

ABERDEEN CITY COUNCIL

COMMITTEE	City Growth and Resources
DATE	26.09.2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Aberdeen Bike Hire – Business Case
REPORT NUMBER	PLA/19/303
DIRECTOR	Not Applicable
CHIEF OFFICER	Gale Beattie
REPORT AUTHOR	Alan Simpson, Rachael Sparrow
TERMS OF REFERENCE	2.2

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform Committee of the findings of a bike hire scheme options appraisal study, to recommend a preferred option and to gain approval for the next steps in terms of delivering the findings of this piece of work.

2. RECOMMENDATION(S)

That the Committee: -

- 2.1 Note the outcomes of the bike hire scheme options appraisal study;
- 2.2 Agree the preferred option of implementing a city-wide bike hire scheme via a private management model; and
- 2.3 Delegate authority to the Chief Officer – Strategic Place Planning, following consultation with the Head of Commercial and Procurement Services and the Leader of the Council to consider and approve business cases (including estimated expenditure) for a bike hire scheme for the purposes of Procurement Regulation 4.1.1; and thereafter, to procure appropriate works and services, and enter into any contracts necessary for the delivery of a bike hire scheme without the need for further approval from any other Committee of the Council.

3. BACKGROUND

- 3.1 At the full Council budget meeting in March 2018, officers were tasked with providing “a business case to committee around the introduction of a cycle hire scheme which would have the potential to bring a real sea-change to transport in the city”.
- 3.2 As part of Aberdeen’s involvement in the European Union (EU) funded CARE North project in 2011, a draft bike hire feasibility was carried out, which concluded that Aberdeen was not yet ready for a city-wide bike scheme, that changes to make the city more cycle-friendly were needed and that any scheme should be focused on a smaller area of the city such as the university or the beach. However, since this study was undertaken the local context has

changed significantly. More cycling infrastructure has been implemented in Aberdeen, the Aberdeen Western Peripheral Route has opened, the City Centre Masterplan (which itself proposes a bike hire scheme) has been unanimously agreed by Council and, through its involvement in the CIVITAS PORTIS EU funded project, which began in 2016, the Council had committed to investigating cycle hire again. In 2018, officers engaged with CoMo, the accreditation body for car clubs and bike share in the UK, who advised that the market has also changed dramatically since 2011 and with so many cycle hire schemes now operating across Scotland, the UK and Europe, the range of models and the understanding of what makes them successful, has increased greatly.

- 3.3 The Scottish Household Survey (2017) reveals that 27% of homes in Aberdeen do not have access to a car and 69% do not have access to a bike. Therefore, a city-wide bike hire scheme would help increase the transport options available for Aberdeen City residents.
- 3.4 Given the above, it was concluded that a consultant should be engaged to undertake a Scottish Transport Appraisal Guidance (STAG) based options appraisal for an Aberdeen bike hire scheme. SWECO were engaged in December 2018 to perform this. Further information about the brief is provided in Appendix A.
- 3.5 To gauge public and stakeholder opinion, SWECO undertook two stakeholder engagement sessions and an online public consultation. All Elected Members were invited to attend both stakeholder workshop sessions. The feedback from the public consultation was then used to help inform an assessment using Scottish Transport Assessment Guidance (STAG). The executive summary, which outlines the full findings of the study, can be found in Appendix B. As part of the public consultation, members of the public were asked a wide variety of questions, including;
- likelihood of using a scheme,
 - the types of trips they might use the scheme for,
 - frequency of use,
 - hire duration,
 - hire station locations,
 - preferred bike types,
 - bike hire model options,
 - charging options and
 - scheme management.
- 3.6 The study concluded that there is a level of demand for a bike hire scheme in Aberdeen. Of the six potential bike hire scheme options (further described in Appendix B) that were generated and assessed using the STAG criteria, the three models which proposed a city-wide bike scheme scored more highly than the rest. These were

Model	Description
100% public	The Local Authority has full control of all income and pays for all costs and owns the bike hire scheme equipment.

