Research activity	Date of activity	Purpose of activity	Reason behind that research activity	Data shared	Council	Who attended	Skills learnt:
KO workshop	24/01/2019	To bring all three councils together to generate a clear project direction, establish stakeholders, a project purpose, the potential challenges, and recruitment opportunities.	We run a Kick-Off workshop for every new discovery project to establish a project direction. It allows us get a great understanding of the task in hand and to develop a working relationship with all team members involved.	Planning documentation (including images) shared with Gateshead	Gateshead, Sunderland, Northumberland		Gateshead: Found this sessions very useful and gained a good understanding of how to KO a project, things to cover, how to record feedback. A lot of information was gathered. It would be useful to gain a better understanding of how OB use, analyse and write up the infomrtion gathered. Northumberland: Found the Kick-Off workshop also very useful and provided a good understanding of how to do this for the future.
Focus Group - Taxi Drivers	30/01/2019	To get an understanding, from the perspective of a taxi driver, of the process they have to go through to obtain or renew a taxi licence, their pain points and the challenges they face.	Focus groups allow open, group discussions and provide rich, qualitative data that will help inform our research findings and further research activities. Focus groups also are time efficient and cost effective, compared to individual interviews.	-	Sunderland		
Shadowing at Sunderland council	30/01/2019	To see first-hand how taxi licence applications are processed, all the individual processes and systems required, the staff involved and the internal pain points.	Observing the process(es) provides a rich, comprehensive data that highlights patterns in actions, motivations and behaviours, whilst giving an insight into the service user's point of view.	-	Sunderland		
User journey workshop - Sunderland	05/02/2019	To discuss in detail with council employees involved in the multiple aspects of the licensing process and create a visual and chronological map of the process from both a customer/applicant's perspective (front-stage) and internal council perspective (back-stage) by creating a service blueprint.	Service blueprints are an expansion on a journey map, and look at the holistic experience over time, and across channels but from two perspectives; front-stage and back-stage. As a tool, it helps highlight and capture the overall story, the pain points, barriers and areas of opportunity going forward.	Photos from the workshop output	Sunderland		
User journey workshop - Gateshead	06/02/2019	To discuss in detail with council employees involved in the multiple aspects of the licensing process and create a visual and chronological map of the process from both a customer/applicant's perspective (front-stage) and internal council perspective (back-stage) by creating a service blueprint.	Service blueprints are an expansion on a journey map, and look at the holistic experience over time, and across channels but from two perspectives; front-stage and back-stage. As a tool, it helps highlight and capture the overall story, the pain points, barriers and areas of opportunity going forward.	Photos from the workshop output	Gateshead		It was good to have both licensing officers and our redesign analysts in one room and really delve deeper in the processes. I found the blue print exercise really useful for mapping the back office and front end of the journey. Also a useful skill to connect emotions throughout the journey to identify pain points. Its definitely something we could look to use to support future in house project delivery at Gateshead.
Shadowing at Gateshead council	07/02/2019	To see first-hand how taxi licence applications are processed, all the individual processes and systems required, the staff involved and the internal pain points.	Observing the process(es) provides a rich, comprehensive data that highlights patterns in actions, motivations and behaviours, whilst giving an insight into the service user's point of view.	-	Gateshead		CL: I shadowed Craig whilst he attended our vehicle testing station at Gateshead. It was really insightful to see how Craig conducted an interview throughout his conversation with our MOT tester and the responses we recieved were really insightful in supporting our research around a need for a digital solution. I also noted Craig took photographs and made notes which has been helpful to include in our show & tells and final outputs.
Shadowing at Northumberland council	12/02/2019	To see first-hand how taxi licence applications are processed, all the individual processes and systems required, the staff involved and the internal pain points.	Observing the process(es) provides a rich, comprehensive data that highlights patterns in actions, motivations and behaviours, whilst giving an insight into the service user's point of view.	-	Northumberland		Interesting to see first hand how the application is processed rather than staff telling us and talking through the process and missing things out. Able to ask questions and provide opinions about what was going on.
User journey workshop - Northumberland	14/02/2019	To discuss in detail with council employees involved in the multiple aspects of the licensing process and create a visual and chronological map of the process from both a customer/applicant's perspective (front-stage) and internal council perspective (back-stage) by creating a service blueprint.	Service blueprints are an expansion on a journey map, and look at the holistic experience over time, and across channels but from two perspectives; front-stage and back-stage. As a tool, it helps highlight and capture the overall story, the pain points, barriers and areas of opportunity going forward.	Photos from the workshop output	Northumberland		Insightful to learn and understand the user journey and how this mapped for the customer and business. We haven't done it this way before. Also found discussing the pain points useful to identify needs.

