at the start of this project. Quantifying and locating transport barriers required a regional survey to be undertaken. At the same time, local authorities and employability partners were under significant pressure to support communities through the restrictions and burdens of COVID-19. Social distancing measures and the closure of public buildings meant that	

	a traditional face-to-face survey could not be undertaken. To overcome this barrier, the project used SurveyMonkey, a straightforward digital solution, as a preferred method of engaging with clients and local authorities. This helped to simplify and clearly collect and share data. The team also used Microsoft Teams to meet with local authorities and worked with them to integrate the survey data into their case handling systems. This ensured that caseworkers could easily locate relevant data for the project. The Workforce Mobility Manager also made significant efforts to raise awareness of the barriers to education and employment faced by young people due to transport poverty and restrictions. During transportation meetings with the Scottish Government and local authorities, the importance of immediate action to improve transport services was emphasised. This included utilising kick-start funding for bus services to ensure the long-term sustainability of the project.
24.	**What, if anything, was helpful when developing the initial idea of the project?**
	Due to the collective understanding across the region of the barriers poor transport create for young people, local authorities and partners put in an extraordinary effort to collect the survey data despite the pressures of the coronavirus pandemic. The team successfully emphasised the need to address transport poverty issues. As a result, the Government and local authorities provided full support in the initial data collection processes and provided the team with information to create a meaningful baseline for the project. They also provided the team with connections across various agencies in the third sector to support the project which was particularly helpful for its initial development.
25.	**Did you conduct a feasibility study?** *(if yes, please describe what you did and what you concluded)*
	The baseline report, constructed at the beginning of the project, served as the feasibility study. It identified specific barriers faced by people in the ESES City Region due to transport restrictions, including their scale and location, and proposed ways to overcome them. The data from this report was used to create an action plan to tackle transport poverty in the ESES City Region. The Workforce Mobility Project's manager is responsible for organising update and proposal reports to present to various boards within the City Region Deal. This coordination is essential for implementing future action.
26.	**What was the timeline between the initial idea and the start of the project?**
	There is no specific timeline between the initial idea and the start of the project. However, the ESES City Region Deal was finalised in August 2018, and the Workforce Mobility Project was initiated in June 2019, around 10 months later. The project was postponed until they had political approval and sufficient funding.
27.	**Who made the decision to introduce the project?**
	The ESES City Region (six local authorities), and the UK Government and Scottish Government.
Pilot Project	
28.	**Did you run a pilot project?** *(if no, please skip to the next section, Q. 37)*
	Yes.
29.	**What did you do?** *Please describe the pilot project*
	There are many pilot projects that have occurred across the City Region. One example of a pilot project carried out by the Workforce Mobility Project is the Pingo

	transport service, which covers the Berwickshire area. The service provides flexible transportation in various locations in the area, including towns, villages and rural areas. It also provides free transport to young people under 22-years-old. This project aimed to alleviate transport poverty restrictions in rural and sparsely populated areas in Berwickshire and to improve access to employment, training and education.	
	Another example of is the Taxibus service in West Lothian (which was implemented prior to the City Deal programme). It provides public transport in rural areas and at times when no transport is available. The Taxibus operates on a flexible schedule and route where passengers can book a ride online or by using a phone number. The service is designed to provide transportation to areas that are not generally accessible by traditional bus or train routes. Like the Pingo transport service, the Taxibus provides people in rural areas with greater access to employment and educational opportunities.	
	The project is also developing several data pilots with local authorities to demonstrate how new travel plans demand data that can inform transport, space planning and economic development decision-making. This has materialised in a full Bus Network Review in the Scottish Borders and a Journey Hub strategy for East Lothian Council.	
30.	**Who was involved in the work of the pilot project?**	
	The ESES City Region (six local authorities), the UK Government and Scottish Government.	
31.	**How, if at all, were those with lived experience of poverty involved in the pilot of the project?**	
	People with lived experience of poverty provide feedback in large-scale surveys.	
32.	**What funding was used, if any, for the pilot project?**	
	Local authority partners and the UK Government and Scottish Government fund the Workforce Mobility Project, and thus the pilot projects made by the Workforce Mobility team. Initially, the Pingo pilot was funded for 2 years to review the concept because demand responsive transport in rural areas is more expensive (with demand responsive transport being 10 times more expensive than fixed route services in some circumstances). The team have also placed a funding bid with the Scottish Borders Council to further trail the Taxibus services. The data projects in the Scottish Borders and East Lothian are funded by the Workforce Mobility Project.	
33.	**What in-kind resources were used for the pilot project?**	
	Facilities	N/A
	Equipment	As the team operate remotely, only computer software and home internet access are used.
	Local Knowledge	The baseline report outlined the specific information needed to employ the pilot projects, as well as other survey data on transport poverty in the City Region.
	Food and Drink	N/A
34.	**Was the pilot project evaluated?** *If yes, please provide details*	
	Carbon impact assessments and economic impact assessments are used to evaluate every pilot project to ensure it is delivering wider benefits towards tackling transport poverty in the ESES City Region. The performance of the projects will be reviewed against key performance indicators set by the client and the values of the Workforce Mobility Project.	

