Belfast City Council

Subject:	**Just Eat Belfast Bikes – Strategic Review**
Date:	9th January 2019
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Restricted Reports

Is this report restricted?		**Yes**		**No**	X

If Yes, when will the report become unrestricted?

After Committee Decision	
After Council Decision	
Some time in the future	
Never	

Call-in

Is the decision eligible for Call-in?		**Yes**	X	**No**	

1.0	**Purpose of Report/Summary of Main Issues**	
1.1	This report provides a draft terms of reference for a strategic review of the 'Just Eat 'Belfast Bikes scheme. The aim of the review is to carry out analysis of the current scheme network, assess options for maximising usage and consider recommendations for sustainable and inclusive growth.	
2.0	**Recommendation**	
2.1	The Committee is asked to consider the proposed terms of reference for the Just East Belfast Bikes and, if appropriate, agree the scope of the review. Members will receive future reports detailing outcomes of the strategic review and any associated resource implications.	

3.0	**Main Report**
	Key Issues
	Scope of the review
3.1	It is proposed to undertake a comprehensive strategic review of the Just Eat Belfast Bikes scheme and make recommendations for the future management, operation and potential expansion of the scheme. In particular, the review will assess options for maximising usage of the existing network as well as potential to reduce costs and increase income from usage of the scheme. The review will also consider an approach for any potential sustainable growth of the scheme and future contract management.
3.2	Phase 1 - Assessment of the current network. This will involve detailed analysis of the current scale, coverage and density of the network. The following factors will be considered: station location; - usage of each station – rentals and returns; - capacity of the station – too big or too small; - customer feedback; - review of operational issues such as vandalism, security and rebalancing and; - Members' aspirations
3.3	Phase 2 - Review of scheme objectives The review will carry out analysis to establish if the scheme is meeting the following objectives set at project initiation and whether any other objectives need to be added: - To support an increase in the modal share for cycling in Belfast and reduce dependency on cars particularly for short trips; - To improve the health of residents by encouraging a healthier way to travel; - To give our residents and visitors greater access to places that are beyond reach on foot through an affordable, sustainable transport system; - Support access to employment and services by linking city centre locations; - To reduce greenhouse gas and ambient pollution emissions from road transport; and - To improve the image of Belfast and normalise cycling.
3.4	In particular, a political decision will need to be made on the overall objectives of the Scheme and its roll-out to residential areas. If this is to be a long term objective, then finance will be needed.

	Phase 3 - System review
3.5	The review will consider the design quality of infrastructure and innovation. Options will be considered with the operator and supplier on how the infrastructure and management system can be improved. The following issues will be considered: • Infrastructure specification – bike and docking point design; • Vandal proofing; • App / Website; and • Innovation in security and asset tracking.
3.6	Phase 4 – Pricing review (membership and usage charges) A new pricing structure was introduced in April 2018. The review will involve an analysis of scheme statistics to assess how the pricing changes impacted on membership, usage and rental income over the 12 month period (April 2018 – April 2019). The review will make recommendations on any proposed adjustments to the pricing structure based on the evidence.
3.7	Phase 5 – Future expansion The review will consider existing scheme coverage and identify options for potential expansion. It is proposed that expansion of the scheme will be considered against the following key criteria: **Supporting Network** – The network will be reviewed to consider gaps in provision. Docking stations should be part of a supporting strategic network. **Sustainable growth** - Docking stations should ideally be located in areas of high footfall to ensure that the areas will generate sufficient subscriptions/income and can be operationally managed within the context of the wider scheme. **Stakeholder feedback** - engagement with stakeholders and a possible public survey to obtain information on usage behaviour, user profiles and ideas for future expansion. **Asset mapping** - A range of assets can be mapped including public transport provision (existing and planned), car parking and cycling infrastructure; tourist sites; planned/ proposed development sites (hotels, offices, student housing etc) and leisure and community centres. **Quantitative data analysis** - A range of socio-economic and health data including population and employment density, deprivation indices etc

3.8	Phase 6 - Financial Sustainability The business model for any future expansion (capital and revenue) is a key element of the review. This section will consider the estimated costs of designing, building and operating any future expansion. This will involve the exploration of any potential revenue generation options which may be viable and any potential funding sources. **On-going contract management**
3.9	It is proposed that the current contract for on-going operation and management of the scheme is reviewed. The current contract was awarded to NSL in April 2015 for an initial period of six years subject to annual renewal up nine years. In addition, there is a separate contract for the sponsorship of Belfast Bikes which will also be subject to the review. **Financial and Resource Implications**
3.10	Any resource implications associated with the proposed recommendations will be highlighted in future reports. **Equality or Good Relations Implications/Rural Needs Assessment**
3.11	None
4.0	**Documents Attached**
	None