

Item

REVIEW OF TAXICARD AND TRANSPORT INITIATIVES

To:

Executive Councillor for Planning Policy and Transport
Planning & Transport Scrutiny Committee 29/06/2021

Report by:

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Wards affected:

All

Key Decision

1. Executive Summary

This report sets out a number of recommendations in relation to transport initiatives funded by Cambridge City Council and in particular the Taxicard scheme. This report follows a review of the Taxicard scheme, outlines a need for clarity on officer delegations in relation to transport initiatives and a proposed wider review to be undertaken working with our partners including the Greater Cambridge Partnership (GCP).

A review of Cambridge City Council's Taxicard scheme has recently been carried out with the aim of increasing usage by its members, within the remit of providing a more flexible Taxicard scheme. Following the review, recommendations for a new scheme, with a review during the first 6 months, from 1 October 2021 are now presented for consideration by the Committee.

The Council funds a number of transport initiatives and these have not been reviewed for some time. These services are;

- Taxicard Scheme

- Dial-a-Ride Grant Agreement
- Bus Subsidy payments for Citi 1,2,3 and 114

2. Recommendations

2.1 The Executive Councillor is recommended to:

- (1) Note this report and that a further report will come to this Committee in January 2022, following the implementation of approved changes and the outcomes of the proposed reviews.
- (2) Approve the proposed changes to the Taxicard scheme for existing and new Taxicard members to operate from 1 October 2021, with a review during the first 6 months, as set out in section 3.3 of this report.
- (3) Approve the undertaking of review work in relation to the Council's Transport Initiatives, working with our partners including the Greater Cambridge Partnership (GCP).
- (4) Note that there will be further consideration of where delegations and responsibility for policy decisions on transport initiatives should be placed.
- (5) Approve that the Head of Human Resources be given delegated authority, in liaison with the Executive Councillor for Planning Policy and Transport, and consultation with the Chair and Spokes for Planning and Transport Scrutiny Committee, to make any changes that may be necessary to support the transport initiatives and schemes going forward, until such time as a wider decision around the policy and strategy decisions is agreed.

3. Background

3.1 In 2018/19 the support for the Cambridge City Council transport initiatives transferred in their entirety from the Planning Department's Transport Policy Team to Business Support (now within the Human Resources Service). The involvement of Business Support in these initiatives until that point had been to process invoices and to assist with the administration and renewals for the Taxicard scheme. Following the creation of the shared service this has included all elements.

In mid-2019 a review of Transport Initiatives was agreed with the Executive Councillor, to look at the arrangements in place for each of the transport initiatives; to include usage figures, cost effectiveness, the administration and to identify how best to deliver these services going forward. The review included the three areas of:

- a) Taxicard Scheme
- b) Cambridge Dial-a-Ride

c) Bus Subsidy payments for Citi 1,2,3 and 114

Each of these transport initiatives have been looked at with the initial findings set out below. To date the review has been completed by officers within Cambridge City Council who do not have the strategic knowledge or transport / policy expertise.

Following changes in the Council's officer structure and scheme of delegations over time, Taxicard is no longer listed as a delegated power to any officer as a direct reference. Clarity is now required as to where the policy and strategy decisions around the transport initiatives should be placed, they are currently within the Human Resources service.

3.2 Taxicard

The Taxicard scheme helps the elderly and disabled people on low incomes pay for taxi journeys. Each Taxicard holder has previously been issued with a book of 100 vouchers valid from 1 April to 31 March. A renewal letter is sent annually to each applicant, asking them to confirm eligibility if they would like to renew.

The scheme is currently administered and is being reviewed by Business Support who; administer the annual applications process and checks for eligibility, liaise with taxi companies over invoicing of reimbursement for vouchers used, manage the contract for and arrange printing of vouchers, hold the budgets and records for the scheme.

Budget and Membership

The minimum cost of a taxi fare where a Taxicard can be used is currently £4.80. If the trip costs £4.80, the Taxicard subsidy is £3.80 (this increases by 10p each year) and the Taxicard holder pays the remaining £1. If the trip costs more than £4.80, the Taxicard holder's contribution increases and the subsidy remains at £3.80.

The budget for 2021/22 is £139,610. The budget for 2019/20 was underspent by £60k. The budget for 2020/21 was underspent by £92K, however due to Covid-19 there was reduced usage of the scheme.