35.	**What evidence, if any, from the pilot project was used to confirm that it was working?**
	Feedback from surveys is used to confirm that the services are benefitting the customers. Interviews have also been used to explore more in-depth anecdotal evidence of the success of the projects. Interviewees have reported that the transport services open up access to employment, healthcare and social activities which they could not access prior to the services. Young people in particular report positive impacts and have noticed improvements to their work and social calendars.
36.	**Who made the decision to continue with the project beyond the pilot project?**
	The local authorities will make the decisions if they wish to continue with pilots or new ways of working with data.
37.	**How did the pilot project inform the final design of the project?**
	The project's future action plan reports are guided by survey and interview data that outline client feedback, as well as information on the location and scale of transport barriers. Additionally, the carbon and economic impact reports inform the project's direction and recommendations.

The On-going Development of the Project	
38.	**Has XXX changed through time?** *(if no, please skip to the next section, Q. 37)*
	With the help of local authorities, feedback from pilot projects and guidance from the steering group, the planning, design and implementation of the project often adapts to address issues within the transport industry. A recent example of this is the shift in priorities resulting from advice provided by the steering group. The group identified a major recruitment crisis in the bus sector that was impacting the entire bus transport network. It became so extreme in early 2023 that it was even affecting access to education. In response, the Workforce Mobility team pivoted from a transportation perspective to an employability standpoint, creating resources to attract more individuals to careers in bus driving.

39.	**In what ways has it changed?**	
	Scale	The scale of the project is increasing, and the concept of the project is gaining national interest.
	Location	N/A
	Population	N/A
	The Offer	N/A

40.	**What were the reason for these changes?**
	By directly engaging with the City Region and presenting numerous reports, local authorities have noticed the considerable benefits of the project and the importance of utilising data to inform business cases, decision-making and identifying opportunities to deliver more effective transport services.

Accessing the Service and Engaging with Service Users	
41.	**Is there a referral process? If yes, how does the referral process work (self-referral, referred by other agencies, identified from an existing database)**
	N/A

42.	How are potential clients made aware of the project?
	The project's steering group represent users from every region across the City Deal. They are provided with regular updates and are involved in decision making. The Workforce Mobility Team also attend Transport and Employability meeting across the region to understand the issues and opportunities while providing updates on projects supported. The Workforce Mobility Team are also developing web-based software that allows businesses to interact with the project by uploading their data. This provides them with an initial green travel plan assessment for their employees, while providing the local authority a regular update on travel behaviour within their boundary. The goal is that this interface will last beyond the life of a project with a government agency to help mainstream the software. This would allow businesses to continue uploading data and local authorities to make informed decisions on transport network planning and economic development. Cold calling and emailing are still generally used, but the team is exploring smarter ways of interfacing and engaging, including more effective communication strategies. The team is also hoping for promotion from economic development teams, Scottish Enterprise, and South of Scotland enterprise. While engagement was difficult in the infancy stages, they have since been making progress.
43.	How do you keep in touch with service users? Do your service users have a preferred method of contact?
	Service users are mostly kept in contact with through survey feedback. The team also plan to engage with service users through Microsoft Teams forums with community councils and community groups.
Working With People with Lived Experience of Poverty	
44.	Are those with lived experience of poverty involved in <u>delivering</u> the project? *If so, please describe below.*
	No.
45.	Are people with lived experience of poverty involved in <u>managing</u> the project, <u>supervision</u> within the project, or project <u>governance</u>? *If so, please describe below.*
	No.
46.	Are people with lived experience of poverty involved <u>in any other aspect</u> of the project? *If so, please describe below.*
	The Workforce Mobility team collaborate with partner organisations in the third sector, as well as with the Department for Workplace and Pensions, employment service professionals, and Young Scot, who interact directly with individuals who have experienced poverty. These groups provide feedback to the Workforce Mobility team through forums and other means, which helps to influence changes and adjustments to the team's services.
Leadership, Governance and Partnership Working	
47.	Who has overall responsibility for the Workforce Mobility Project?
	The service operates within a governance structure that includes the six authorities of the ESES City Region. A members' forum, a business forum, and a community forum are responsible for decision-making and service delivery. These forums are accessed by senior officers, politicians, and chief executives from each local authority.

