

SURREY COUNTY COUNCIL**CABINET****DATE: 25 JANUARY 2022****REPORT OF CABINET MEMBER: MATT FURNISS – CABINET MEMBER FOR TRANSPORT & INFRASTRUCTURE****LEAD OFFICER: KATIE STEWART – EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE****SUBJECT: SURREY PUBLIC ELECTRIC VEHICLE CHARGEPOINT PROCUREMENT PLAN****ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/TACKLING HEALTH INEQUALITY/ENABLING A GREENER FUTURE/ EMPOWERING COMMUNITIES****PURPOSE OF THE REPORT:**

As the transition to Electric Vehicles (EV) continues to grow, the demand for on-street or publicly accessible chargepoints will increase, particularly in the light of the Government's 2030 deadline for a ban on new internal combustion engine only vehicle sales. Surrey County Council (SCC), as the highway authority, is uniquely positioned to oversee the installation of public EV chargepoints and has already commenced pilot chargepoint installations with the need to scale up delivery now increasing. After exploring the range of options, a long-term sole supplier agreement through which a private company would fund a large-scale installation programme across Surrey has been identified as the preferred option. This would be supported where necessary with Government grant support and where appropriate, with limited initial SCC capital funding to help to achieve a comprehensive and equitable network of chargepoints.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Agree that SCC undertake a procurement exercise with the aim of appointing a single supplier to work in partnership with the Council and its Key Delivery Partners to deliver public EV chargepoints at a large scale across Surrey.
2. Agree to receive a further report to Cabinet (in Q3 of 2022) to ask for a decision to proceed once the outcome of the procurement exercise is known.

REASONS FOR RECOMMENDATIONS

The recommendations will enable the development and delivery of the vital EV public charging infrastructure necessary to support the transition away from petrol and diesel cars to electric for those without access to other means of charging. The long-term sole supplier proposal will enable the Council to work in partnership with District and Boroughs and the opportunities to offer access to other public sector and community partners including the NHS. This would offer increasingly consistent and interoperable chargepoints for EV users in Surrey. This arrangement would target on-street locations and off-street car park locations. The contract would be fully funded in most locations by the supplier in return for the supplier retaining the majority of the revenue. In some cases more profitable sites would cross-subsidise less commercial locations. Additionally, some sites may be supported by government and where justified SCC funding to achieve a geographically and socially equitable chargepoint network.

EXECUTIVE SUMMARY:**Background**

1. Against the background of the Government announcing a ban on the sale of new petrol and diesel cars by 2030 and hybrid petrol and diesel cars by 2035, the availability of the charging facilities for electric vehicles is ever more important. This will form one important strand of Surrey's Climate Change Delivery Plan with its ambition of reaching our goal of net zero carbon emissions as a county by 2050. The SCC's Electric Vehicle Strategy of 2018 set out a core aim of delivering a Surrey-wide approach to encourage the transition from petrol and diesel vehicles to electric vehicles as part of a sustainable transport system.
2. Transport contributes 41% of 6.5 million kt of emissions from Surrey. The Climate Change Delivery Plan approved by Cabinet in October 2021 sets out targets to reduce 16% to 31% of transport emissions from private vehicles and 16% to 31% from freight vehicles by 2025. Reducing these emissions by supporting infrastructure for zero emissions vehicles like chargepoints is key to enable this reduction.
3. To that end, Surrey's draft Local Transport Plan 4 has identified as one of its top priorities improving emissions intensity and the energy efficiency of vehicles, specifically to promote zero emissions and smaller vehicles. As the highway authority, SCC is in a unique position to deliver public chargepoints on-street where a need exists and provide contractual access to many other organisations for car park installations.
4. Early adopters of EVs have generally had provision to charge whilst parked off-street at home. Further, the private sector are delivering many chargepoints which provide mainly top up charging at destinations such as supermarkets and a number of rapid charging hubs for in-journey charging. However, as demand for electric vehicles grows, the estimated 40% of UK households that do not have off-street parking require additional support through the provision of accessible public chargepoints in their locality.
5. Research commissioned by the Council in 2020 highlighted the forecast demand of up to 10,000 public EV chargepoints in Surrey by 2030 and identified a number of potential business models for delivery of a proportion of these public EV chargepoints by local authorities.
6. Since that time, SCC has been building experience in delivery of public EV chargepoints through pilot EV chargepoint installations in a Local Enterprise Partnership scheme which is expected to achieve almost 80 chargepoints by the end of Q1 of 2022. Further chargepoints are the subject of a grant application to Government through its On Street Residential Chargepoint (ORCS) fund which provides up to 75% of funding for chargepoints installed in areas close to residences without off street parking. It is hoped this will deliver more than a further 100+ chargepoints in 2022.
7. The main finding of our pilot projects is that if we maintain or even increase this current rate of installation in coming years based on this more ad hoc model, it will not achieve the scale of increase in public chargepoints required. A more ambitious approach is therefore needed.
8. Following soft market testing with a wide range of chargepoint operators, discussions with pioneer local authorities around England and using the business models identified in the 2020 research report, the SCC EV project team undertook a strategic options assessment to advise on the best way forward.