There are two costs associated with the provision of this service, the cost of the suppliers for the provision of the books of vouchers and the database to enable the administration of the scheme, and the second being the cost

of reimbursement to taxi companies who take the vouchers, via monthly invoicing.

The Taxicard budget has been underspent for a number of years. A Committee Report in January 2009 highlighted an estimated £27k underspend that was expected due to a reduction in the demand of the service. However, a 20p rise in voucher prior to 2009 saw a 7% increase in voucher use. The usage on the scheme continues to see a downward trend over the years with associated membership numbers and associated spend continuing to reduce. See tables below.

Reduction in Taxicard Spend 2016/17 to date					
	2016/17	2017/18	2018/19	2019/20	2020/21
Budget	£118,260	£120,540	£123,750	£124,090	£124,450
Spend	£71,149	£64,597	£60,503	£63,328	£32,251

The criteria for joining the scheme changed in 2006 to be means tested. For members aged 80 or over, at the time of the change, 'Grandfather' rights (GFR) were granted and those aged over 80 before 2006 were automatically issued with a Taxicard on what was called 'GFR'. That right was removed for new applicants after 2006. This means that those 'GFR' members do not need to meet the financial criteria to remain on the scheme. 5 years ago we had a total of 598 members, 107 of which were 'GFR' scheme members.

As at 21 May 2021 the scheme has a total of 314 members, 9 of which are 'GFR' scheme members.

Reduction in Membership to the Scheme from 2016/17 to date						
	2016/17	2017/18	2018/19	2019/20	2020/21	21-May-21
Members	491	481	470	454	372	305
Members (GFR)	107	74	49	29	18	9
Total	598	555	519	483	390	314

Age Analysis of Members from 2016/17 to date								
	One-15	16-18	19-29	30-59	60-79	80-84	85+	Total
22016/17		1	8	114	192	69	214	598
2017/18	1	1	10	110	183	57	193	555
2018/19	1		11	106	184	56	161	519
2019/20	1		15	97	173	68	129	483
2020/21			12	78	142	53	105	390
21-May-21			12	65	125	39	73	314

The Review

During 2020 and early 2021 there was a review of Taxicard. The aim of the review was to;

- Understand the Usage / Budget Underspend
- Identify how vouchers are being used
- See whether the scheme still supports members in the same way it used to (scheme has not changed in many years)
- Look at the potential to further develop the scheme over time to a card-based system. (This would be a separate project)
- Make recommendations to improve take up of the scheme

Following the first part of the review, on 2 March 2021 the Executive Councillor for Transport and Community Safety approved an out of cycle decision regarding an amendment to the Taxicard scheme from 1 April 2021 (see Appendix A). The Chair and Spokes of the Planning and Transport Scrutiny Committee were consulted in line with procedures set out in the Council constitution. Informal consultation with our stakeholders took place and the changes were implemented to the scheme from 1 April.

From 1 April the scheme changed to support it's members during the pandemic in the form of issuing a book of 50 vouchers from 1 April to be used until 30 September but allowing members to choose to use 2 vouchers per trip if they so wish. From the information we have received for April and May 2021, 1171 journeys were made using vouchers for the £3.80 subsidy. On 923 of those journeys 1 voucher had been used and on 247 of those journeys 2 vouchers had been used, so the change introduced to support our members is already being taken up by some.

See Appendix B for further information on the work carried out as part of the review.

3.3 Proposals with effect from 1 October 2021

In preparing this report, informal stakeholder engagement was undertaken by way of meetings and correspondence as outlined in Section 5. The results and findings of this helped to shape the decision and confirm the way forward for changes.

As a result of the work carried out in the review the following changes are proposed;