48.	Is there a Project Steering or Advisory Group or Organising Committee? *If yes, who is involved in this and how does it work.*
	The Project Steering Group consists of representatives from the public and third sectors, including employability and transport, who convene quarterly to address ongoing issues within the transport industry and develop actionable plans.
Staffing	
49.	Are there any paid staff? *Please describe their role and their contribution.*
	Ewan Doyle is the Workforce Mobility manager and is directly employed by the Scottish Borders Council to manage the project. Consultants are hired for most tasks, and a couple of project managers oversee their work. When new projects arise, they procure consultants to carry out studies, valuations, and other necessary tasks where required. A significant amount of data analysis is undertaken by the Workforce Mobility team for the benefit of local authority partners.
50.	Are volunteers involved in delivering the project? *Please describe their role and their contribution.*
	No.
Links to Wider Policies, Strategies and Statutory Requirements	
51.	Is the project part of a wider anti-poverty strategy? *If so, please give details.*
	The project aligns with multiple strategies, including the National Transport Strategy, the Regional Transport Strategy, and the South of Scotland Regional Economic Strategy. The workforce mobility manager was also involved in drafting the Regional Prosperity Framework and Delivery Plan.
52.	Is the project part of any other strategy? *If so, please give details.*
	No.
53.	Is the project delivering a service that is a statutory commitment? *If so, please give details.*
	The team must contribute towards the City Region Deal commitments and Inclusive Growth Framework.
Funding	
54.	Who funds the project? *Please give details.*
	The project is funded by the City Deal, which is a combination of funding by the UK Government, Scottish Government, and local authorities.
55.	How is the project funded?
	The project was originally funded as part of the ESES City Region Deal to improve transport services in their region. According to the Workforce Mobility manager, one of their goals is to assist local authorities in securing external funding. To achieve this, they provide resources and engage experts to help build business cases. For example, they built a business case for the UK Community Renewal Fund for the Pingo service and services in West Lothian, which were both unsuccessful. However, they were able to successfully secure funding from Scottish Borders Council using the same business case. The project also aims to leverage this funding to obtain additional funding for the long-term sustainability of the Pingo pilot, which is a key performance indicator for the project.
56.	What is the budget for the project / how much does it cost to deliver?