100% private	The operator takes on all the financial risks, sets tariffs, engages partners, sponsors and advertisers. The operator receives all income and is responsible for the success of the bike hire scheme. The Local Authority ensures a minimum service standard. No public subsidies are required
Public/ private partnership	The bike hire scheme is supported by some ongoing subsidy from the local authority and potentially other partners. The Local Authority covers capital costs and sets the minimum service standards. The operator retains revenue to cover their costs. A profit share arrangement can be made if the commercial income is sufficient.

- 3.7 The study identifies a mixture of standard adult pedal bikes and electric bikes as being suitable for an Aberdeen bike hire scheme. Although the survey also asked respondents about incorporating disability bikes and children's bikes into the scheme, these options proved less popular. None of the three cities consulted with had schemes that provided these while Edinburgh stated that, due to the range of disabilities and specialist nature of these bikes, these were better catered for separately by a more specialist scheme. A full Equalities and Human Rights Impact Assessment, which addresses age and disability protected characteristics in more detail, has been carried out.
- 3.8 Sweco suggest that Aberdeen could support 32 locations averaging 8 bikes per station. CoMo estimate capital costs from £1,500-£2,500 per bike for the bikes, docking stations and installation rising to £3,000-£4,000 per bike where electric bikes are used. Operational costs would vary depending on a number of factors including the scale of the bike hire scheme and the duration of contract, typically from £600-£1,000 per annum, per bike. This would mean that an Aberdeen Bike Hire Scheme could have capital costs between £384,000 and £640,000 and an operational cost between £153,600 and £256,000. Edinburgh have implemented 9% of all bikes being electric so, were Aberdeen to adopt something similar, this would cost an additional £34,500 in capital costs. To reduce costs to the Council and the operator a variety of options including sponsorship, government grants and membership revenues have been used by other schemes. Further details can be found in Appendix C
- 3.9 Given how close the scores were between the three potential models, officers engaged with three other Scottish cities – Edinburgh and Stirling, which SWECO had already identified in the study, and Dundee, who have recently launched a scheme – to better understand the models that they implemented. While all three cities had launched procurement exercises to invite companies to bid to run their cycle hire schemes, both Edinburgh and Dundee stated that the scheme must run at zero cost to the Council (the private model). Both cities had been successful in attracting an operator with Edinburgh launching in September 2018 and Dundee in August 2019. However, both Councils did incur staff costs in undertaking the procurement exercises, investigating and agreeing locations, setting up contracts and in ongoing liaison with the operator. They were also prepared to provide support to the operator in seeking external funding for the schemes. Edinburgh and Stirling's schemes have a mixture of standard pedal and electric bikes while Dundee's is

fully electric. All bikes are unisex and designed to be used by able-bodied adults.

- 3.10 Given that it scores highly in the study, has been successfully implemented by other Councils with willing operators and poses the least financial risk to the Council of the best scoring models, it is recommended that a private model scheme should be pursued for Aberdeen. The Council already adopts a similar model with Co-wheels car club so this operating model has been demonstrated to work effectively within Aberdeen. The study also suggests, in order to better understand the bikes available and appetite from providers, that a Supplier Day is held in Aberdeen where potential operators are invited to come to Aberdeen and hold early discussions with officers about the potential form of any future procurement exercise. This was undertaken in 2011 when setting up the car club. Further suggestions about how an Aberdeen bike hire scheme could look are found in Appendices B and C.
- 3.11 In order to support the scheme, the Council could become a corporate member of the scheme, instead of having its own pool bikes for staff. A similar model is already used with Co-wheels cars club so this could be explored more thoroughly during the procurement exercise.
- 3.12 The study outlined the need for further investment in cycling infrastructure for the scheme to really succeed, which was also commented on by the public consultation.