- 1) To continue to allow the use of more than one Taxicard voucher per journey beyond 30 September. Up until April this year only one voucher was permitted
- 2) To cease the annual issuing of books of 100 vouchers each currently worth £3.80 (£380) and replace with one book of 50 vouchers worth £150 made up of 25 x £5 vouchers and 25 x £1 vouchers
- 3) From 1 October to 31 March a book of 25 vouchers worth £75 will be issued
- 4) To allow the use of Taxicard vouchers on Cambridge Dial-a-Ride
- 5) To introduce an admin fee for the replacement of lost books (suggested figure of £10)
- 6) No additional book to be issued in the same year once vouchers have been used with the onus being on members to manage their use. This will be reviewed during the first year of the new scheme, once further publication of the scheme has been carried out and we can see how many additional members the publicity and changes to the scheme brings
- 7) To review the application form criteria so it reflects current requirements to eligibility for those who cannot use public transport in line with the current benefit requirements. To include the amendment of the application form to include the addition of; Higher Care Component of the Disability Living Allowance and Daily Living Enhanced Personal Independence Payment
- 8) To remind members and taxi companies to ensure vouchers are handed over to the taxi driver so the driver has their membership number and voucher number for invoicing purposes
- 9) Ask taxi companies to ensure invoices for vouchers used in one financial year are invoiced within 2 months of the new financial year
- 10) To agree to a move to a card-based system, over time. This would be a separate project given the complexities

- 11) If approved, implementation of the new scheme would be from 1 October 2021 and will be reviewed within the first 6 months
- 12) Approve the delegation to the Head of Human Resources that additional criteria can be added to the form in the future to include reducing the Mobility and Daily Living Enhanced PIP to Standard, and to include War Disablement Pensions and Armed Forces Independence Payment

To explain point (2) above further. At first sight it might appear that members will lose out as the books of vouchers will be worth less than they currently are. However, following the work carried out on usage of the vouchers, the majority of members used between 1 and 50 of their 100 voucher allocation. Therefore, it is considered that to provide books of 50 vouchers totalling £150 (or proportionate amounts if joining the scheme after the first month) which can be used how the holder would like, will be more beneficial and we would hope to see the majority of our members using the majority of their vouchers. This would also allow within the budget for an increase in membership following the proposed changes to the scheme (including eligibility changes on the application form) and the proposed publicity.

The total subsidy each member will have had available to use from 1 April 2021 to 30 September 2021, is £190.00 based on half of the existing allocation. If approved, from 1 October 2021 members would receive 25 vouchers (half of the proposed annual 50 voucher allocation) totalling £75.00.

Whilst based on the existing scheme, books of vouchers have totalled over £300, work carried out as part of this review identified that on average 28% of vouchers are used per member per annum totalling an average spend of around £106.00 per member, so in effect a book of vouchers worth £150 with increased value and different denominations and the choice to use more than one voucher, should see members using more of their vouchers and even their full allocations.

Under the proposed new scheme, the annual subsidy for each member valid from 1 April 2022 to 31 March 2023 would be £150.00 made up of 50 vouchers; 25 x £5 and 25 x £1.

The proposal has been designed to allow more people to use the vouchers in a meaningful way, within the current budget.

Therefore, by issuing one book of vouchers per financial year to members will allow an increase in membership of up to 391 per year based on all 50 vouchers being used, so the scheme has the potential to have 705 members on board, membership figures we haven't seen since 2015. Thereby giving other eligible residents of Cambridge City the opportunity to benefit from the scheme as opposed to 38 new members if two books were to be issued in a financial year – a significant difference.

See Appendix B for cost analysis of the current scheme versus the new scheme, showing what the spend would be should membership increase to 500 and the capacity of the scheme if one book of vouchers is issued versus two books.

Data analysis work will continue to take place to identify how members continue to use their vouchers between 1 April and 30 September 2021, and going forward on the scheme from 1 October to 31 March 2022.

Towards the end of the year, existing Taxicard members will be asked if they are interested in providing feedback on the Taxicard schemes in place since April 2021, to find out how the different schemes have been perceived by members, how members have used their vouchers during this time, and whether there are suggestions to improve how the scheme has operated.

It is hoped the findings of the data analysis work and consultation with Taxicard members will be fed back to Planning and Transport Scrutiny Committee in January 2022. At this Committee, the outcome of the review will be reported back with any proposals for any suggested adjustments to the scheme to be implemented from 1 April 2022.

The Council's supplier of the vouchers will require at least 2 months' notice of any changes required to the scheme and vouchers in order to implement ready for 1 April 2022. Business Support will also need to work to this timescale to ensure a smooth renewals / transition process.

