

Table 6: Summary of Recommendations (Nov 18 Update)

Policies and Procedures
<p>Recommendation 1: The service needs to review the future use of its Conditions Booklet carefully as there is evidence to suggest that parts of the trade would have difficulty accessing and using an electronic version online.</p>
<p>Progress Update Nov 17: The Service has initiated a re-write of the Conditions Booklet to produce smaller and separate booklets targeted for each specific audience, e.g. one booklet for hackney carriage drivers focussed on hackney carriage requirements and a different booklet for private hire drivers focussed on private hire requirements. It intends to simplify, as far as is possible, the language used to make the booklets easier to understand. To reduce costs the booklets will be posted on line and downloadable/printable. Training will be provided to ensure that all licenced personnel are confident in downloading the booklets if they wish to retain hard copies. This is estimated to be complete by April 2018.</p> <p>Progress Update Feb 18 This is in hand but is awaiting recruitment of additional officers to progress further.</p> <p>Progress Update May 2018 As above.</p> <p>Progress Update Aug 2018 As above.</p> <p>Progress Update Nov 2018 Admin team is almost in place, once complete progress will be made.</p> <p>Progress Update Feb 2019 Admin team in place, progress is underway.</p>
<p>Recommendation 2: The service needs to clarify its approach to protected cautions and convictions during the fit and proper test for applicants.</p>
<p>Progress Update Nov 17: Working with Local Authorities across West Yorkshire the Licensing Service will carry out a review of the approach to protected cautions and convictions.</p> <p>Progress Update Feb 18 This is being progressed by the West Yorkshire group.</p> <p>Progress Update May 2018 As above</p> <p>Progress Update August 2018 As above</p> <p>Progress Update Nov 2018 We are planning to engage with the general public and the Trade in November and December regarding the proposed changes to our approach. More information regarding this will be circulated in the next few weeks. CLOSED</p>
<p>Recommendation 3: The council needs to review its decision making where a Members' Panel directs an officer to change a decision they are minded to take.</p>
<p>Progress Update Nov 17: The Council has reviewed its decision making with regards the use of a Members' Panel. Under its Constitution and Delegated Powers the role of the Panel and Elected Members is clear and has</p>

worked well since c2002. The Panel provides a fair and transparent means for officers to seek elected member approval for the granting of licences against policy in exceptional circumstances. The Council will continue to use a Members' Panel but will keep this under review. **CLOSED**

Progress Update Feb 18

Closed subject to keeping under periodic review. **CLOSED**

Progress Update Nov 18

New policy will address - **CLOSED**

Recommendation 4: The service has reviewed its structure and there is a proposal in place for 5 new posts being created. These 5 posts will include new managers to aid in the decision making process and allow greater knowledge and an improved level of customer service. 2 of the current posts in the current structure will be lost.

Progress Update Nov 17:

A review is underway to establish the required levels of officers necessary to meet the 40% increase in licences in recent years. It is expected that this will be complete by January 2018.

Progress Update Feb 18

This has been agreed in principle and is awaiting formal approval. The revised completion date is April 2018.

Progress Update May 2018

Formal approval received but progress has been slower than anticipated due to factors outside of Service control.

Progress Update May 2018

3 new posts already successfully recruited in to:

- Licensing Manager
- Enforcement Manager
- Enforcement Officer

Recruitment still in progress for other roles

Progress Update Nov 2018

Further progress

- Customer Services Manager – Recruitment under way
- Senior Licensing Officer, Service Support – In post
- Licensing Officer, Service Support x2 – 1 in post

Progress Update Feb 2019

- Customer Services Manager – In post
- Senior Licensing Officer, Service Support – In post
- Licensing Officer, Service Support x2 – 2 in post **CLOSED**

Driver/Operator Engagement

Recommendation 5: The service needs to review its approach to engagement/consultation with the trade and develop a range of tools to improve response rates from the trade.

Progress Update Nov 17:

The Service will conduct two types of engagement. One will be through open sessions at periodic meetings with licenced personnel and the other a simple on-line engagement which can be done 24/7 to meet the needs of busy licenced personnel. The Service will produce a training scheme to assist licenced personnel to take part in on-line engagement sessions. On line engagement is far

more cost effective and transparent than open sessions or paper based engagement. Licenced Operators and Proprietors will be trained in the new processes so they may also assist their drivers in engagement.

Progress Update Feb 18:

Regarding online engagement, the service will look to increase the use of its 'Snap Survey' tool to engage with the trade on matters of interest. It is anticipated that work will begin on this in readiness for the May 2018 trade meetings.

Open sessions on Key topics have already been arranged (in the form of the Peer Review 'Drop In' Session) and this style of open session will continue to be delivered when deemed necessary allowing interested members of the trade a chance to meet directly with the team of officers.

Progress Update May 2018

The latest condition proposals are being developed along with the increased use of on-line surveys and open drop in sessions.

Progress Update Aug 2018

As above

Progress Update Nov 2018

Latest Engagement, impacted licences

Written to Trade, meetings and drop in sessions

Snap Survey – online

Press release. **CLOSED**

Customer Satisfaction

Recommendation 6: The service needs to signpost its disabled access at Shearbridge Depot better.

Progress Update Nov 17:

The Service will signpost disabled access to the Licensing Service. The service will also signpost specialist support to assist licensed personal with their health and wellbeing.

Progress Update Feb 18:

Signs have been ordered and will be displayed by COP February 18. A health and wellbeing 'drop in event' for licensed personnel was held on Thursday 18th January at the Grange Interlink Centre. The event was only attended by 2 licensed personnel so a subsequent event is being arranged.

