



Welcome

11am 8 February 2020

**'Manage my taxi licence'
Discovery show and tell**

With the Licensing and Digital
teams

11:30 finish

Meeting will be recorded



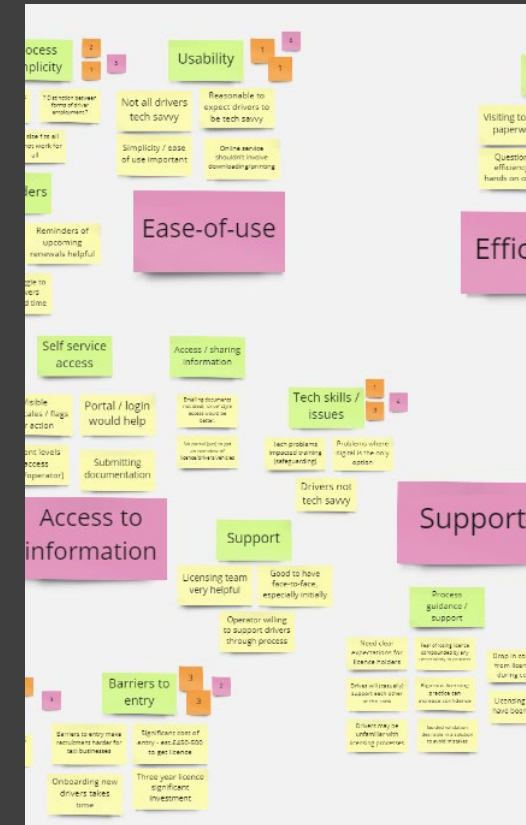
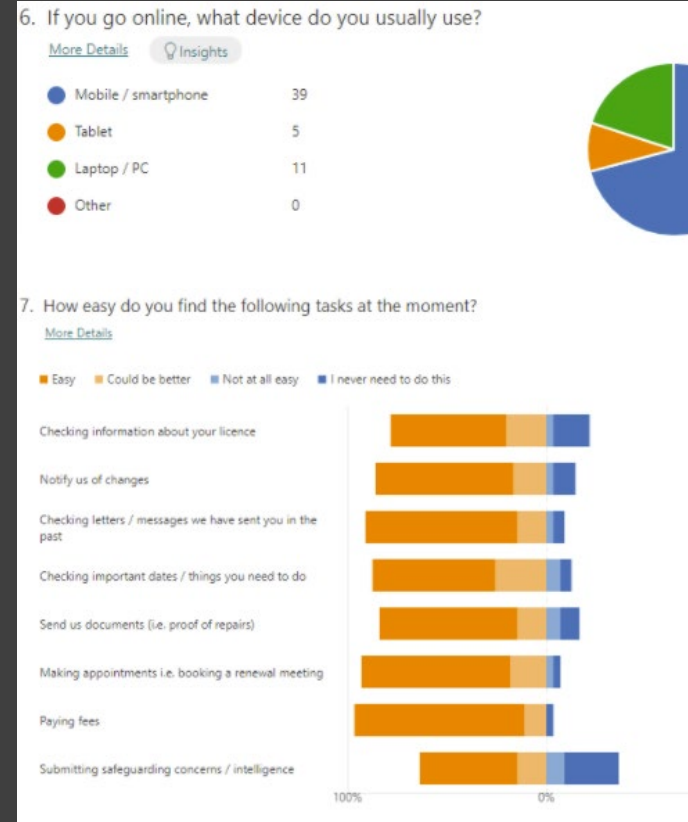
Why we're doing this

- To work smarter and streamline the customer experience.
- To enable customers to manage their own Licence.
- Allow us to more visible within the community.
- Focus more on relationship with licence holders



Planning and research

- Licensing team workshops
- Driver and trade operator workshops
- Licence holder surveys promoted via email, text messages and phone
- Rank visits



COVID and challenges

- Less face-to-face research with the trade making it harder to engage them.
- Planned rank visits were delayed.
- Didn't initially have the equipment to enable us to do online surveys.
- Limited the number of drivers that we could approach as many drivers are not working due to restrictions, lack of work and isolation.





Finding: over half of drivers said they 'would do' all licence tasks online

- 51 drivers responded
- Two drivers said they would not do anything online
- 60:40 split between those who then were 'not sure' and 'would not do'





Finding: Driver technical ability / confidence likely key challenges for an online service.

- All stakeholder highlighted this issue
- Some drivers prefer to deal face-to-face
- Raises doubts for drivers but not disengagement
- Some drivers known to have no access to online services

"Don't know how to do some of this stuff"

"Struggle with technology"

"Wouldn't if it was too complicated"

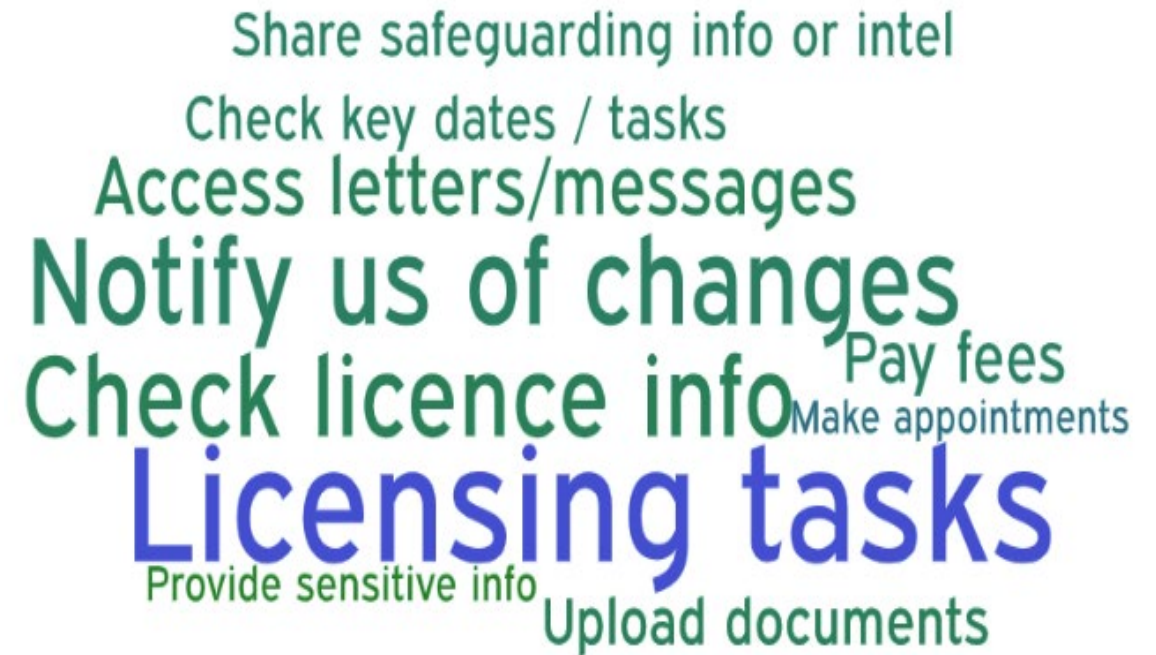
"Would do it if it was secure"

"Not sure how to"



Finding: The licensing tasks consulted on are generally considered easy, 'paying fees' especially.

- 66% of respondents found these licensing tasks easy
- Paying fees stood out as a task that no-one assessed as 'not at all easy' and just three respondents felt it 'could be better'





Finding: Online tasks involving sensitive information linked to lower confidence

- Data such as safeguarding info and intel
- Based on findings, medical files may be too large to share online
- Other security concerns
- The desire to conduct tasks in-person
- Desire to deal with a specific officer.