4. FINANCIAL IMPLICATIONS

- 4.1 Once operational, the recommended scheme would be expected to run at zero cost to the Council.
- 4.2 There will be a requirement for significant amounts of staff time to be spent on the initial organising of the scheme - procurement, creating contracts, and the agreeing and establishment of any potential docking station locations and associated infrastructure necessary to support the bikes. There would also need to be ongoing liaison between the Council and the operator.
- 4.3 Based on the Glasgow and Edinburgh schemes, the study suggests a full-time member of staff spending approximately 80% of their time on the bike hire scheme would be required until around 6 months post-operational launch. For implementation timescale, CoMo suggest it takes up to 18 months from initiation to bike hire scheme launch. Aberdeen is approximately 6 months into this process. meaning that 18 months of salary would need to be funded. This would equate to around £95,000 of Transportation staff time. Additional resources would therefore be required or existing project commitments placed on hold if implementation of a bike hire scheme is to be prioritised. In addition, there is likely to be staff time cost associated with Managerial support and support from the Council's Procurement team in preparing necessary documentation.
- 4.4 CoMo have advised that they offer free and impartial high-level advice and guidance on the implementation and shaping of access to bikes/bike share

schemes options scoping and procurement, funded through Transport Scotland and are more than willing to support the on-going process in Aberdeen. This could bring about efficiencies and should be investigated further if the scheme proceeds to implementation.

5. LEGAL IMPLICATIONS

- 5.1 Any procurement process will follow the Council's established processes and comply with the Council's procurement regulations and applicable legislation. All contracts will be subject to review and approval by the Commercial and Procurement Service legal team.
- 5.2 The pursuit of a private model will involve a contract to be drawn up establishing the Council's responsibilities and those of the operator. The Council's Commercial and Procurement Legal Team will review and approve the contract terms.
- 5.3 The Council will specify that the bike hire operator is accredited with CoMo UK, the accreditation body for bike hire schemes in the UK, to ensure that we are using an operator that has already been proven to deliver bike hire schemes in the UK.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Med (M) High (H)	Mitigation
Financial	The model isn't financially self-sustaining. The operator requires a subsidy or withdraws from the city. There is no interest in from private operators to come to Aberdeen	H M	Clearly outline the responsibilities of the operator and the council within the contract. Discussions with CoMo around alternative options and market testing to invite operators to come to Aberdeen and talk to the Council
Legal	Failure to comply with procurement legislation	M	Follow the council's own procurement process in line with the procurement regulations and seek advice from the procurement team. Ensure that the reasoning and scoring of bidders is appropriately robust and documented. Ensure that all contracts are reviewed by

	Locating cycle hire stations on land which was compulsory purchased and/or has conditions and burdens, such as Park and Ride sites, may contradict the terms of sale	M	the Council's Commercial and Procurement legal Team. Explore this with the Council's legal team
Employee	Staff time requirement is more onerous than envisaged and impacts upon other workload	M	Regular liaison with management and workload prioritisation
Customer	Customer will be using a bike hire scheme which is not owned the council.	M	Clearly define the roles and responsibilities of the council and operator in the contract. By using a CoMo accredited supplier we can ensure that the operator has been thoroughly assessed. The city's car club is a similar model
Environment	Bike hub locations in sensitive areas.	M	Aim to minimise the footprint of the bike hire scheme in sensitive areas. Ongoing engagement with the Masterplan, design and conservation team.
	Vandalism of bikes	M	Work with operator on ways to better protect bikes or, if necessary, to find an alternative location for a particular hire station
	Bikes parked obstructively	M	Model chosen may influence responsible parking behaviour eg docking stations
Technology	The bike hire equipment being redundant	M	It would be the contractual responsibility of the operator to ensure that the equipment is current and useable.
	E bike charging	M	Work with a supplier that has a proven record for delivering e bikes. Work with relevant internal teams to establish how charging facilities could be provided.