Research activity	Date of activity	Purpose of activity	Reason behind that research activity	Data shared	Council	Who attended	Skills learnt:
Interviews with taxi operators	15/02/2019 - ongoing	Understand the licensing process from a taxi operator perspective. To understand the steps involved for them, their attitudes and motivations, the barriers and frustrations involved in applying for licenses (taxi driver, vehicle and operator).	1-2-1 interviews allow us to capture both detailed qualitative and quantitative data from participants. When participants are provided appropriate context, we can obtain a better understanding of the various aspects of their interaction with the process and everyday actions/thoughts.	-	Gateshead, Sunderland, Northumberland		Gateshead: Useful to see how Craig had prepared a discussion guide to ensure the time available was used effectively and in a SMART set up. Also found it insightful so observe how Craig asked questions and the questions asked to probe. Northumberland: Interesting visit to the Operator. Was able to speak with recruitment, administrator and director. Discussion guide was good and well thought out. Was certainly an idea generator. The 1-2-1 interviews were insightful with Craig and Sally and it was interesting to see this in action.
Guerrilla research with taxi drivers	18/02/2019 - ongoing	To get an insight into the licensing process from a taxi drivers perspective. For this project, we want to capture the attitudes, behaviours and motivations of applicants, the past experiences of drivers who have applied/renewed licences, understand the digital literacy of taxi drivers and their appetite for a digital process, and their perception of public safety.	Guerrilla research is a fast, low-cost research method that provides sufficient enough insights to make informed decisions and identify emerging themes as research continues. Also, it will occasionally allow us to capture information in a natural environment as the research is conducted outside of a controlled, lab setting.	-	Gateshead, Sunderland, Northumberland		Northumberland: Being able to speak with drivers following their application process was beneficial because it was fresh in their heads and they were surprisingly happy to talk. It was also interesting to speak with a mechanic to get their ideas and pain points. We wouldn't have normally spoken with them. Lessons learnt is that we should really cover all stakeholders in the user research.
Benefits and Business Process Mapping Workshop	19/02/2019	Gather more information about the potential benefits that the councils could realise as part of the project. Determine if those benefits are measurable and get the ouncils to start thinking about possible benchmarks that willneed to be taken. Knowledge share of business process mapping and drawing out some of the processes we didnt get into detail about in previous sessions	Activity based session using benefits categories to get everyone thinking of different types of benefits. Business process mapping is an industry wide tool that is used to identify how a business deleivers a product or service and the stakeholders involved, it is business centric. As a tool it can help identify similarities/differences between organisations processes, identify areas for improvements and streamlining. It can show the interactions between business, customer and systems	-	Gateshead, Sunderland, Northumberland		Gateshead: Useful to see OB's approach, questions asked etc. These will support future in-house delivery when establishing benefits and completing process maps. It was insightful to see OB's technique to gather all of the benefits around the project and its useful to have a discussion around these as it really keeps the whole project team on the same page. Northumberland: Really useful and good session as we have never done a benefits workshop before. Will definitely be doing this again on other projects.
Local residents and national LA surveys	19/03/2019	1. A survey to residents of each council about their taxi usage and public safety 2. A survey to national LAs to gauge technology and channels used, as well as the appetite for digital change	1. To help us understand how taxi users use taxi services, to help us understand what saftey means to taxi users, to help us understand how we may be able to build a better taxi licensing service in the future and to broaden our awareness and open engagement with the public. 2. To help gather a national picture of taxi licensing processes, to help gather statistics on a national scale, to find out if there is an appetite from other authorities for a digital process, to understand how users engage with authorities, to help us understand how we may be able to build a better service in the future and open our awareness and engagement with	Survey questions and results	Gateshead, Sunderland, Northumberland		Northumberland: The survey was a good idea and we have some good insights from the data. The number of replies was excellent for a just a weeks consultation. Gateshead: The survey was useful to do to get the project team thinking about what we wanted to find out and answer some of those assumptions we had been discussing in our workshops. I think it was great to tie in our questions to our overall purpose statement too. It was a real team effort from collating our questions to promoting the surveys to try and get as many responses as we could in a short space of time and then analysing our findings. The results have been helpful in supporting our final outputs and opened our
Co-design workshop	07/03/2019	Preperation for our scoping workshop and to start focusing on the future of taxi licensing and what it could look like.			Gateshead, Sunderland, Northumberland		Northumberland: This workshop was a good prep for the service design workshop. Good to go through the journey map and mark out which elemnts, operational/unique/value, no more than 5 and then prioritise, pick one and if no budget issues or time what would you do. Then do one with constraints. Gateshead: It was good to review the journey maps and highlight the moments that matter in the process. It was a really clever way to find where we could narrow our focus over group discussion.

Research activity	Date of activity	Purpose of activity	Reason behind that research activity	Data shared	Council	Who attended	Skills learnt:
Service Scope workshop	18/03/2019	Explore potential solutions that meet user needs and stretch our thinking about the possibilities for change, based on our research insights.		-	Gateshead, Sunderland, Northumberland		Northumberland: The workshop was very interesting, having to "think outside of the box" as we never have the time to do these types of workshops. Good to go through the process maps and commenting on these, doing 'what do you want your council to be known for', wild cards, what would you change with no barriers, millions of people and money. Gateshead: Another useful workshop to gather and review our findings and then to sit and narrow our focus. I really enjoyed the exercise where we could 'go wild' with our ideas to improve our moments that matter and user needs without any limitations. This was good to have some fun but then work backwards and find realistic options to move forward with. Also another simple but clever method of asking each of us to invest our pot of 'money' into our ideas which really helped prioritise where to focus our efforts next. Certainly something we would use in Gateshead for future projects.