Progress Update May 2018

Signs are now in place. **CLOSED**

Recommendation 7: The service needs to continue with its planned improvements to reduce waiting times and monitor the effect of the improvements to ensure average waiting times are decreased.

Progress Update Nov 17:

The new licencing system is progressing well and new procedures have now started to be introduced, including "click and collect" and "drop and collect" with both of these requiring no waiting time. Further procedures such as pre-booked appointments, payments on-line and on-line applications and renewals for licences are in the pipeline and will be rolled out over the next 6 to 12 months.

Progress Update Feb 18:

Progress on pre-booked appointments has been good and has removed the need for customers

to queue or wait.

Drivers (with email addresses) will shortly be sent email "Driver Licence Expiry" reminders which will include an electronic application form for them to complete between 4 and 6 weeks prior to expiry of their current licence. When these are returned and checked in the back office it will result in drivers only requiring short "collection only" appointments for badge and licenses.

Progress Update May 2018

Around 66% of all customer visits on now pre booked appointments – this means that these customers do not have to queue/wait.

Email reminders (to re-licence) are now being sent to drivers 6 weeks in advance for those who have provided an email address. Drivers receive a link to an application form which they complete. The information is checked (back office) then the driver is sent a link to pay online. Once the new process is complete the driver collects the badge / licence.

Work has begun on the online vehicle renewal process which will work as above. Work is also being scheduled for the Operator renewal online process.

Progress Update Nov 2018

In Jan 18 c2500 customers attended Shearbridge Depot, 61% had pre-booked appointments. Now almost 97% of customers attending have a pre-booked appointment and the average waiting time for pre-booked appointments is under 3 minutes. **CLOSED**

Recommendation 8: The service needs to complete its work to update the flowcharts and publish them online for customers' reference. Other pages on the website need to link to the appropriate flowchart as a visual aid for customers to help them understand processes better.

Progress Update Nov 17:

Progress in these areas is directly linked to the progress of the new licencing system and procedures. As each new procedure is introduced a new or revised flow chart will be produced and placed on the website for access by all licenced personnel.

Progress Update Feb 18

All aspects of this area are currently being reviewed/developed and will be updated once the current recruitment campaign is complete.

Progress Update May 2018

As above plus the work is being developed in line with the roll out of online processes.

Progress Update Nov 2018

The recruitment campaign is now almost complete, (see update on point 4) and the majority of admin team is in place to further review/develop the on-line processes, and hence the flow charts.

The website is being constantly updated with processes and flow charts as they're completed.

Progress Update Feb 2019

Recruitment is complete (see update on point 4) and the admin team is in place to further review/develop the on-line processes, and hence the flow charts.

The website is being constantly updated with processes and flow charts as they're completed.

Recommendation 9: The service needs to introduce a system to monitor the time taken to process new applications so it can identify areas for improvement in the process.

Progress Update Nov 17:

New monitoring systems have been introduced in accordance with the progress of the new licensing system and procedures as explained in 7 & 8 above.

Progress Update Feb 18

Following a review a New Application Process that commenced in January 2018. The service is now dealing with applications within 2 weeks of application. Stats will be available by the May meeting.

Progress Update May 2018

As above plus the service continues to prioritise existing licenced personnel over new applicants. New applicants currently have around 4 weeks to wait for initial appointment.

Progress Update Aug 2018

As above, timescales for new appointments are around 2 months.

Progress Update Nov 2018

We are still prioritising existing licenced personnel, and will continue to do so, however new applications are currently being dealt with within 1-2 days of receipt, and appointments are currently being booked for 5-6 weeks time. **CLOSED**

Recommendation 10: The service needs to review its approach to English comprehension and literacy training.

Progress Update Nov 17:

Since 2012 Bradford has successfully used a conversational English assessment and completion of simple receipts to establish English comprehension and literacy in accordance with the needs of a licenced driver. The Service recognises that pre this date there was little effective monitoring of English Comprehension or literacy and is working with Local Authorities across West Yorkshire to establish a common approach to these areas.

Progress Update Feb 18

The service has reviewed its criteria and process to ensure that captures levels of competence. Work is on-going with WY Authorities to establish a common approach.

Progress Update May 2018

As above.

Progress Update August 2018

As above.

Progress Update Nov 2018

As above – no change

Progress Update Nov 2018

As above – no change

Training

Recommendation 11: The service should consider whether it should extend some of its other training modules (e.g. customer care, etc.) to Operators as recommended by DfT.

Progress Update:

The Service will be extending its training modules and delivery to licensed Operators and Proprietors in 2018.

Progress Update Feb 18

Specific Operator Training has been developed and Licensed Operators will be required to attend from March 2018.

Progress Update May 2018

Operator Training has now started for large operators (those with multiple vehicles). Circa 25% of

large Operators have already attended, feedback has been good.

Progress Update August 2018

Around 2/3's of all licensed large Operators have already attended and have provided good feedback. Operators who haven't yet attended are booked on to courses in August / September.

Progress Update Nov 2018

Last session was 20th September, all multi fleet operators have now attended.

To review 12 months in case of any changes to Operators. **CLOSED**

Recommendation 12: The service should consider whether to introduce "instant fail" questions in its assessment process for areas where the wrong answer would represent a clear danger to the safety of the travelling public.

Progress Update Nov 17:

The Service will consider the use of instant fail questions.

Progress Update Feb 18

This remains something the Service is continuing to monitor as part of the new driver and operator training modules which are being delivered. **CLOSED**