Reputational	If the bike hire scheme is not a success	H	This has been minimised by undertaking a robust options appraisal, favour 100% private route as the operator covers the cost. Positive for the Council as helping people have access to sustainable forms of transport.
	Scheme sponsors	H	Contract will ensure that the Council has to approve any sponsor should one be sought.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The proposals within this report support the delivery of LOIP Stretch Outcome 1 – 10% increase in employment across priority and volume growth sectors by 2026 – by giving people access to another mobility option they can use.
Prosperous People	<p>The proposals within this report support LOIP Stretch Outcome 4 - 90% of children and young people will report that they feel mentally well by 2026. Exercise has been demonstrated to help mental health and giving people greater access to bikes, encourages them to use a healthy means of transport.</p> <p>The proposals within this report support LOIP Stretch Outcome 11 - Healthy life expectancy (time lived in good health) is five years longer by 2026 – by giving people access to a means of transport which is good for their health.</p>
Prosperous Place	The proposals within this report support RTIS EU – by giving people improved access to bikes.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Co-design: We will design our services with input from our customers to better meet their needs - The Bike Hire Scheme Options appraisal has incorporated the needs and views of customers as part of its formation.
Organisational Design	Outcome Led: We will commission services organised around the LOIP outcomes we seek to achieve and will separate this commissioning function from delivery – The bike Hire scheme has already been shown to contribute to the LOIP outcomes.
Governance	Informed: decisions should be made having given consideration to available options, an assessment of impact, an assessment of risk, the views of stakeholders, and how these decisions will be

	implemented, including performance and improvement measures. – In commissioning the Options Appraisal to inform the cycle hire scheme, the views of stakeholders have been taken on board, consideration has been given to available options and an assessment of impact and risk have been taken into account.
Workforce	Empowered and accountable: A revised behavioural framework that clearly sets out what we expect of staff in both the behaviours and in how we expect staff to approach work going forward – A bike hire scheme gives employees the ability to do their job and be mobile in a way that makes them less car dependent and helps them stay healthier.
Process Design	Understand what people need: We will work with our customers to understand their needs and to make the processes fit for them. The bike hire scheme options appraisal has involved engagement of public and stakeholders to make sure that their needs are taken into account when considering options and how to implement them.
Technology	Engaged: Technology will be used to re-cast our relationship with the communities we serve by enabling more citizen engagement and participation – Citizens engaged with using Citizen space platform.
Partnerships and Alliances	Complementarity of purpose and value added: The emphasis will be placed on identifying the common outcomes to which we are working, whether in long or short-term relationships, looking to build on the distinctive contribution of all parties, and ensuring that our combined efforts bring about change – A bike hire scheme will help both the operator and the Council to offer a business which benefits the citizens and the health of the city.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	A full EHRIA has been completed
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

Decision Sheet. Full Council meeting. 6th March 2018 - <http://councilcommittees/documents/g6119/Decisions%2006th-Mar-2018%2014.00%20Council.pdf?T=2>

10. APPENDICES (if applicable)

Appendix A: Bike Hire Scheme Options Appraisal Scope
Appendix B: Bike Hire Scheme Options Appraisal - Executive Summary
Appendix C: Bike Hire Schemes – Additional Factors for Consideration

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Appendix A – Bike Hire Scheme Options Appraisal Scope

As part of the scope, bidders were asked to provide costs to undertake the following.

- 2.1 The draft 2011 Public Bike Hire Scheme Feasibility Study will be made available to the successful bidder, who should review the document. The successful bidder should also review the; local policy, strategy, guidance and current transport situation in Aberdeen to identify which parts of the feasibility study are still relevant. A full list of the relevant policy and guidance documentation as well as the relevant projects was also provided to them.
- 2.2 Undertake an options appraisal based on the Scottish Transport Appraisal Guidance (STAG) methodology including an identification of the problems, constraints and opportunities associated with the local context, and the identification of appropriate transport planning objectives.
- 2.3 Develop a list of options in discussion with ACC and partners, as well as with the public and key stakeholders which can then be appraised against the STAG criteria. In addition to the standard STAG criteria; deliverability, affordability and acceptability should also be considered. Consideration should be given to bike hire models within the UK and in appropriate comparator cities where the operating and legislative environments are similar. The appraisal should also consider the following questions:
 - a) Who would use a bike hire scheme, what is the likely demand?
 - b) If appropriate, where should bike hire hubs be placed in the city so that they are accessible to users?;
 - c) Should a bike hire scheme be citywide or in more specific areas?;
 - d) How many bike hire locations might be required to make the bike hire scheme viable?;
 - e) How would a bike hire scheme link to other modes of transport and interchange points?;
 - f) What would the cost to the public purse be of setting up and running the bike hire scheme?;
 - g) Would there be a cost to the bike hire scheme users?;
 - h) Could the bike hire scheme be delivered without significant challenge or time and resource dependent actions?;
 - i) The possibility of different bike types being available on the bike hire scheme fleet to ensure accessibility to as many people as possible.
 - j) What input, if any, would be required from Aberdeen City Council to support the bike hire scheme?;
 - k) How would an Aberdeen City bike hire scheme interact with the SMART cities environment and enhancements in digital technology?;
 - l) How would an Aberdeen City bike hire scheme be complementary to the bike hire scheme ambitions of Aberdeenshire Council?;
 - m) How could any new bike hire schemes compliment that which is already in operation?;