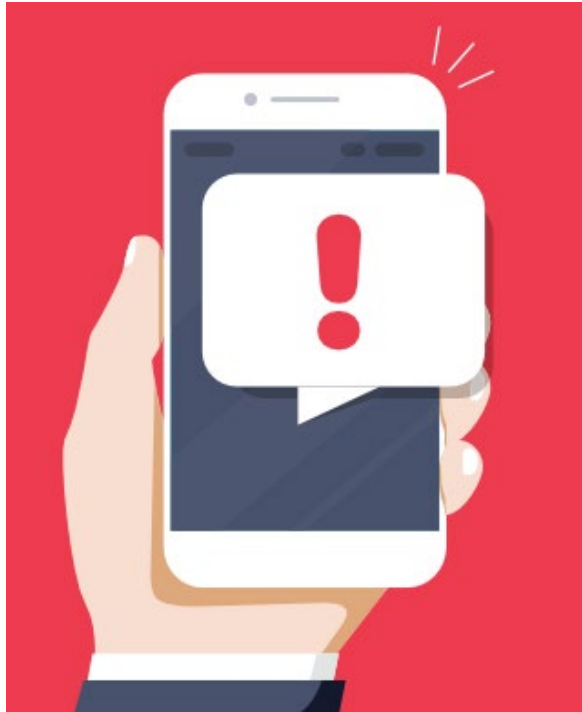
"...some officers have specialisms ..."

"... I would want to be able to direct online submissions to particular officers"

"medical documents... This is bulky... easier to hand deliver".



Finding: Greater use of push notifications wanted to improve communication and timely action.



- Supported by all stakeholders
- Suited to mobile work
- Focus on key deadlines / outstanding issues
- Driver notification preferences vary
- Expectation for automation



Finding: Ease-of-use and efficiency of the service are priorities for operators

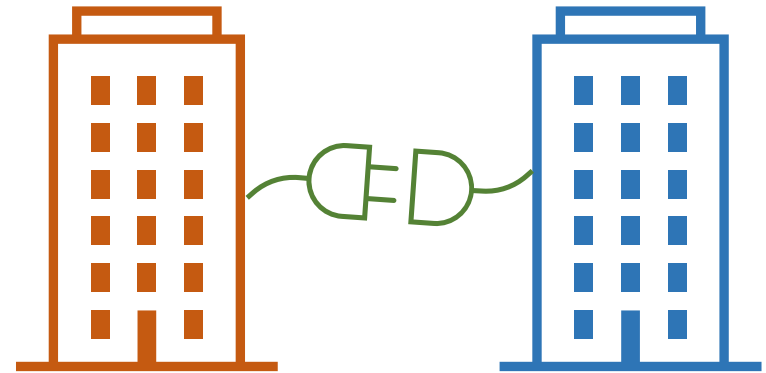
- An online portal style solution was expected to improve both aspects.
- The cost and complexity of new driver licensing / onboarding is a barrier to entry for the business
- Onboarding is time consuming with all the checks/documentation
- Three-year licence significant investment (est.£450-500 to get a licence)





Finding: Licensing authorities might be better joined up

- Moving between licensing authorities like 'starting from scratch'.
- Significant amount of licenced taxi operations go outside the geographic licensing authority area.
- Complicated where multiple medical providers and authorities need share data.





Finding: Everyone is pleased with Licensing team performance

- Large majority of service users positive about dealing with the team and value officer support
- Occasional issues suggested with availability and consistency



Recommendations and conclusions



Assumptions underpinning 'Manage my taxi license' digital service are sound



Priority of online service tasks and features



Notification approach, technology and user preferences



Direct contact with officers and in person meetings

What's next

- Agreed to proceed with a 'manage my licence' online service with focus on the life of the licence, including licence renewal.
- Prototyping to explore our options and tackle the trickiest problems. This will likely include:
 - Online submissions of documents and sensitive material
 - Training for drivers to assist them on using the new system
 - Approach to notifications
 - How drivers will access the system
- Testing early prototypes, hope to involve drivers for feedback.
- Continuing customer engagement.



Thank you! Any questions?