

## How-to Guide

This guide offers more detailed information and advice for those who may be interested in adopting or adapting the initiative in their local area.

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<b>Title</b>	Workforce Mobility Project
<b>Organisation</b>	The Scottish Borders Council
<b>Category</b>	Promising Practice
<b>Poverty Impact</b>	Mitigation
<b>Introduction to the Project</b>	
The Workforce Mobility Project aims to identify and support sustainable solutions that reduce transport barriers to employment, training, and education in the Edinburgh Southeast Scotland (ESSES) City Region to alleviate poverty and social mobility issues in rural and rural remote areas.	

# Workforce Mobility Project



## Initial Idea

<b>Who had the initial idea?</b>	
The initial concept for the Workforce Mobility Project arose as part of the planning for the ESES City Region Deal.	
<b>How did the idea for the project come about?</b>	
Poor transport connectivity has always been a known barrier to employment, training and education in many areas, but 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 provide an employability influence on transport decision making through 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.	
<b>Were plans informed by any published reports / papers / research evidence or practice from elsewhere?</b>	
No	<input type="checkbox"/>
Yes	<input checked="" type="checkbox"/>
Edinburgh and Southeast Scotland City Region, (2018). 'City Region Deal Document, Accelerating Growth'. Available at: <a href="https://esescityregiondeal.org.uk/s/ESESCR-Deal-Document-6-August-2018-signed-9758.pdf">https://esescityregiondeal.org.uk/s/ESESCR-Deal-Document-6-August-2018-signed-9758.pdf</a> 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: <a href="https://esescityregiondeal.org.uk/s/ESES-CRD-IRES-Programme-Business-Case-DRAFT-FINAL-DRAFT-for-Joint-Committee-17-12-18.pdf">https://esescityregiondeal.org.uk/s/ESES-CRD-IRES-Programme-Business-Case-DRAFT-FINAL-DRAFT-for-Joint-Committee-17-12-18.pdf</a>	

# Workforce Mobility Project



<b>Was anyone else involved in developing the initial idea of the project?</b>			
		No	<input type="checkbox"/>
		Yes	<input checked="" type="checkbox"/>
<p>The ESES City Region Deal, employability partners the Scottish Government, and the UK Government agreed the business case for the Workforce Mobility Project. The Workforce Mobility team is led and managed by Scottish Borders Council and supported by resources provided by Anturas, Turner &amp; Townsend and Kevin Gillette Analytics, to develop the initiatives to be approved by the Project Steering Group and taken forward with Local Authority partners.</p>			
<b>Were those with lived experience of poverty involved in developing the initial idea of the project?</b>			
		No	<input type="checkbox"/>
		Yes	<input checked="" type="checkbox"/>
<p>People with lived experiences of poverty were involved in the baseline report, which was a large-scale survey aimed at investigating, quantifying, and locating the barriers that low-income people face due to transport poverty restrictions. This report successfully identified the issues low-income people 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.</p> <p><a href="http://esescityregiondeal.org.uk">Workforce Mobility – The Edinburgh and Southeast Scotland City Region Deal (esescityregiondeal.org.uk)</a></p>			
<b>Was funding required to support the development of the initial idea of the project?</b>			
No		<input type="checkbox"/>	Yes <input checked="" type="checkbox"/>

# Workforce Mobility Project



<b>Please provide details of the funding that was used to support the development of the initial idea of the project.</b>			
<b>Which organisation provided funding?</b>	Edinburgh and Southeast Scotland City Region. UK Government. Scottish Government.		
<b>How much was required?</b>	Not specified.		
<b>What was the specific source of funding? (e.g., particular grant or policy)</b>	Not specified.		
<b>Were specific resources – other than funding - needed when developing the initial idea of the project?</b>			
<b>No</b>	<input type="checkbox"/>	<b>Yes</b>	<input checked="" type="checkbox"/>
<b>Please provide details of the resources that were required when developing the initial idea of the project. <i>If not needed, please add N/A</i></b>			
<b>Staff/Volunteer Time</b>	N/A		
<b>Facilities / Workspace</b>	Those involved in this project mostly work remotely.		
<b>Equipment</b>	Computers are used to access online software such as SurveyMonkey and Microsoft Teams etc.		
<b>Local Knowledge</b>	A baseline report was used to investigate transport poverty issues in the ESES City Region.		
<b>Food and Drink</b>	N/A		

# Workforce Mobility Project



Did any barriers have to be overcome when developing the initial idea of the project?	
No	
Yes	
<p><b>The coronavirus pandemic posed a significant challenge at the start of this project.</b> The ability of the project to quantify and locate the transport related barriers required a regional survey to be undertaken at the same time that Local Authorities and employability partners were under significant pressure to support communities through the restrictions and extra burdens of COVID-19. Social distancing measures and the closure of public buildings meant that traditional face to face survey could not be undertaken. Solution: To overcome this barrier, the project employed a straightforward digital solution as a preferred method of engaging with clients and local authorities by using SurveyMonkey 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 to ensure that caseworkers could easily locate relevant data for the project.</p> <p>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 initiating immediate action to improve transport services was emphasised, including utilising bus services for kickstart funding to ensure long-term certainty for the project.</p>	
Did anything in particular enable development of the initial idea of the project?	
No	
Yes	✓
<p><b>Due to the collective understanding across the region of the barriers/issues poor transport creates for young people, local authorities and partners put in an extraordinary effort to collect the survey data despite the pressures caused by the coronavirus pandemic.</b> The team successfully emphasised the need to address transport poverty issues, and 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.</p>	

# Workforce Mobility Project



## **How long did it take between having the initial idea and starting 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.

## **Who made the decision to introduce the project?**

The ESES City Region (six local authorities), and the UK and Scottish Government.

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# Workforce Mobility Project



## Early Development – Pilot Project or Feasibility Study

<b>Was there a pilot project or feasibility study?</b>	
<b>No</b>	
<b>Yes, a pilot project</b>	✓
<b>Yes, a feasibility study</b>	
<b>What did the pilot study or feasibility study involve?</b>	
<p>An example of the pilot study employed 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, and provides free transport to young people under 22 years. This project was aimed at alleviating transport poverty restrictions in rural and sparsely populated areas in Berwickshire, and to improve access to employment, training, and education.</p> <p>Another example of is the Taxi bus service in West Lothian (which was in place prior to the City Deal programme) which provides public transport in rural areas, and in areas at times where no transport is available. The Taxi bus operates on a flexible schedule and route where passengers can book a ride on using a phone number or online. The service is designed to provide transportation to areas that are not generally accessed by traditional bus or train routes. Like the Pingo Transport service, the Taxi bus provides people in rural areas with greater access to employability and educational opportunities.</p> <p>We are also developing several data pilots with Local Authorities to demonstrate how new travel demand data can inform transport, space planning and economic development decision making. Specifically, this has materialised in a full Bus Network Review in the Scottish Borders and a Journey Hub strategy for East Lothian Council.</p>	
<b>Who was responsible for the design and/or delivery of the pilot or feasibility study?</b>	
The ESES City Region (six local authorities), and the UK and Scottish Government.	
<b>Were those with lived experience of poverty among those involved in the design or delivery of the pilot project or feasibility study</b>	
<b>No</b>	
<b>Yes</b>	✓
People with lived experiences of poverty are involved in feedback through the use of large-scale surveys.	

# Workforce Mobility Project



<b>Was funding required to support the pilot project or feasibility study?</b>			
<b>No</b>		<b>Yes</b>	✓
<b>Please provide details of the funding that was used to support the pilot project or feasibility study.</b>			
<b>Which organisation provided funding?</b>	The Scottish, UK Government and Local Authority partners.		
<b>How much was required?</b>	Not specified.		
<b>What was the specific source of funding?</b>	Not specified.		
<b>Were specific resources needed to support the pilot project or feasibility study?</b>			
<b>No</b>		<b>Yes</b>	✓
<b>Please provide details of the resources that were required for the pilot project or feasibility study. <i>If not needed, please add N/A</i></b>			
<b>Staff/Volunteer Time</b>	N/A		
<b>Facilities / Workspace</b>	N/A		
<b>Equipment</b>	As the team operate remotely, only computer software and home internet access are used.		
<b>Local Knowledge</b>	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.		
<b>Food and Drink</b>	N/A		
<b>Was the pilot project or feasibility study evaluated?</b>			
<b>No</b>		<b>Yes</b>	✓
<p>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.</p> <p>The performance of the projects will be reviewed against KPI's set by the Client and against the values of the Workforce Mobility Project.</p>			

# Workforce Mobility Project



<b>Was there evidence from the pilot project or feasibility study that confirmed that it was working / it would work?</b>	
No	
Yes	✓
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 particularly report positive impacts and have noticed improvements to their work and social calendars.	
<b>Who made the decision to continue with the project beyond the pilot or feasibility study?</b>	
The local authorities will make the decisions if they wish to continue with pilots or new ways of working with data.	
<b>Was the design of the project modified following the pilot project or feasibility study?</b>	
No	
Yes	✓
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.	

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# Workforce Mobility Project



## Accessing the Service and Engaging with Service Users

<b>Is there a referral process?</b>	
No	N/A
Yes	N/A
<b>Other than referral, how do potential clients come to know about the project?</b>	
<p>The project Steering Group represent users from every region across the City Deal. They are provided regular updates and involved in decision making.</p> <p>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.</p> <p>The Workforce Mobility Team are also developing web-based software that allows businesses to interact with the project by uploading their data, that provides them an initial green travel plan assessment for their employees, while providing the Local authority and regularly updated view on travel behaviour within their boundary. The goal is that this interface will last beyond the life of a project with a government agency involvement to mainstream the software, allowing businesses to continue uploading data and local authorities to make informed decisions on transport network planning and economic development.</p> <p>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.</p>	
<b>What is the most common way through which users typically access the service?</b>	
N/A	

# Workforce Mobility Project



Do you take steps to keep in touch / reach out to service users?	
No	
Yes	✓

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 etc.

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## Working with People with Lived Experience of Poverty

<b>Are those with lived experience of poverty involved in <u>delivering</u> the project?</b>	
<b>No</b>	✓
<b>Yes</b>	
<b>Are people with lived experience of poverty involved in <u>managing</u> the project or project governance?</b>	
<b>No</b>	✓
<b>Yes</b>	
<b>Are people with lived experience of poverty involved <u>in any other aspect</u> of the project? <i>If so, please describe below.</i></b>	
<b>No</b>	
<b>Yes</b>	✓
<p>The Workforce Mobility team collaborates 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.</p>	

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# Workforce Mobility Project



## Leadership, Governance and Partnership Working

<b>Who is responsible for managing the project?</b>		
Ewan Doyle.		
<b>Is this the only responsibility of the person managing the project?</b>		
	<b>Yes</b>	
	<b>No</b>	
Unspecified.		
<b>What proportion of the manager's overall workload is given over to this project?</b>		
	<b>Most of it</b>	N/A
	<b>About half of it</b>	N/A
	<b>Just a small proportion of it</b>	N/A
<b>Is there a Project Steering or Advisory Group?</b>		
	<b>No</b>	
	<b>Yes</b>	✓
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.		
<b>Are any other governance arrangements in place to review strategy and performance?</b>		
	<b>No</b>	N/A
	<b>Yes</b>	N/A

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## Links to Wider Policies, Strategies and Statutory Requirements

<b>In your opinion, is the project aligned with national and/or local anti-poverty strategies and priorities?</b>	
<b>Don't know</b>	N/A
<b>No</b>	N/A
<b>Yes</b>	N/A
<b>In your opinion, has the project benefitted from being part of this anti-poverty strategy?</b>	
<b>Don't know</b>	N/A
<b>No</b>	N/A
<b>Yes</b>	N/A
<b>Is the project part of any other strategy?</b>	
<b>Don't know</b>	N/A
<b>No</b>	N/A
<b>Yes</b>	N/A
<b>In your opinion, has the project benefitted from being part of this strategy?</b>	
<b>Don't know</b>	N/A
<b>No</b>	N/A
<b>Yes</b>	N/A

# Workforce Mobility Project



Is the project delivering a service that is a statutory commitment?	
No	N/A
Yes	N/A
N/A	
In your opinion, what has been the impact on the project of having this statutory commitment?	
Don't know	N/A
None	N/A
Negative	N/A
Positive	N/A

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# Workforce Mobility Project



## Funding

<b>Has external funding been secured to support the work?</b>		
		No
		Yes
		✓
<b>Please provide details of the external funding that was used secured to support this work?</b>		
<b>Which organisation provided funding?</b>	The project is funded by the City Deal, which is a combination of funding by the UK Government, Scottish Government, and local authorities.	
<b>What was the specific funding stream/source/scheme?</b>	The City Deal.	
<b>How much funding was secured?</b>	The project was allocated £2.0 million in principle over an 8-year period subject to ongoing monitoring and review by stakeholders.	
<b>For how long has funding been secured?</b>	8 years.	
<b>Is future funding from the same external source a possibility?</b>		
		Don't know
		No
		Yes
		✓
<b>Is future funding from the same external source based on pre-agreed outcomes or outputs being delivered from this work?</b>		
		No
		Yes
		✓
The project is funded until 2026/7. Future funding depends on performance reviews and evaluation undertaken to qualify and quantify the impact made by the service.		

# Workforce Mobility Project



<b>Has a specific sum been secured from the host organisation to support this work?</b>	
	<b>No</b> N/A
	<b>Yes</b> N/A
<b>What are the future - longer-term - prospects for this work if existing funding sources were no longer available?</b>	
Not specified.	

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# Workforce Mobility Project



## Staffing and Resources

<b>Do existing staff from the host organisation contribute toward the work of this project as part of their broader work for the organisation?</b>			
		No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>
Not specified.			
<b>Are existing staff from the host organisation paid extra to contribute toward the work of this project?</b>			
		No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>
Not specified.			
<b>Have additional paid staff been employed to contribute toward the work of this project?</b>			
		No	<input type="checkbox"/>
		Yes	<input checked="" type="checkbox"/>
Ewan Doyle.			
<b>Are volunteers involved in delivering the project?</b>			
		No	<input checked="" type="checkbox"/>
		Yes	<input type="checkbox"/>
<b>Are specific resources – other than staff/volunteer time and money - needed to support the delivery of the project?</b>			
		No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>

# Workforce Mobility Project



Please provide details of the resources that are required to deliver the project. <i>If not needed, please add N/A</i>		
<b>Facilities / Workspace</b>	N/A	
<b>Equipment</b>	Computer software (such as online travel analysis and geographic information systems).	
<b>Local Knowledge</b>	Survey data, employer data on travel work patterns, bus patronage data, mobile phone data, anecdotal records of transport barriers, and online resources are used for local knowledge.	
<b>Food and Drink</b>	N/A	
Are any of the resources needed to deliver the project provided in-kind, rather than budgeted from project funds?		
	<b>No</b>	
	<b>Yes</b>	✓
Equipment and Local knowledge.		
Were new IT systems, additional software, or upgrades to existing software required to deliver this project? .		
	<b>No</b>	
	<b>Yes</b>	✓
The team has purchased travel analysis and geographical information IT systems and is in the process of developing web-based software to replace it with the use of 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.		

# Workforce Mobility Project



Was additional training – for staff or volunteers - required to deliver this project?	
No	<input checked="" type="checkbox"/>
Yes	<input type="checkbox"/>

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# Workforce Mobility Project



## Monitoring and Evaluation

<b>Is there baseline data to describe what things were like before the start of the project?</b>	
No	
Yes	✓
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.	
<b>Is the difference that the project is making measured or monitored by the host organisation?</b>	
Yes	✓
No	
<b>Who within the host organisation is responsible for monitoring the impact of the project?</b>	
The Workforce Mobility Team.	
<b>How often is the impact of the project monitored or measured by the host organisation?</b>	
Annually.	
<b>What methods, techniques or strategies are used by the host organisation to measure the impact of the project?</b>	
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.	

# Workforce Mobility Project



<b>What information is collected by the host organisation about the project?</b>				
<b>Number of users</b>	<b>Yes</b>	✓	<b>No</b>	
<b>Profile of users</b>	<b>Yes</b>		<b>No</b>	✓
<b>Experience of users</b>	<b>Yes</b>	✓	<b>No</b>	
<b>Outcomes for users</b>	<b>Yes</b>	N/A	<b>No</b>	N/A
<b>Anything else</b>	<b>Yes</b>	N/A	<b>No</b>	N/A
N/A				
<b>Has the data that has been collected by the host organisation been used to adapt the way the project works?</b>				
			<b>No</b>	
			<b>Yes</b>	✓
<p>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 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-three years due to the period required to collect the data, undertake the review, gain necessary approvals through the council, procurement of new services, and the implementation process.</p>				
<b>Has an external organisation been employed to formally evaluate the project?</b>				
			<b>No</b>	✓
			<b>Yes</b>	
<p>No - The steering group will provide feedback and review/evaluate the outputs provided by the team. At the same time, they maintain direct contact with businesses and local authorities who also provide feedback.</p>				

# Workforce Mobility Project



<b>Has the insight from the external organisation's evaluation been used to adapt the way the project works?</b>		
	<b>No</b>	N/A
	<b>Yes</b>	N/A
N/A		
<b>Is there an intention to employ an external organisation to evaluate the impact of the project in the future?</b>		
	<b>Don't know / no current plans</b>	
	<b>No</b>	✓
	<b>Yes</b>	
<b>Is there an intention to undertake your own formal evaluation in the future to estimate the impact of the project?</b>		
	<b>Don't know / no current plans</b>	
	<b>No</b>	
	<b>Yes</b>	✓

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# Workforce Mobility Project



## Impact

To what extent have the aims of the project been achieved?	
<b>Fully met</b>	N/A
<b>Making progress toward meeting Aims</b>	N/A
<b>Not making progress</b>	N/A
<p>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, as well as making it easier for these individuals to access training and employment opportunities to some extent.</p>	

## 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, the baseline transport barrier survey conducted in 2018 with the people who are engaged in employment services will be redone at the end of the project to identify and quantify the changes they have made. However, the benefits of the project may not be realised until after the expiry of the project in 2027 due to the length of time 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 focused on assisting local authorities in collecting and analysing data, which has received positive feedback. The immediate support provided to set up new ways of analysing existing data or the local authorities is deriving immediate benefits of not only the ability to review and analyse the data, but also the time taken by officers to undertake the tasks has reduced.

In the Scottish Borders, the data collected and analysed by the project has driven a new way of designing bus services in the region and if the recommendations are approved in late 2023, the network will be reprocurd 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 bus service 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 for every £1 spent on the service it returned £2 to the local economy. For a rural service of this scale that covers a disperse population, this is a positive outcome. 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.

# Workforce Mobility Project



<b>Have conditions or demand changed since the project was introduced?</b>		
	<b>No</b>	
	<b>Yes</b>	✓
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.		
<b>Has the project had the capacity to meet these changing conditions and demand?</b>		
	<b>Yes</b>	✓
	<b>No</b>	
As the demand for transportation improvement services has grown, the concept has gained interest at national level. The existence of national interest and opportunity provides the project with the potential to scale up their services and meet growing demand.		
<b>Has the project changed through time?</b>		
	<b>No</b>	N/A
	<b>Yes</b>	N/A
<b>What changed</b>		
<b>Why has it changed</b>		
<b>Has the project had any unexpected or unintended outcomes?</b>		
	<b>No</b>	
	<b>Yes</b>	✓
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 the area from which they can reach their destination. 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.		

# Workforce Mobility Project



In your opinion, is the project having an impact on tackling poverty?	
No	N/A
Yes	N/A
The impact of this service on poverty is not yet clear. However, the Workforce Mobility manager notes that the Pingo bus service has provided young people in rural areas, with high transport poverty characteristics with access to employment, 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.	

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## Learning from Experience

### 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.

### 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 low priority, which resulted in an elongated timeline for creating a fully understanding the 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 a large-scale projects, due to the lengthy time periods to deliver change in the transport sector.

# Workforce Mobility Project



## What are the key learning points that you'd like to share with other practitioners?

**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 the collections with 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.

## Are there plans to develop or expand the project in the future?

	No	
	Yes	✓

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 projects 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.

# Workforce Mobility Project



## How easily do you think this 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.

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