3.4 Cambridge Dial-a-Ride

Cambridge Dial-a-Ride (DaR) is a charitable organization set up in 1996 to help those people, who through disability, old age, and / or infirmity, are unable to travel on alternative public transport. There are two types of membership individual and group. Individual Membership is intended for

people over the age of 16 years who have difficulty using public transport because of disability, infirmity, age or mental disability, but who still like to travel independently in and around Cambridge. An annual membership fee is payable and a fare for each journey is paid at time of travel. Group Membership permits organisations, clubs, community groups and care homes to organise travel for their members as a means of enriching their quality of life or facilitating group attendance at events or meetings, or day trips, which otherwise would be difficult for group members to attend. An annual membership fee is payable by the organisation. Bookings for group journeys are made by the organisation on behalf of its members and payment is made by the organisation against an invoice issued by DaR.

This weekday community bus service is provided to residents of Cambridge and some surrounding villages outside of the City Boundary, providing door-to-door pick up and drop off and escort to properties where necessary. It provides users (individuals or groups) with a friendly point of contact and gives members the opportunity to interact with other members of the public by attending day centres / lunch clubs / activity centres that they would be unable to attend without using DaR. DaR can also transport its members to hospital, dental surgeries, local doctor, supermarkets and during the summer provides daytrips to the seaside and other attractions.

Although less flexible than a taxi, DaR drivers are trained to help people with health and mobility problems and DaR journeys can give vulnerable people the social contact that they often lack. Users of the service may bring a friend or family member as their official escorts, and an additional fare of £5 is charged for them. Guide dogs and help dogs are also welcome and travel without charge.

It is financed through membership fees and fares but does receive support from regular funding agencies. These include Cambridgeshire County Council and Cambridge City Council.

Cambridge City Council has supported the work of DaR since before 2004. In 2019, the budget for this service, along with responsibility for the provision of the Grant Agreement, and attendance at the quarterly DaR Funders Meetings was transferred to Business Support.

The budget associated with the provision of this service for 2021/22 is £50,510. The budget for 2020/21 was £47,010 with expenditure of £43,954. The expenditure is made up of the Grant Agreement and the reimbursement to DaR for journeys made by the visually impaired where 50p a single trip and £1 a return journey is reimbursed to DaR.

For a number of years Cambridge City Council has provided a Grant Agreement to DaR. The Grant is related to the provision of a community bus service. The funding through this grant agreement is used to finance the service for use by residents within the Cambridge local authority area. The money is used in a number of ways to maintain this service including assisting in the replacement of their aging bus fleet.

If approved, the review will look at the Grant Agreement currently in place with DaR. Following this review we will identify where responsibility for the policy decisions around this is best placed.

3.5 Bus Subsidies

Cambridge City Council have been funding certain bus services from 2000. Earlier information is not available.

The services are provided by Stagecoach and Star Cabs and are funded through a contract with the County Council for 4 bus services used by the public. These services are run at various times and include late night / early hours of the morning and a Saturday service for a few hours. These services had originally been subsidized to enable some services to continue due to other routes in the City being cut.

The original aim was that with the funding from the City Council the services could be run at times when they might otherwise have stopped, therefore supporting the night time economy and also providing a service to those on routes where other services were no longer provided. The services are;

Citi 1 (Stagecoach)

(to note this service paused operations on 27 March 2020)

Who uses this service: Members of the public.

The Route: Arbury – City Centre – Rail Station – Addenbrookes Hospital – Cherry Hinton – Fulbourn

Days / Times of Operation: Fridays and Saturdays 0040 hrs – 0247hrs

Citi 2 (Stagecoach)

Who uses this service: Members of the public

The Route: Addenbrooke's / Sainsbury's / City Centre / Chesterton / Cambridge North Station / Milton / Waterbeach

Days / Times of Operation: Monday – Friday: 1910 – 1955 hrs / Saturday: 1910 – 2025 hrs / Monday's to Saturday's: 2010 – 2338 hrs (variations on route)

Citi 3 (Stagecoach)

Whose uses this route: Members of the public

The Route: Fison Road – City Centre – Rail Station – Cherry Hinton

Days / Times of Operation: Monday – Friday: 2015 – 2307 hrs (variations of route) / Saturday: 1932 – 2307 hrs

114 Star Cabs (formerly Big Green Bus Company)

This service is made up of 2 separate contracts;

Contract 1: A contract for the Monday to Friday journeys, subsidised by the Cambridgeshire and Peterborough Combined Authority (not addressed in this report)

Contract 2: A contract for the Saturday journeys, subsidised by Cambridge City Council.

Who uses this service: Members of the public, primarily the elderly due to the route.

The Route: Cambridge City Centre – The Grafton Centre – The Beehive Site (Coldhams Lane), Addenbrookes Hospital

Days / Times of Operation: Saturday 1010 – 1425 hrs

In 2019 the Head of Human Resources, Corporate Business and Executive Support Manager and the City Council's Executive Councillor for Transport and Community Safety, met with the Public Transport Network Co-ordinator and Public Transport Manager from Cambridgeshire County Council. A discussion was had around possible future investment by the GCP to these routes. As a result contracts for these services have been renewed on a short term rather than an annual basis over the last 12-18 months. Approval has recently been given to extend these contracts for a further 6 months, from 1 July through to 31 December 2021.

If notice was to be given for any of these routes, notice provisions and potential exit charges could apply. Any changes might also require some public consultation.

The Cambridgeshire and Peterborough Combined Authority manage the contract documentation with the suppliers, however if the existing arrangement is to continue long-term, they have advised a full procurement exercise should be carried out which they could assist with.

The 2021/22 budget associated with the provision of these services is £134,090. The total spend for 2020/21 was £128,820. All services have continued to be funded during Covid-19.

The patronage figures collected for the last 5 years, shown below, indicate a reduction in use of most of these services, with reduced cost efficiency on this travel initiative.

Usage Figures for 2015/16 - 2019/20				
	114	Citi 1	Citi 2	Citi 3
2015/16	1524	9994	54033	53908
2016/17	2400	9521	20028	55844
2017/18	2392	3053	80521	44562
2018/19	2526	2304	86158	43808
2019/20	2063	2195	71429	43927
2020/21	Services Disrupted Due to Covid-19			

Looking at the patronage figures and costs of running the services, it is proposed that a review is undertaken of the cost effectiveness of this and other transport initiatives, working with our partners including the GCP. Wider discussions are also underway with the GCP over the provision of these services in the future.

3.6 Review of Transport Initiatives

A number of senior officers met to discuss where the policy and strategy decisions for these initiatives should sit. The agreed outcome was the proposal for a review using expertise not available in-house, and the recommendation to approach GCP for advice and support in this review. The aim of the review would be to ensure that whatever services the City Council chooses to continue to provide, and that the policies around these, are coherent alongside the other services provided or supported by the

GCP, the County Council and the Cambridgeshire and Peterborough Combined Authority. An initial discussion with the GCP has taken place.

A review will provide us with proposals for how these services fit in with other transport initiatives across the organisation and indeed other organisations and as these services haven't been reviewed for many years whether the budgets for these initiatives could potentially be spent differently. Consideration is also required as to where the policy and strategy decisions around the Transport Initiatives should be made in the future.

If the review is approved by this Committee, an outline scope and timeline will be prepared, subject to agreement with the Executive Councillor. The target timeline for completion would be by the Autumn allowing for any proposed changes to be reflected in the budget process. It is thought any changes to these schemes as a result of the review would take effect from 1 April 2022. The findings from this review, along with any recommendations for change, would be presented back to Planning and Transport Scrutiny Committee in due course.

Following the review and the need to make decisions around Taxicard with effect from 1 April, it became more evident that the existing service area is not where the long-term future of transport policy decisions should be provided. Taxicard is no longer listed as a delegated power (to any officer) as a direct reference. The last review of this service had been in 2009 when it went to the Executive Councillor for the decision. This year as a result of no delegations and being outside of the committee cycle, an out of Committee Decision was required.

Until such time as the review is complete (if approved), it is proposed that the delegations for these 3 transport initiatives should be with the Head of Human Resources.

4. Implications

a) Financial Implications

- Taxicard - The operational changes implemented to the Taxicard scheme from 1 April 2021 and those proposed from 1 October 2021 will be met from the existing Taxicard budget.
- Dial-a-Ride - Budget provision would be reviewed as part of the wider review.

- Bus Subsidies – There is a potential for savings should these cease to be provided by Cambridge City.
- The Review - Any costs associated with the review of these transport initiatives will be met from existing transport initiative budgets.

b) Staffing Implications

No additional resource was provided to support this work when transferring from the Planning department in 2018. The work carried out to date on these initiatives is provided through existing resources within the Business Support Team, Human Resources.

c) Equality and Poverty Implications

The Taxicard scheme should be accessible to all City residents who are eligible. An Equality Impact Assessment has been conducted. Please see Appendix C.

d) Environmental Implications

There are no changes proposed to the existing transport initiatives that would change the current environmental implications. It is the increased use of Taxicard vouchers which is anticipated, however we anticipate more members to the scheme.

e) Procurement Implications

- Taxicard - The current suppliers of the Taxicard vouchers are providing the service until 31 March 2022. A full procurement exercise will be required in time to secure a supplier for the provision of the vouchers from 1 April 2022 in line with the relevant procurement regulations.
- Dial-a-Ride- None.
- Bus Subsidies - If Bus Subsidies remain the City Council's responsibility, the Cambridgeshire and Peterborough Combined Authority have advised a full procurement takes place to ensure value for money.
- Review - None.

f) Community Safety Implications

- Taxicard -To ensure those with disabilities are supported to move around the City safely.
- Dial-a-Ride - Drivers are CRB checked and trained to work with those with disabilities.
- Bus Subsidies - If services are not provided by Cambridge City and services change, the nighttime economy may be affected and those out late at night are required to walk rather than getting a taxi to their destinations.

- Review of Transport Initiatives - None.

5. Consultation and communication considerations

Consultation and communication to date has consisted of;

Taxicard

- All existing users written to and made aware of changes from 1 April 2021 and proposals from 1 October 2021
- Website pages updated accordingly with changes from 1 April 2021
- Attendance at Cambridge City Council Taxi Trade Forum on 19 March 2021 to explain proposals to the Taxicard scheme from 1 April 2021 and 1 October 2021 (if approved)
- Communication sent to all Taxi Drivers and Operators on 18 March 2021 about the change to the Taxicard scheme from 1 April 2021
- Shared future proposals with representatives from Cambridgeshire and Peterborough Healthwatch, Disability Cambridge and Camsight
- Met with Cambridge Dial-a-Ride to explain future proposals
- Press release issued about changes to the scheme from 1 April 2021 and the review underway, proposals, if adopted to be implemented from 1 October
- Out of Committee Decision made on 2 March 2021
- Discussions with colleagues in Revenues and Benefits around the eligibility criteria for the scheme and possible changes to the application form

Dial-a-Ride

- Cambridge DaR have been made aware of the proposal to allow Taxicard vouchers to be used on DaR in future
- Conversations around the existing Grant Agreement arrangement have been had with Cambridge City Council's Community Funding service.

Bus Subsidies

- Ongoing dialogue with the Executive Councillor for Transport and Community Safety with regards to the future provision of these services.

Review of Transport Initiatives

- Meeting held with various City Council Heads of Service
- Initial discussion with GCP Officers around the review

Planned consultation and communication following the outcome of proposals put to this meeting will include;

Taxicard

- Written communication to all existing Taxicard members

- Updates to the City Council's website
- Outcome shared with representatives of Cambridgeshire and Peterborough Healthwatch, Disability Cambridge and Camsight
- Outcome shared with Taxi Drivers and Operators
- Outcome shared with Cambridge Dial-a-Ride
- Press release issued
- Article promoting the scheme published in Cambridge Matters
- Article promoting the scheme published in Open Door
- Article promoting the scheme published in Camsight's Newsletter
- Depending on the number of new applications received, further publication of the scheme may be provided in the form of leaflets at various centres around the City
- Discussion with the existing supplier of the vouchers confirming new voucher arrangements

Dial-a-Ride

- Confirm whether Taxicard's are to be permitted for use on DaR from 1 October 2021

Bus Subsidies

- Should these remain with Cambridge City Council, and the services are to be provided in a different way, public consultation may be required.
- The Cambridgeshire and Peterborough Combined Authority to be made aware of any changes.

Review of Transport Initiatives

- If approved, communication and consultation will be considered as part of the scope of the review.

6. Background papers

Background papers used in the preparation of this report:

- Record of Executive Decision
- Existing Taxicard scheme eligibility criteria

7. Appendices

- Appendix A – Record of Executive Decision
- Appendix B – Taxicard Review (including Usage), Cost Analysis of the Current Taxicard Scheme versus Proposed New Scheme

- Appendix C - Equality Impact Assessment

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Sharon Line, Corporate Business & Executive Support Manager, tel: 01223 – 457570, email: sharon.line@cambridge.gov.uk or Deborah Simpson, Head of Human Resources, tel: 01223 - 458101, email: deborah.simpson@cambridge.gov.uk.