	The project was allocated £2 million over an 8-year period subject to ongoing monitoring and review by stakeholders.		
57.	**Is future funding based on pre-agreed outcomes or outputs being delivered?** *If so, please give details*		
	The project is funded until 2026/27. Future funding depends on performance reviews and evaluation undertaken to qualify and quantify the impact made by the service.		
Resources			
58.	**What in-kind resources do you need to deliver your project?**		
	Equipment	Computer software (such as online travel analysis and geographic information systems).	
	Local Knowledge	Survey data, employer data on travel work patterns, bus patronage data, mobile phone data, anecdotal records of transport barriers, and online resources are used.	
59.	**For each of the in-kind resources listed above, who provides it?**		
	Equipment	The computer software was purchased by the Workforce Mobility team, costing around £1,500 per year, which will be replaced with open data resources in due course. Mobile phone data costs £200 per trip attractor, per year. Employer and bus patronage data is free.	
	Local Knowledge	The Workforce Mobility team and stakeholders.	
60.	**Did you have to buy or develop new IT systems, software (databases, apps) or technology to deliver your project?** *Please describe below.*		
	The team has purchased travel analysis and geographical information IT systems. They are in the process of developing web-based software to replace it, using open data to allow businesses to share their data with the Local Authorities and receive an automated analysis of their workforce ability to travel sustainably to and from work. The information will then be provided to the Local Authority to inform decision-making related to transport network planning and economic development. Eventually, this software will fully automate the process and replace the currently used systems.		
61.	**Was additional staff training required to deliver your project?** *If so, please describe.*		
	No.		
Formal Monitoring and Evaluation			
62.	**What information, if any, do you collect about your project?**		
	Number of users	The number of people using their services (such as the Pingo bus and Taxibus) are recorded.	
		The usage of online resources produced for 'Driver Career' webpage, the Baseline report, the business incentives factsheet to inform business on ways to support sustainable travel of their employees and LinkedIn page.	
	Profile of users	No – this is not recorded due to data protection for service users.	
	Experience of users	This is recorded using surveys, interviews and community forums.	

63.	**How often is data collected? Who collects the data?**
	The number and location of service users are collected annually and transferred to the travel analysis and geographical information software. The experience of service users is collected through surveys and stakeholder feedback on a quarterly basis. The data is currently collected by the Workforce Mobility team, but will be replaced with the web-based software in future.
64.	**Do you have baseline data on what things were like before the start of the project or before users started the project?** *Please describe the type of baseline data that you have.*
	The baseline data gathered before the project outlines postcode data which identified where the transport barriers existed within each local authority. This information was used to quantify the scale of the issue, and to analyse where and why the barriers were being encountered.
65.	**Do you produce an annual report?** *Please provide details of what this includes.*
	Annual reports are published by the ESES City Region Deal that cover topics such as progress made on the deal's objective, information on their achievements and milestones, updates on specific projects, goals for future milestones and financial information concerning the Deal's funding and expenditures.
66.	**In what ways, if at all, do you use the data that you collect to adapt the service that you provide?**
	The Workforce Mobility manager of the ESES City Regions project collects data on the location of travel demand in each local authority area, which is collated with other types of data, including business data and mobile phone data. For example, in the Scottish Borders, this data has been used to conduct a full bus network review supported fully by the Workforce Mobility Project. By analysing the data, they were able to identify areas where the bus network was not serving people efficiently, such as at the Borders General Hospital. By rescheduling the buses to better serve the staff and patients, they were able to improve the service. They also used mobile phone data to coordinate transport for the wider population, using hubs to approach transport in a user-centric way. However, these changes take a considerable amount of time to occur, often taking over two to three years due to the period required to collect the data, undertake the review, gain necessary approvals through the council, and complete the procurement of new services and implementation process.
67.	**Have you employed an external organisation to formally evaluate your project?** *If yes, please provide details.*
	No – The steering group will provide feedback, review and evaluate the outputs provided by the team. At the same time, they maintain direct contact with businesses and local authorities who also provide feedback.
68.	**Do you intend to employ an external organisation to evaluate the service that you provide in the future?** *If yes, please provide details.*
	No – The team already receive evaluation and feedback from the steering group, the ESES City Region and from user survey reports.
Impact	
69.	**What difference has the project made?**
	The Workforce Mobility team has not yet reached the point in the project where they can determine the overall impact on end-users. To measure the impact of the project, they plan to redo the baseline transport barrier survey conducted in 2018 with the

people who are engaged in employment services at the end of the project. They will do this to identify and quantify the changes they have made. However, the benefits of the project may not be realised until after the project finishes in 2027. This is due to the length of time it takes to gather and analyse the information, undertake reviews, obtain agreements to make changes, implement the change and gain feedback from the first year of operation. If the overall impact is clear at the end of the project, the team has performed incredibly well. However, it may take many years after the project has finished to see the overall impact.

The team is currently helping local authorities collect and analyse the data, which has been positive. The immediate support provided to set up new ways of analysing existing data for the local authorities is deriving immediate benefits. It has impacted the ability to review and analyse the data and reduced the amount of time it takes officers to undertake the tasks.

In the Scottish Borders, the data collected and analysed by the project has driven a new way of designing bus services in the region. If the recommendations are approved in late-2023, the network will be re-procured in 2024 based on user demand to key trip attractors, rather than the previous approach to service main road corridors.
An example of work that will derive benefits, but may be hard to quantify, is the bus driver career website, videos and resources, which has been well-received by operators and is leading up to a launch event later in 2023. However, the team may not directly receive feedback on how many viewers were inspired to pursue a career as a bus driver, except from anecdotal feedback from employment agencies and operators.

Finally, the Pingo pilot project is a project supported by the Workforce Mobility team that has resulted in a positive response and measurable outputs (quantitative and qualitative). The patronage numbers and classification of passenger is all measurable from the ticket data and can be used to measure performance and highlight areas to improve the service. Also, the project commissioned an economic impact assessment of the Pingo pilot to demonstrate the positive impact to the community in year 1, demonstrating that every £1 spent on the service returned £2 to the local economy. This is a positive outcome for a service of this scale covering a disperse, rural population. Survey data from users is based on anecdotal evidence from a small number of young people. The feedback received indicates that the service has provided opportunities for these individuals to access employment, social activities, and other services, while also alleviating pressure from their families. While this qualitative evidence cannot be quantified and does not illustrate its overall impact to transport services, it is clear that the service has made a positive difference to people's lives.

70.	**How do you know this? What evidence demonstrates impact (metrics, interviews, feedback)?**
	Feedback is received from communication with stakeholders, steering group meetings, surveys, and occasional interviews with service users. However, feedback from service users is generally limited due to time constraints.
71.	**To what extent have the aims of the project been achieved?**
	The Workforce Mobility Project is not at a stage where the achievement of its aims can be measured fully. As changes to the transport network are a slow progress, the overall impact of the project cannot yet be quantified. However, the number of people served by the Pingo bus service pilot project and the anecdotal feedback provided by service users provide indication that the project has successfully achieved its aim of improving transport services for young people and those living in rural areas. To

	some extent, it has also made it easier for these individuals to access training and employment opportunities.
72.	**How, if at all, has the demand for the service provided by XXX changed since it started?**
	As local authorities have observed the wide-ranging social and economic benefits of improving transportation services, the demand for the service provided by the Workforce Mobility team is increasing.
73.	**If yes, has the project had the capacity to meet these changing conditions and demand?** *Please describe and explain below.*
	As the demand for transportation improvement services has grown, the concept has gained interest at national level. The project now has the potential to scale up their services and meet growing demand because of this.
74.	**Has the project had any unexpected or unintended outcomes?** *If so, whether positive or negative, please describe.*
	The team created a tool for employability colleagues with the data they were collecting based on transport barrier locations and service users. The tool allows users to select a business and a desired arrival time and displays their route. This saves time by eliminating the need for manual assessments of travel feasibility. For example, if there is an opportunity at Amazon in Fife, the tool can quickly determine which clients can sustainably commute to that location. This process saves time for employability colleagues and had many unexpected benefits such as space planning and economic development opportunities, where to locate housing development, new business sites, improvements towards transportation planning, and connectivity analysis.
75.	**In your opinion, is the project having an impact on tackling poverty? If so, please describe in what ways.**
	The impact of this service on poverty is not yet clear. However, the Workforce Mobility manager notes that the Pingo bus service has enabled young people experiencing transport poverty in rural areas to access training, education, social activities, and other services that were previously unavailable to them. Overall, the team hopes that providing free bus travel and access to essential services for young people and children (under 22) in rural and sparsely populated areas in the City Region will have a positive impact in helping to addressing child poverty.
Learning from Experience	
76.	**What is working well?**
	• **The commitment from local authorities to better utilise their data towards positive change.** Evidence from the projects and initiatives supported by the Workforce Mobility Project have promoted the use of data across sectors (employability & transport) to better inform decision-making. Local authorities have expressed a desire to better utilise data, but often lack the time and resources to do so. This is a universal challenge faced by many organisations. However, the acceptance and desire from local authorities to use their data to address social issues, particularly transport service barriers, provides opportunities for the Workforce Mobility team to support change. • **Strong relationships with local authorities.** Establishing strong relationships and trust with local authorities is essential for ensuring that the service provided by the team is aligned with the needs and priorities of the community and that it doesn't create additional challenges or burdens on officers. By

	growing strong relationships with local authorities, the project was able to identify partners, gain additional funding and access valuable resources and information. This process takes time and effort, but it is essential to establish strong relationships with local authorities and the third sector. • **Using steering groups to improve trust and engagement.** According to the Workforce Mobility manager, steering groups serve as champions for the region and its issues, helping to gain trust in meetings and forums and increase partner engagement. When involved in national or regional policy or legislation development, steering groups bring the voices and concerns of the community to those forums, building trust and demonstrating that the team is there for the right reasons**.**
77.	**What, if anything, is working less well?**
	The initial progress of the project was hindered by difficulties engaging with local authorities and businesses, who were rightly focused on and supporting communities recovering from the impact of COVID-19. Consequently, engaging with them and requesting data became a low priority. This resulted in an elongated timeline for gaining a full understanding of regional barriers and creating a baseline of the impact to set out a project action plan. With the project duration limited to 8 years it could restrict the ability of the team to quantify the impact of their work or observe the changes they have made on large-scale projects due to the length of time it takes to deliver change in the transport sector.
78.	**What are the key learning points that you'd like to share with other practitioners? For example, is there anything that you would do differently?**
	• **Practitioners must understand the power of data and how to use it.** Effectively standardising data and engaging with businesses and stakeholders is crucial to ensure that local authorities can effectively collect and use the data, particularly from a transport perspective. By understanding the power of data, the project can make more effective decisions, improve efficiency and enhance the overall quality of the services provided. • **Strong communication is key for an effective service.** From a workforce mobility perspective, it is crucial to facilitate strong communication with local authorities, the third sector and other partners to make connections between the employability and transport sectors. For example, there have been many opportunities to support people arriving from Ukraine and how they are able to travel around the City Region. This requires liaising with transport colleagues to ensure that these individuals are able to get around effectively. This also required communication with the Kickstart Scheme which presents opportunities to provide special passes for Kickstart participants from an employability standpoint. Overall, building relationships and connections between different sectors is crucial for the success of the project.
79.	**What plans do you have to develop or expand the project in the future?**
	The Workforce Mobility Project will continue to develop and progress for the next four years of production. In the near future, the project aims to fully develop and finalise the web-based software that will allow businesses to share their data related to transport travel demand, planning and economic development. This will further strengthen the project's communication between businesses and local authorities and will further improve their access to information and how it is used to improve transport services. The team also plan to mainstream their solutions to transport barriers to improve transport services beyond the City Region. Moreover, the team has recently proposed to participate in the improvement of policy and strategy to

		address transport poverty as part of the Just Transition Plans by the Scottish Government.
80.	**How easily do you think your project could be replicated in another setting?**	
	Replicating the Workforce Mobility Project in another setting would be significantly easier than starting from scratch. The project's baseline reports, information, and future mainstreamed solutions offer a solid foundation for replication. However, those who intend to replicate the project must still conduct a bespoke baseline review of transport barriers and gather local knowledge to formulate appropriate solutions.	

Social Media		
81.	**Please enter social media contact details and weblinks to supporting documents or resources below:**	
	Web Pages	City Region Deal overview. Available at: The Edinburgh and South East Scotland City Region Deal (esescityregiondeal.org.uk) City Region Deal (n.d.). '*Workforce Mobility Project*'. Available at: https://esescityregiondeal.org.uk/workforce-mobilty LinkedIn: "Workforce Mobility Project" available at: https://www.linkedin.com/company/workforce-mobility-project/ Bus Driver Careers webpage available at: Bus Driver Careers Helix
	Facebook	N/A
	Instagram	N/A
	Twitter	N/A
	Tik-Tok	N/A

GDPR Consent (Add yes or no in the box)	
I give my permission to be named in the tackling poverty locally directory and associated public outputs.	Yes
I give permission for our organisation to be named in the tackling poverty locally directory and associated public outputs.	Yes
I give permission for me to be contacted by directory users.	Yes
I am willing to be contacted if more details are required	Yes