- n) What level of mode shift is the bike hire scheme likely to bring about from private car use to cycling?;
- o) What kind of bike hire financial model would work best in Aberdeen? Clearly define the financial risks to the Council of implementing the bike hire scheme;
- p) Could bike hire hubs be incorporated into active travel hub development if so, what could these incorporate?;
- q) Would it be practical and/ or desirable to have a phased approach to implementing the Aberdeen City bike hire scheme, and where would the first phase potentially be?;
- r) Who would be responsible for operating and maintaining the bike hire scheme?;
- s) Consideration should be given to the management and maintenance of the potential bike hire scheme. Depending on study outcomes, an overview of any potential solutions to any of the logistical issues should be identified; and
- t) Consideration should also be given to minimising the financial risk to the Council and therefore the public purse in the; setting up, operating and maintaining of a bike hire scheme in Aberdeen.

2.4 Engagement with key stakeholders and the public should be undertaken throughout the process to ensure that:

- a) They are on board with the objectives of the bike hire scheme;
- b) They have helped inform the options and the appraisal itself; and
- c) The consultant should identify and agree with the Client the details of the necessary consultation.

Appendix B: Bike Hire Scheme Options Appraisal - Executive Summary

This report presents a Scottish Transport Appraisal Guidance (STAG) based appraisal of bike hire options for Aberdeen. To set the scene for bike hire in Aberdeen, a review of the 2011 feasibility study was undertaken, along with a review of local, regional and national policy and a review of the geographic context within which a bike hire scheme in Aberdeen would sit. This work revealed that the implementation of bike hire options would contribute to a wide range of transport, environmental, economic and planning policies including the Council's Local Transport Strategy and the Aberdeen City Centre Masterplan. The existing bike hire schemes in Aberdeen, at the rail station and the two universities, are regarded as complementary to a city bike hire scheme, not competition. The two university-led schemes in particular provide bike hire over a longer term and therefore serve a different market to one which would be used largely for short, one-way trips.

Following the STAG methodology, consultation was undertaken to determine the problems, opportunities, issues and constraints that a bike hire scheme would be seeking to address. This exercise concluded that the main transport problems in Aberdeen are regarded as:

- Car dominated culture;
- Limited cycling infrastructure;
- Poor public transport;
- Funding problems;
- Safety concern for cyclists; and
- Traffic congestion.

To address these problems, Transport Planning Objectives (TPOs) were developed in discussion with the Client Group and at the stakeholder workshops. The TPOs for the Aberdeen Bike Hire Options Appraisal are:

- TPO 1: To promote cycling as an attractive, cost effective, everyday mode of transport for both commuting and leisure trips;
- TPO 2: To improve transport integration and help to facilitate first/last mile trips;
- TPO 3: To improve the accessibility of Aberdeen for residents, commuters and visitors; and
- TPO 4: To reduce single occupancy car use in Aberdeen particularly in relation to commuting to work/ education.

A public consultation exercise was undertaken to gauge the level of support for a bike hire scheme in Aberdeen and to seek views on various aspects of its delivery. Over three-quarters of those who responded stated that they would, or might, use a bike hire scheme in Aberdeen. Leisure trips were the most popular types of journeys likely to be made by hire bike, followed by personal trips and commuting. The most popular locations for bike hire to be available were the city centre, transport hubs, the seafront and parks. Of the bike hire options presented in the consultation, the preferred option was for the implementation of a city wide bike hire scheme delivered through a public private partnership. A small number of respondents (4%) stated that they thought the Council should not implement a bike hire scheme.

Option	TPO 1	TPO 2	TPO 3	TPO 4
1. City Bike Hire – 100% public	✓✓✓	✓✓✓	✓✓✓	✓✓
2. City Bike Hire – 100% private	✓✓✓	✓✓✓	✓✓✓	✓✓
3. City Bike Hire – public private partnership	✓✓✓	✓✓✓	✓✓✓	✓✓
4. Bike Loan Scheme	✓	=	✓	✓
5. Promotion of workplace pool bikes and existing hire schemes	✓	✓	✓	✓
6. Do Nothing	=	=	=	=

The final chapter of the report provides discussion on a range of factors for further consideration in relation to implementing a city bike hire scheme in Aberdeen, covering the following topics:

- Management model;
- Finance model including potential costs and funding opportunities;
- Expected demand;
- Station locations;
- Design specifications including the bikes, docking stations and membership/pricing models;
- Key risks;
- Resources and timescales; and
- Additional measures that could be implemented to encourage uptake of any bike hire scheme and cycling in general.

Appendix C – Bike Hire Schemes – Additional Factors for Consideration

Management model:

Most of the successful bike hire schemes in the UK take a partnership approach with a clearly defined distribution of roles and responsibilities between the public agency overseeing the system and the private supplier / operator

Finance model including potential costs and funding opportunities:

There are a number of ways to finance a bike hire scheme using a combination of:

- Public funds (e.g. local transport budgets, regional/national government grants such as Smarter Choices, Smarter Places);
- Bike hire scheme revenue from memberships and daily use; and
- Sponsorship, advertising or partner contributions.

Expected demand:

- Aberdeen is a compact city with almost $\frac{3}{4}$ of all journeys under 5km, a distance suited to a bike hire scheme.
- Tourists are increasingly expecting bike hire schemes
- Around 80% of respondents to the survey said they would or might use a scheme. Of those 78% were in full-time employment, aged 26-54, split between male and female,

Station locations:

An ideal density of stations is reported as being approximately every 300m, however for Aberdeen it is suggested that key trip attractors are targeted in the first instance and the density is increased over time. Based on this, a 32-station bike hire scheme, which would typically host between 200-300 bikes, is considered. Map 1 and Table ES-3 below outline suggested locations. However, the exact scale, coverage, density and design of a bike hire scheme would be determined as part of any future procurement process.

Map 1 - Map of suggested cycle hire station locations

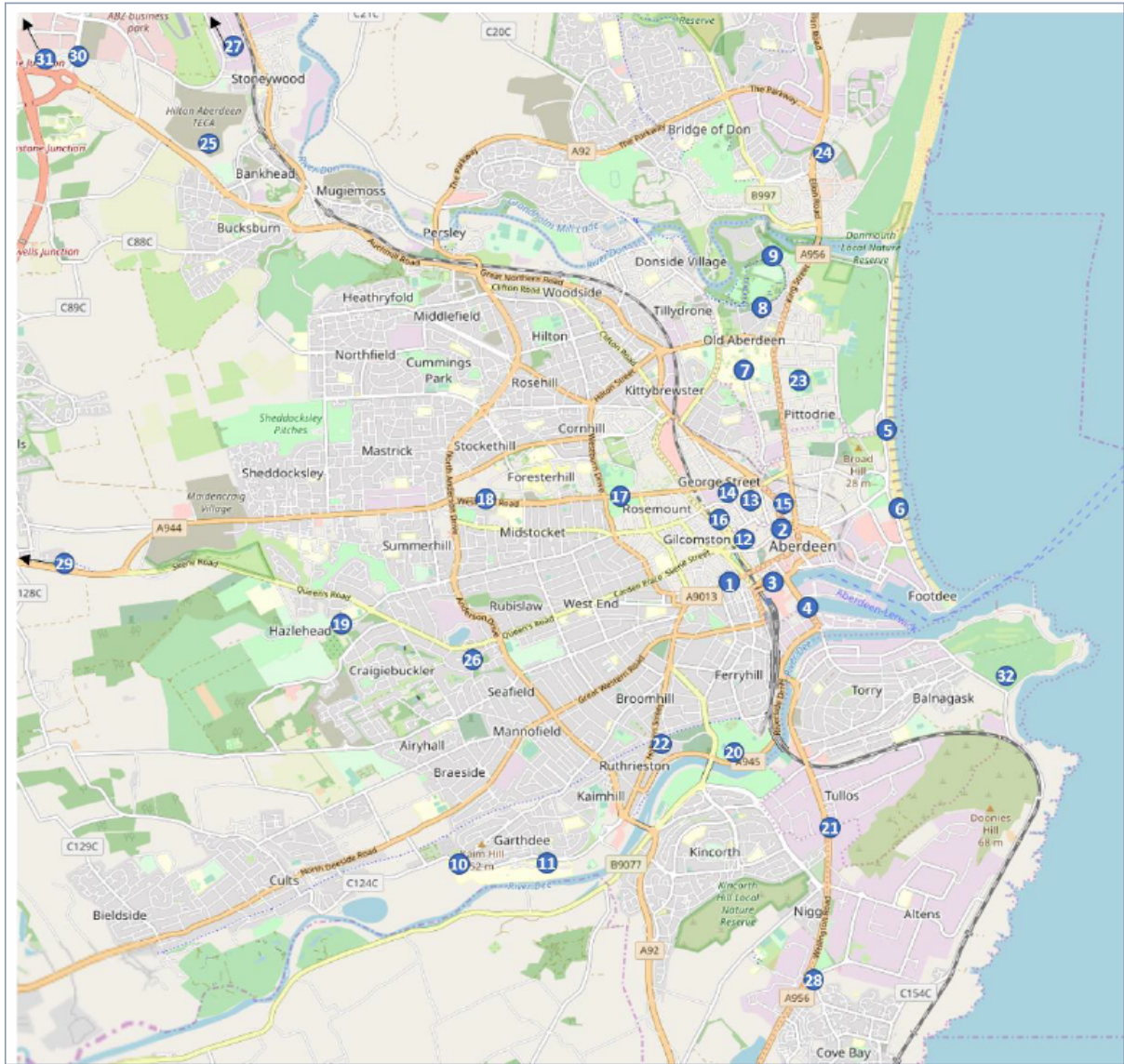


Table ES-3 – Suggested cycle hire station locations

1.	Union Street – Music Hall	17.	Westburn Road – Victoria Park / Westburn Park
2.	Broad Street – Marischal College	18.	Westburn Road – Aberdeenshire Council / Aberdeen Royal Infirmary
3.	Guild Street – Union Square	19.	Hazlehead Park
4.	Market Street – Aberdeen Harbour / Union Square	20.	Duthie Park / Deeside Way
5.	Esplanade North	21.	Wellington Road / Craigshaw Drive
6.	Esplanade South	22.	Holburn Street – Crathie Student Village / Deeside Way
7.	University of Aberdeen – High Street	23.	Aberdeen Sports Village, King Street
8.	St Machar Cathedral / Old Aberdeen	24.	Bridge of Don Park and Ride / AECC
9.	Seaton Park / Hillhead Student Accommodation	25.	TECA / Bucksburn
10.	Robert Gordon University – Gray’s School of Art	26.	Queen’s Road / Viewfield Road – The Gordon Highlanders Museum
11.	Robert Gordon University – Riverside East / Scott Cassie Circle	27.	Dyce Rail Station / Formartine & Buchan Way
12.	Aberdeen Art Gallery	28.	Charleston Road North / Wellington Road / Cove
13.	Gallowgate – North East Scotland College	29.	Kingswells Park and Ride
14.	Spring Gardens – Student Accommodation / North East Scotland College	30.	Craibstone Park and Ride
15.	West North Street / Mealmarket Street	31.	Aberdeen Airport
16.	Skene Square – Woolmanhill Student Flats / Rosemount Halls	32.	Aberdeen South Harbour

Many smaller bike hire schemes have failed due to insufficient coverage. It is therefore suggested that if a phased approach is to be taken, that a minimum of 10-15 stations should be considered in the first instance

Design specifications including the bikes, docking stations and membership/pricing models;

- In regard to the types of bikes the survey participants would like to see included in a bike hire scheme, by far the majority was for standard pedal bikes (85.0%) and electric bikes (64.3%). Electric bikes can either be charged by on-street infrastructure or by using battery swap.
- In the public consultation, there was a clear preference for hire stations which utilise regular cycle parking.
- The survey showed support for membership and pricing options catering for casual users such as tourists and those wishing to try out the bike hire scheme on a pay as you go basis, as well as offering longer term subscription options which provide more cost-effective rates for regular users. It is also suggested that corporate memberships should be available to organisations with significant numbers of potential users.
- The usage charges should be comparable, if not lower than, public transport prices;
- Membership and hire should be available online and via a smartphone app, however it is also important for the bike hire scheme to be socially inclusive

and therefore an alternative such as a telephone registration/booking should also be possible

Key risks;

- The key risk to the Council is that a bike hire scheme would not be self-financing. This risk however can be reduced by a thorough procurement process and working with the operator and other key partners to reduce the chance of failure
- Resources and timescales; and
- In regard to implementation, determining the exact location of stations may pose a small risk to a bike hire scheme. It will be necessary to identify locations with sufficient space for a station and land ownership issues could also cause potential cost increases and delay to the programme. For eBike stations connections to utilities may also be required. Undertaking land registry and utility searches in advance will help to mitigate these risks by uncovering any issues before commitments are made through the planning process or within the operator's contract.
- Glasgow City Council reported that for their bike hire scheme it was very resource intensive in terms of preparing contract documents, the tender process and weekly progress meetings with a full-time member of staff spending approximately 80% of their time on the bike hire scheme until around six months post-operational launch.
- For implementation timescale, CoMo provides an indicative timeline within their Guide to Successful Bike Share Scheme Development. This indicates a total timeline of up to 18 months from initiation to bike hire scheme launch. A similar timescale was also reported by Glasgow City Council in relation to their own bike hire scheme launch. Aberdeen is approximately 3-6 months into this process at present.

Additional measures for consideration;

- It was clear from the public consultation results and from the stakeholder engagement, that ongoing work is required in Aberdeen to make the city more cycle friendly.
- Comprehensive marketing campaign to promote the bike hire scheme, including incentives such as free trials;
- Continued improvements to cycle route infrastructure;
- Guided rides;
- Travel behaviour change campaigns;
- Driver awareness campaigns;
- Easily accessible mapping and route planning information; and
- Active travel hubs – a focal point in the community aimed at increasing interest and access to walking, cycling and other modes of active travel by providing an information service, skills training and events programme.

Suggested next steps;

- Instigate discussions with large employers, such as the universities, to discuss potential partnering opportunities to help finance a bike hire scheme;
- Consider sponsorship or advertising opportunities, particularly within the oil and gas sector – although the responsibility for securing these should lie with the future operator;

- Station locations should be focussed on the city centre, transport hubs, seafront, universities and colleges, major employment sites and parks. An initial list of potential station locations has been provided for further consideration. It is suggested that land registry searches and utility searches are undertaken to help reduce the likelihood of implementation delays;
- Hold a 'Suppliers Day' where potential operators would be invited to Aberdeen to discuss their views on a bike hire scheme for the city based on their experience elsewhere. This would also provide an opportunity for the operators to bring along some sample bikes to be tried and tested and for them to discuss how their model