9. The Strategic Option Assessment, see Annex 1, was conducted in May 2021 to support decision making on the nature of the business model most likely to deliver a mass roll out of EV chargepoints. Experience of existing service arrangements and political and cultural preferences can often influence perceptions of future service delivery models. To mitigate against undue bias, the EV project team along with a broad range of other experienced stakeholders were asked to evaluate the potential future service models for the establishment of a public EV chargepoint network.
10. The appraisal was carried out through Orbis Procurement in association with Proving Services (based at Cranfield University).
11. The models part funded by either single or multiple private sector suppliers ranked highest. There was a consensus that these options would significantly reduce the investment required by the Council, provide the flexibility of approach needed to best meet the changing needs and behaviours of residents whilst retaining the appropriate level of Council control and potential for income generation.
12. The assumption was made that 'part funded' could mean obtaining a significant contribution through Government funding, currently in the form of the On-street Residential Charging Scheme; in addition, there is the option of the Council committing to providing part capital funds itself.
13. Through research and outreach to other local authorities, officers were made aware of a relatively advanced plan by a neighbouring authority to procure a sole concession for a large scale EV chargepoint roll out in which Surrey could participate. However, despite the arrangement offering a generally good fit for our purposes, our due diligence process revealed a risk that the contract ceiling value was not sufficient for our needs which guided against taking this route.
14. That said, investigating this concession arrangement showed that a range of chargepoint equipment can be effectively procured through a single supplier rather than more complex arrangements of operating multiple contracts to achieve the same goal.
15. The nature of the partnership and the specification of the concession investigated demonstrated that a long-term sole supplier agreement can offer good commercial and delivery terms, which supports the assessment that the part funded sole long-term arrangement meets Surrey's needs.

Rationale and Structure of Proposed Sole Supplier Long Term Arrangement

16. The fundamental benefit of a county-wide sole supplier long term arrangement is the opportunity to scale up installation numbers far beyond the capability of SCC alone.
17. Under this arrangement Surrey County Council would be the lead party with any participating Borough or District named as a Key Delivery Partner. Other Collaborating Organisations with suitable public sector or community car parking locations including the NHS could also participate.
18. In addition to this core benefit, the arrangement also offers lower risk than other potential models, given that it allows the Council to outsource delivery to an organisation that is commercially driven to meet demand.
19. The supplier would typically fully fund, operate and maintain Fast (7KWH or 22KWH) and a more limited number of Rapid (50+KWH) chargepoints across Surrey. Chargepoint

locations will embrace a range of needs from town centre visitors and shoppers to on street residential charging, these will be both on-street and in car parks. Flexibility would be included to enable the provision of alternative chargepoint equipment where suitable and the ability to adopt new chargepoint technologies as they become available.

20. There would be a requirement for the supplier to propose a blended approach of chargepoint sites covering less commercially attractive locations to achieve a comprehensive and socially equitable network.
21. During the first year of the arrangement a long term, Network Delivery Plan would be developed by the supplier under the close management and cooperation of SCC and all other partners. Councillors and residents would be encouraged to engage in this process by proposing EV chargepoint locations. The plan, to be approved by the Strategic Management Board (see para 31) after one year, would continue to be iterated over the lifetime of the contract.
22. The Council will seek government grant funding and will consider contributing from the Council's own capital pipeline, subject to the case being made for this funding once a chargepoint network plan is developed.
23. The equipment would have to demonstrate discreet and attractive design, ease of use, and durability.
24. Tariffs would be subject to competition but are expected to be at or below market average for the duration of the contract. Tariff changes will have to be proposed to and reviewed by the Strategic Management Board, see para 31.
25. Although operated by the supplier on a commercial basis, the County and Key Delivery Partners would receive a share of gross revenues. The proportion of revenue return would be the subject of the competitive tender.
26. The proportion of on-street and car park chargepoints would be a matter of ongoing assessment and network planning.
27. The maximum contract term of operation is yet to be decided but it is expected to be no longer than 15 years extendable by a further 5 years. This length of term would offer sufficient return on investment for a supplier to offer the necessary commitment to the scale required. It may be possible to include an earlier break point for new chargepoint installations allowing existing chargepoints to be operated for the full term of the contract whilst offering the flexibility of being able to select an alternative supplier.
28. The supplier would be responsible for all management, maintenance and necessary technology upgrades both of the chargepoint equipment and user interface software.
29. The arrangement would offer the flexibility for SCC or partners to purchase compatible chargepoints to be installed in offices or depots where required.
30. Decommissioning at the end of the contract will be the responsibility of the supplier, removing all above ground equipment if requested and returning each site to its original state. Ownership of all cabling and power connections will transfer ownership to SCC and the Key Delivery Partners. However, there would also be an option to transfer ownership and management of existing SCC chargepoints to the management of the new supplier should it be decided this was in SCC best interests.
31. The contract would be governed by an Operational Board, chaired by the Contract Manager from SCC, for day-to-day decision making, overseeing installations, managing revenues and other routine project management. A Strategic Management and Project

Assurance Board, chaired by the Director of Infrastructure, Planning & Major Projects for SCC would be the senior management body with representatives from SCC, Key Delivery Partners and the supplier. It would be responsible for more strategic decisions such as approving the network plan and considering changes to tariffs. This would, in turn, report into the Surrey Infrastructure Programme Board, as established by Cabinet in October 2021 as a result of recommendations made in the Surrey Infrastructure Plan report.

RISK MANAGEMENT AND IMPLICATIONS:

32. This approach offers a lower level of risk than other business models as the County's financial investment and therefore financial exposure is limited. However, the contract length of 15 years does present some risk as the circumstances of demand, technology and EV charging habits will likely change over the period of the contract, given the pace of change in EV technology and related infrastructure. This risk is mitigated in the following ways:
- The supplier has a commercial interest in adapting to the developing situation and carefully managed by the Strategic Management Board should be able to react to such changes, such as changing demands or trends in technology.
 - Where the supplier declines to install in any given location the concession allows the council to then engage other service providers. The long-term nature of the partnership proposed is intended to offer the scale of installations that would support a blended approach of sites of differing commercial values.
 - All proposed locations would require the specific authorisation of the council and partners before installation.
 - The risks of operating costs, user demand, maintenance, technology advances will all sit with the supplier
33. There is also a risk that a supplier could cease to trade, the mitigation for which would be a contingency plan developed with the supplier for termination for default.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

34. The value of contract will depend on the nature of the contract, one option would be a concession which is valued on the total turnover of the supplier concessionaire generated over the duration of the contract, net of value added tax, as estimated by the contracting authority or utility, in consideration for the works and services which are the object of the concession contract and for the supplies incidental to such works and services, estimated to be in the region of £280m. Alternatively, if we call off from an existing framework agreement contract arrangement to deliver the same services with similar financial arrangements, the value would be based on the capital invested in the project which might be around £28m. The amount invested by the supplier and the amount the Council contributed would be the same in either instance.
35. For the majority of public chargepoint installations delivered through the proposed model, the arrangement will require no capital funding from Surrey or its partners. Where a commercial case is difficult to demonstrate, grant funding, for example, through the Government's On-Street Residential Chargepoint Scheme (ORCS) would be applied for and further applications would be made to any successor scheme offered by the Offices for Zero Emission Vehicles (OZEV).
36. Where such grant funding is not possible and particularly in the first few years of the contract, the Council will have the option of investing its own capital funds in order to achieve chargepoints in otherwise uneconomic locations to improve equitable access across the County. Capital funding would be restricted to the amounts allocated for that purpose in the Council's capital pipeline which currently stand at £5m across 2022-27.

37. The Council and Key Delivery Partners would receive a proportion of gross revenue from the delivery of the chargepoints, but it is difficult to predict at this stage the likely levels of this return. However, it is expected that the revenue received would cover the administration of the contract by the County and should provide additional funds that the County and its partners may choose to reinvest in the chargepoint network, or otherwise, as it wishes. As the EV transition gathers pace, revenue will increase as chargepoint numbers and utilisation of each charger grows.
38. Current policy is that parking fees would continue to be collected in EV bays on top of any tariff for charging. The changes in demand for EV and non EV bays may have some impact on parking revenues; however, this is difficult to predict. The Strategic Management Board would be responsible for monitoring of overall revenue impacts and would propose any necessary changes to policy to safeguard existing revenue streams.

SECTION 151 OFFICER COMMENTARY

39. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
40. The Section 151 Officer supports the recommended approach, which ensures that appropriate risks such as technology and demand are managed by the selected supplier. Further financial information will be provided following the procurement process and prior to a decision to proceed. This will include the extent to which the Council may need to support the installation of chargepoints through the capital programme and the Council's expected administration costs and its share of income, including any impact on existing parking revenues. These financial implications will be factored into the Medium Term Financial Strategy as necessary.

LEGAL IMPLICATIONS – MONITORING OFFICER

41. Legal Services will assist and provide legal and procurement advice, as required, with this procurement to ensure that the Council complies with The Public Contracts Regulations 2015, as amended, or The Concession Contract Regulations 2016, as appropriate, and the Council's Procurement and Contract Standing Orders.
42. Legal Services will also advise on the contract and will make arrangements to have the contract executed by the parties.

EQUALITIES AND DIVERSITY

43. The decision in this report does not have any equality impacts; however, an Equality Impact Assessment (EIA) will be undertaken as part of the contract.

OTHER IMPLICATIONS:

44. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No significant implications arising from this report
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report
Compliance against net-zero emissions target and future climate compatibility/resilience	This roll out of EV chargepoints will make a considerable contribution to the net zero emission target as it will facilitate increased ownership of electric vehicles including the release of suppressed demand where drivers in Surrey are currently deterred from EV ownership due to lack of access to convenient charging facilities. The Transport sector in Surrey contributes 41% of the 6.5 million Kt of carbon emissions in Surrey, the climate change delivery plan has set targets to reduce emissions by 16%-31% from private vehicles, and 16-31% commercial goods vehicles will need to be achieved by 2025. Using electric vehicles for transport reduces about 78% of travel emissions compared to using petrol or diesel vehicles. Installation of EV charging stations in Surrey will support the needed emissions reductions for the transport sector. Installing the charging points will lead to embodied carbon and operation carbon which will be reduced through working with the contractor to ensure the construction phase minimises emissions and explore greener sources of energy to supply the charging points. At design, positioning and implementation stage the charge points will be future proofed to make sure they are not impacted by expected climate change impacts like flooding that would affect the functioning of the charge points.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

45. An Environmental Sustainability Assessment (ESA) will be undertaken for this contract.

PUBLIC HEALTH IMPLICATIONS

46. The recommendations put forward in this report will support and facilitate the transition for residents from petrol and diesel vehicles to EVs, which will make a major contribution to improving air quality and reducing harmful pollutants.

WHAT HAPPENS NEXT:

47. SCC will progress a procurement to put in place a long-term sole supplier arrangement. Procurement activities will proceed immediately following the decision by Cabinet with the intention of an appointment by September 2022. Once the contract is in place, the roll-out of EV chargepoints will commence building on the current roll-out being undertaken through the pilot phases.

Report contact:

Lee Parker, Director of Infrastructure, Planning & Major Projects, ETI Directorate, 07816 089527, lee.parker@surreycc.gov.uk

Consulted:

Major Project Board – 9th November 2021

Districts & