



Report of: Director of City Development and Director of Adults and Health

Report to: Executive Board

Date: 10th February 2021

Subject: The Door to Door Community Transport Service project.

Are specific electoral wards affected?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If yes, name(s) of ward(s): Ardsley and Robin Hood, Beeston and Holbeck, Hunslet and Riverside, Morley North, Morley South, Middleton Park	
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Will the decision be open for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number: N/A	
Appendix number:	

Summary

1. Main issues

- This report is to provide an update on the Door to Door Community Transport Service (Digital Hub) project, to present a summary of the work to date and to request approval to deliver a pilot of the proposed service, subject to funding approval from the West Yorkshire Combined Authority (WYCA) via the Leeds Public Transport Investment Programme (LPTIP).
- Governed through the Age Friendly Board, a partnership between the Centre for Ageing Better, Leeds City Council (LCC) and Leeds Older People’s Forum supports the City in its ambition to be *‘the best city to grow old in’*. The Leeds Age Friendly action plan priorities were developed following engagement with older people in Leeds and includes transport as a strategic priority in delivering this ambition. In 2017, the partnership, in conjunction with West Yorkshire Combined Authority (WYCA), commissioned a project to explore innovative approaches to delivering community transport.
- STC Ltd were commissioned and undertook research to understand the community transport landscape in Leeds, and identify possible solutions that could enable older people and people living with disabilities to find out about and book community

transport more easily. The resulting Outline Business Case (OBC) identified that community transport providers had times when they were not as busy, and could therefore use those times to offer a service to carry out journeys to get people to destinations they were struggling to get to, such as GP appointments. This would be co-ordinated through a “brokerage style solution” whereby people could access a central point, either online or over the phone to book their journey, which would then be matched to the availability of the different providers.

- A small trial of the proposed service took place in the Beeston & Holbeck area of Leeds from December 2019 to March 2020 when it had to end early due to the impact of the Covid-19 pandemic and national lockdown. Further consultation with stakeholders then took place in order to understand the impact of Covid-19 on the supply and demand for community transport in the city, and to take forward the learning from the trial to inform the requirements for a larger scale pilot. The outcome concluded that there remains sufficient demand and capacity for the Door to Door Community Transport Service.
- BJSS Ltd were commissioned, using the Leeds City Council’s Yorkshire and Humber Discovery and Development Services Framework, to support the development of a detailed Business Plan which set out the proposed service based on the stakeholder consultation findings. This included; how the service could operate, how it could be run from a commercial perspective to ensure operating costs were covered, what activities would be needed to set up and run a pilot, such as marketing and technical considerations, and what would success look like. The plan also recommended that the most effective approach would be to follow Government Digital Service (GDS) principles for service design.

2. Best Council Plan Implications (see the [latest version of the Best Council Plan](#))

- The Door to Door Community Transport Service will create improvements to the Leeds transport network and has the potential to contribute to the Council’s vision for Leeds to be the best city in the UK and the following Best Council Plan priorities:
 - Age-friendly Leeds - making Leeds the best city to grow old in
 - Inclusive Growth (Supporting growth and investment helping everyone benefit from the economy to their full potential)
 - Sustainable infrastructure (Improving transport connections, safety, reliability and affordability; Improving air quality, reducing pollution and noise)
 - Health and wellbeing; Ageing well; reducing health inequalities and supporting active lifestyles
- In addition the project also contributes to the objectives of the Local Development Framework, Leeds Core Strategy, Local Transport3, emerging WYCA Transport Strategy and Strategic Economic Plan, to Adults & Health Better Lives Strategy and to the Council’s 100% Digital Leeds aims.
- There is significant social value in supporting older people and people living with disabilities to get to health and wellbeing destinations. Potential positive impacts include; increased independence, increased wellbeing, reduced social isolation and loneliness, increased access to essential services including to GP and hospital appointments, improved physical health, reduced anxiety, increased access to education, training and/or employment, increased time saving, improved digital skills,

improved access to respite care, less hospital or A&E visits, and delayed need for day care or residential care.

- Supporting and encouraging people back into their local communities when safe to do so, also provides potential positive impacts to the wider community including; more people able to access and use community facilities & services, and more volunteering opportunities / jobs created (for call handling and managing the operations, additional shifts for drivers).
- This project also supports the Department for Transport (DfT) aims for integration of transport services. The [Total Transport pilot review](#) highlights the ambitions and challenges in attempting to allocate and co-ordinate transport resource more efficiently, to result in services to passengers that are more effective at meeting their needs. Around £2 billion per year of public funding for transport services is provided by a number of agencies, largely local authorities. However, these services are often commissioned and provided by separate organisations. Total Transport is an attempt to synergise these disparate transport planning and procurement processes through cross-sector working.

3. Resource Implications

The project costs are defined as;

- Development Phase (including the research and design of the proposed service and running of the pilot). This will utilise the £339,000 already allocated funding from the Leeds Public Transport Investment Programme (LPTIP), and subject to approval, a further £450,044 LPTIP development funding.
- Delivery Phase (scale up to a citywide service) subject to a successful pilot, and subject to securing relevant revenue funding.

4. Recommendations

The Executive Board is requested to:

- a) Note the update on progress and forward plan for the Door to Door Community Transport Service project,
- b) Approve delivery of a pilot of the proposed service, subject to funding approval from the West Yorkshire Combined Authority (WYCA) via the Leeds Public Transport Investment Programme (LPTIP).

1. Purpose of this report

- 1.1 This report is to provide an update on the Door to Door Community Transport Service (Digital Hub) project, to present a summary of the work to date and to request approval to deliver a pilot of the proposed service, subject to funding approval from the West Yorkshire Combined Authority (WYCA) via the Leeds Public Transport Investment Programme (LPTIP).

2. Background information

- 2.1 Governed through the Age Friendly Board, a partnership between the Centre for Ageing Better, Leeds City Council (LCC) and Leeds Older People's Forum supports the City in its ambition to be *'the best city to grow old in'*. The Leeds Age Friendly action plan priorities were developed following engagement with older people in Leeds and includes transport as a strategic priority in delivering this ambition. In 2017, the partnership, in conjunction with West Yorkshire Combined Authority (WYCA), commissioned a project to explore innovative approaches to delivering community transport.
- 2.2 STC Ltd were commissioned and undertook research to understand the community transport landscape in Leeds, and identify possible solutions that could enable older people and people living with disabilities to find out about and book community transport more easily. The resulting Outline Business Case (OBC) identified that community transport providers had times when they were not as busy, and could therefore use those times to offer a service to carry out journeys to get people to destinations they were struggling to get to, such as GP appointments. This would be co-ordinated through a "brokerage style solution" whereby people could access a central point, either online or over the phone to book their journey, which would then be matched to the availability of the different providers.
- 2.3 A small trial of the proposed service took place in the Beeston & Holbeck area of Leeds from December 2019 to March 2020 when it had to end early due to the impact of the Covid-19 pandemic and national lockdown. Further consultation with stakeholders then took place in order to understand the impact of Covid-19 on the supply and demand for community transport in the city, and to take forward the learning from the trial to inform the requirements for a larger scale pilot. The outcome concluded that there remains sufficient demand and capacity for the Door to Door Community Transport Service.
- 2.4 BJSS Ltd were commissioned, using the Leeds City Council's Yorkshire and Humber Discovery and Development Services Framework, to support the development of a detailed Business Plan which set out the proposed service based on the stakeholder consultation findings. This included; how the service could operate, how it could be run from a commercial perspective to ensure operating costs were covered, what activities would be needed to set up and run a pilot, such as marketing and technical considerations, and what would success look like. The plan also recommended that the most effective approach would be to follow Government Digital Service (GDS) principles for service design.

3 Main issues

3.1 Summary of the proposed Service

- 3.1.1 Based on consultation with stakeholders the vision for the proposed service is *'Safe, accessible and affordable transport for the Leeds community.'* The service seeks to deliver this by addressing the identified challenges people experience currently in finding out about and booking community transport that meets their needs, in order to get to health and wellbeing destinations.
- 3.1.2 The Door-to-Door Community Transport Service will be a free to register (i.e. no membership fee) not-for-profit service that matches people to suitable, safe, and affordable transport. This will be achieved by either, signposting people to existing providers that can meet their needs, such as the Access Bus; by connecting them with a volunteer travel companion, or by enabling them to book a journey with a participating community transport provider.
- 3.1.3 For the pilot, the following people will be able to use the service:
- Older people (defined as those at stage pension age, aged 65 or older)
 - Adults with physical disabilities (defined as those aged 18 or older)
 - Adults with mental health issues (defined as those aged 18 or older)
 - Those people as defined above who live in the proposed pilot areas; Ardsley and Robin Hood, Beeston & Holbeck, Hunslet and Riverside, Morley North, Morley South, Middleton Park.
- 3.1.4 Those accessing the service are identified as unable to use existing public transport to get to their destination. This could be for a variety of reasons, as an example, it may be that they need additional support to get from their front door into the vehicle and into the destination at the end of their journey, or it could be that while short journeys on public transport are manageable, longer journeys with multiple vehicle changes are not.
- 3.1.5 People will be able to register for the service and then make and manage bookings via a digital system, (website / app), or via the phone. Carers, family members, or health and social care staff will also be able to make bookings on behalf of someone with the individuals consent to do so.
- 3.1.6 To cover the operating costs of the service, the service will be paid for, with people paying a proportion of the cost of their journey, and the rest funded by other organisations. In the longer term, a membership fee model for the service could be considered. Funding organisations may opt to spread funding equally or could differentiate depending on their funding requirements. For example, a funding organisation may prefer to provide a higher proportion of funding to support people to get to GP appointments, another may wish to focus on reducing the cost of journeys to more wellbeing related destinations.

3.1.7 Leeds City Council Passenger Transport is identified as the lead operator of the proposed service; taking responsibility for the day to day service delivery, managing phone and online registrations and bookings, and working with the participating community transport providers to allocate journey requests. For the pilot, any community transport provider who meets the terms of the service can register and participate. In the longer term, the service may also be expanded to support participation by private hire and volunteer drivers.

3.1.8 A high level service model along with reasoning for the proposed geographical area is provided in *Appendix 1*.

3.2 Challenges and Opportunities

3.2.1 Consultation with stakeholders included people who would directly use the service, their family/carers, community transport providers, people working in destinations travelled to e.g. GP practises, third sector organisations who support volunteers, and potential funding organisations. The table below highlights the key challenges and opportunities for the proposed service based on the research with stakeholders.

Challenge	Opportunity
Awareness of available community transport and assistance options is very low for older people and people of working age	Raise awareness of existing community transport provision across the city through targeted marketing and engagement.
Members of the public are not sure if they can access available community transport and have to actively search to find options	Provide one central point for finding out about and booking community transport, including online and phone options.
Understanding of eligibility for community transport and assistance is low for members of the public, charity organisations and NHS staff, leading to eligible people being turned away	<p>Provide clear and simple eligibility criteria for the service and raise awareness of this through targeted marketing and engagement.</p> <p>Provide a service that matches people to community transport provision they are eligible for based on their needs e.g. if the person's needs can be met by existing provision such as Access Bus, Yorkshire Ambulance Hospital transport etc they will be informed of this and signposted to those services.</p>
Determining what community transport is suitable is difficult, particularly when you need to work with a low budget (i.e. the users not sure if options within the community are truly affordable)	<p>Provide a service that informs customers of the different options available and that provides a price for the journey at point of booking.</p> <p>Provide a service that is in line with existing transport provision with the addition of being able to address assistance needs as well as travel needs.</p> <p>Encourage cheaper travel where journeys can be shared.</p> <p>Consider subsidy level options with funders.</p>
Poor transport and assistance provision are deepening isolation for members of the Leeds community and is increasing people's sense of	Provide a service that offers safe, accessible and affordable travel to those in the community who are unable to access existing public transport provision.

Challenge	Opportunity
Loneliness and affecting their mental health and wellbeing	<p>Encourage shared travel as a way of developing social connections.</p> <p>Enable people to get to destinations that will positively affect their health and wellbeing e.g. to medical and also social destinations.</p>
When people must choose between paying for transport to maintain their health or not having other essentials, this increases their dependence on help, reduces their personal dignity and can negatively impact their health	<p>Provide a service that is affordable to both service users and community transport providers, that is equitable, and that not viewed as reducing their independence through reliance on help.</p> <p>Consider additional subsidy options for those most vulnerable.</p>
Many older people will refuse help, because it labels them as having a particular disability and the social stigma that comes with it, thus it will be important to name the service in-line with GDS principles	<p>Enable people to have choice and control over their travel options.</p> <p>Name and market the service in a way that retains people's sense of dignity and independence.</p>
When we separate people's assistance needs from their transport needs, it opens new possibilities for creatively meeting those needs	Provide a service that can connect people with a volunteer who can meet their assistance needs, recognising that this may be sufficient to enable them to get where they need to go e.g. walk, catch the bus or train.
<p>Preconception challenge: Older people in affluent areas do not need help with transport.</p> <p>Reality: The people here are often cash poor and have much further to travel with poor public transport links, generally living a long way from bus stops</p>	Provide a service that serves communities with differing demographics.
<p>Preconception challenge: Older people do not lead active lives.</p> <p>Reality: Many older people have very busy social lives and need social contact for their wellbeing</p>	Provide a service that enables older people to access and engage fully in their local communities.
<p>Preconception challenge: Older and vulnerable people can still use the bus.</p> <p>Reality: Leeds Hub and Spoke network is very challenging to use when travelling to hospital and other destinations, or when needing to get to a destination for a particular day/time; especially for people in remote suburban or rural areas</p>	Provide a service that is flexible to meet people's differing needs where they can travel at the time that suit their needs and in a way that makes their journey as easy, quick and comfortable as possible.
<p>The impact of Covid-19 on the Leeds community members interviewed for this project cannot be stated strongly enough in terms of isolating them and depriving them of social contact. This can be seen in the examples below which highlight the impact Covid-19 has on the community:</p> <ul style="list-style-type: none"> • Been in hospital multiple weeks due to contracting Covid-19 • Lost spouses, friends, and family due to Covid-19 • Have anxieties around social gatherings in or out of the house due to Covid-19 • Have either been unable see their grandchildren or had to choose only one of 	As the Covid-19 landscape continues to evolve, with many people shielding and isolated for many months, this highlights the importance of encouraging people into their local communities in a safe, accessible and affordable way, when safe to do so.

Challenge	Opportunity
their children to see due to social bubble restrictions <ul style="list-style-type: none"> • Had to rely on the good will of neighbours to get essential items, because they cannot get to the shops any more 	

3.3 Finance

3.3.1 The Business Plan includes a financial assessment of the proposed service. This is based on:

- Estimates of the value that stakeholders might place on the opportunities that the service will offer.
- The number of people affected by the provision of the service and assumptions about potential growth.
- Forecasts of the number of new people able to access community transport provision and therefore their local communities through the provision of this service.
- Estimates of the social value to the citizens of Leeds and to the wider health and social care system through the provision of this service.

As highlighted in section 4 below there is significant social value in supporting people to get to health and wellbeing destinations, in particular relating to quality of life factors such as independence, wellbeing, social isolation and access, and also the value of time saving and respite for family/carers. A social value cost to benefit ratio can be determined by estimating the wider system savings generated compared to each £1 spent on delivering the service. Current estimate is 23:1, e.g. £23 of wider system savings would be generated for each £1 spent. This will continue to be reviewed and refined during the pilot.

3.3.2 The overall costs for the project are summarised below.

Design & Development Phase (research activities and delivery of the pilot) (£339,000 LPTIP funding already released, a further £450,044 being sought)	£789,044
Delivery Phase (scale up to a citywide service) (Funding outside of LPTIP to be secured)	£294,800
Total Cost	£1,083,844

3.3.3 £339,000 has previously been approved and released for Design and Development Phase activities carried out to date. A change request has been submitted to WYCA to release further development funding of **£450,044**. If approved, this will enable delivery of the pilot and all activities associated with this such as marketing, training etc. If the pilot proves successful, then any further scale up into a citywide service would require revenue funding to cover the services operating costs. The LPTIP is a

capital funding programme and therefore is not a suitable funding option. As such, an annual financial contribution from different funding organisations would be required. Now that a more detailed Business Plan and refined operating costs are available, conversations with potential future funding organisations can take place. It should be noted that should funding not be secured, the project will be unable to progress. As described above, it may be that funding can be secured only to cover specific eligibility criteria or destination types. In which case the operating costs can be scoped accordingly. Anticipated costs for the Delivery phase will be further refined during the pilot, for example, by being able to forecast based on actual rather than estimated demand for the service, and actual average mileage to destinations.

3.4 Operating Costs

- 3.4.1 The operating costs for the proposed service and for the pilot, are based on a variety of factors, taking into account the estimated demand (between 1,022 and 6,129 people for the pilot), and calculation of the cost per single journey, considering different mileage scenarios. To inform the operating costs and proposed model for the service, benchmarking analysis was carried out, exploring both the current travel landscape within Leeds and the provision of community transport services elsewhere in the U.K.
- 3.4.2 The proposed service is based on a recommended pricing structure of price-per-mile plus an additional £2.50 base fare, a mid-range uptake scenario of 15% of the estimated demand, and a mid-mileage journey average of 5.2 miles. It assumes a price per mile cost to the person using the service of 0.75p per mile. The cheapest price point for the customer is therefore £3.25 for a single trip of one mile.
- 3.4.3 This would offer users a service that is cheaper than, or at least in-line with, existing private hire options, such as Uber Assist, and other similar community transport schemes offered in other local authorities in the UK. It also supports transport providers by covering costs to get to and from the pick-up and drop off points, rather than just covering the cost of the journey itself.
- 3.4.4 It is also important to note that the pricing structure calculates a total vehicle cost for a single journey. However, if more than one person does that journey e.g. people travel together and vehicle share, the cost will be split between them. As such, if people are willing and able to share their journey it will be cheaper. This also encourages people to meet one another and socialise, and to reduce the number of vehicles on the road, encouraging greener travel.
- 3.4.5 The learning from the pilot will be used to understand the likely operating costs of scaling up the service. It is recommended that for scale up, additional ward areas are added incrementally, growing the service over time. The Business Plan provides some high-level estimations of the operating costs at a citywide scale. The below table shows a low projection and high projection which is based on the recommended pricing structure explained above, with a subsidy from funding organisations of 60%.

Mid Mileage	Total Cost of Service	Total Subsidy Required from Funding Organisations
Low Projection	£1,374,465	£195,397
High Projection	£2,061,698	£293,095

3.4.6 Estimating citywide costs prior to the pilot carries various risks. Actual data gathered during the pilot, followed by further and ongoing review during incremental scale up, is needed in order to understand accurate citywide projections.

3.5 Operational Management

- 3.5.1 Agreement is needed from all stakeholders in order to deliver the pilot. This includes the participating community transport providers, Leeds City Council Passenger Transport in role as lead operator (using their existing system supplier), and WYCA and LCC Adults & Health and LCC City Development as joint project Sponsors. The agreement includes providing the necessary resources from within those organisations to carry out the activities needed to prepare for and then operate the pilot, as set out in the terms of service within the business plan.
- 3.5.2 LCC Passenger Transport will be the lead operator with responsibility for running the service on a day to day basis. Operating costs for the service during the pilot are covered within existing service capacity and the further development funding being sought. Marketing and Communications will be developed and managed by WYCA and LCCs Connecting Leeds communication and engagement teams, supported by the wider project team. LCC will be responsible for procurement and management of any third party support and participating community transport providers. A project manager from either LCC or WYCA will manage the day to day running of the project.

3.6 Forward Plan

3.6.1 The table below summarises the key next steps for the project. These are subject to the management of the risks and dependencies, the approach to procurement, the securing of funding as appropriate, and any national requirements relating to Covid.

Milestone	Date
Pilot Preparation	Dec 2020 – Apr 2021
LCC Executive Board / Director approval	Feb 2021
Change Request Approval and associated Funding Release	Mar/Apr 2021
Pilot, Evaluation, and preparation for Delivery phase (subject to Covid National Guidelines for Travel)	May – Nov 2021
Scaled Up Delivery (subject to funding)	Nov 2021 – Mar 2022
Further scale up to Citywide / Business as Usual	March 2022 - onwards

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 Extensive consultation and engagement has been carried out to date for this project which is summarised in the EDCI Assessment in *Appendix 2*. Further and ongoing engagement with all stakeholders also forms a critical element of the proposed pilot, the purpose of which is to test out and further develop the proposed service in a live pilot, including ongoing feedback on the service from all stakeholders. To learn what is working well and what could be further developed, from the perspectives of all those involved.

4.2 Equality and diversity / cohesion and integration

4.2.1 An EDCI Assessment is completed at *Appendix 2*.

4.3 Council policies and the Best Council Plan

4.3.1 The Door to Door Community Transport Service will create improvements to the Leeds transport network and has the potential to contribute to the Council's vision for Leeds to be the best city in the UK and the following Best Council Plan priorities:

- Age-friendly Leeds - making Leeds the best city to grow old in
- Inclusive Growth (Supporting growth and investment helping everyone benefit from the economy to their full potential)
- Sustainable infrastructure (Improving transport connections, safety, reliability and affordability; Improving air quality, reducing pollution and noise)
- Health and wellbeing; Ageing well; reducing health inequalities and supporting active lifestyles

4.3.2 In addition the project also contributes to the objectives of the Local Development Framework, Leeds Core Strategy, Local Transport3, emerging WYCA Transport Strategy and Strategic Economic Plan, to Adults & Health Better Lives Strategy and to the Council's 100% Digital Leeds aims.

4.3.3 There is significant social value in supporting older people and people living with disabilities to get to health and wellbeing destinations. Potential positive impacts include; increased independence, increased wellbeing, reduced social isolation and loneliness, increased access to essential services including to GP and hospital appointments, improved physical health, reduced anxiety, increased access to education, training and/or employment, increased time saving, improved digital skills, improved access to respite care, less hospital or A&E visits, and delayed need for day care or residential care.

4.3.4 Supporting and encouraging people back into their local communities when safe to do so, also provides potential positive impacts to the wider community including; more people able to access and use community facilities & services, and more volunteering opportunities / jobs created (for call handling and managing the operations, additional shifts for drivers).

4.3.5 This project also supports the Department for Transport (DfT) aims for integration of transport services. The [Total Transport pilot review](#) highlights the ambitions and challenges in attempting to allocate and co-ordinate transport resource more efficiently, to result in services to passengers that are more effective at meeting their needs. Around £2 billion per year of public funding for transport services is provided by a number of agencies, largely local authorities. However, these services are often commissioned and provided by separate organisations. Total Transport is an attempt to synergise these disparate transport planning and procurement processes through cross-sector working.

4.4 Climate Emergency

4.4.1 By matching existing spare vehicle/seat capacity from the various community transport providers, this will ensure a more efficient use of transport and therefore potentially reduce vehicle usage. The service is designed to raise awareness of and signpost people to existing community transport provision, only utilising additional vehicles on the road where existing provision cannot be used. Where an individual's assistance needs can be met via matching them with a travel companion, the service will connect the person to a local volunteer organisation. This may be sufficient to enable the individual to use public transport or even to walk to their destination, encouraging greener travel. In addition, the service is designed so that if people are able to share their journey with others, they can reduce the cost of their journey, thereby incentivising people to shared travel where appropriate.

4.5 Resources, procurement and value for money

4.5.1 Delegated decision approval was given on 5th December 2019 to inject and spend £339,000 from the LPTIP Programme (from within the Bus Delivery package), into the LCC Capital Programme, in order to carry out research and development activities for the Door to Door Community Transport Service project. These activities have now been completed and proved valuable in shaping the design of the proposed service. A change request has now been made to the LPTIP Programme to request an additional £450,044 development funding that is needed to conclude the development activities; specifically to get the pilot service up and running, and to evaluate the pilot so that an informed decision can be made about any future delivery and scale up.

4.6 Legal implications, access to information, and call-in

4.6.1 This report is a key decision and is subject to call-in. There are no grounds for keeping the contents of this report confidential under the Access to Information Rules.

4.7 Risk management

4.7.1 All projects within LPTIP are assured through the WYCA framework set up for the West Yorkshire Transport Fund. An LPTIP Programme Board manages delivery of the overall programme with Package Boards responsible for each package. Risks are actively managed through these Boards. A risk register is maintained and reviewed

regularly by the Project Manager. The table in *Appendix 3* summarises the key risks for the project and their proposed mitigations.

- 4.7.2 A Privacy Impact Assessment (DPIA) was produced for the trial in Beeston & Holbeck and will continue to be updated and refined for the pilot.

5 Conclusions

- 5.1 The Door to Door Community Transport Service (Digital Hub) project aims to make it easier for older people and people living with disabilities to find out about and book community transport, so that they can get to health and wellbeing destinations. Using consultation findings and research activities, a proposed service has been developed, and the project is now in a position to prepare for and deliver a larger scale pilot of that service. The pilot will test the service in a live environment and at a scale that will be sufficient to evidence whether it can operate successfully and therefore has potential to grow and be sustainable at a citywide scale. Further development funding has been requested from the LPTIP Programme to deliver and evaluate the pilot.

6 Recommendations

- 6.1 The Executive Board is requested to:
- a) Note the update on progress and forward plan for the Door to Door Community Transport Service project,
 - b) Approve delivery of a pilot of the proposed service, subject to funding approval from the West Yorkshire Combined Authority (WYCA) via the Leeds Public Transport Investment Programme (LPTIP).

7 Background documents¹

- 7.1 None.

8 Appendices

- 8.1 Appendix 1: Door to Door Community Transport Service High Level Model for Pilot
- 8.2 Appendix 2: Door to Door Community Transport Service Digital Hub: EDCI Assessment
- 8.3 Appendix 3: Door to Door Community Transport Service Key Risks and Mitigations

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.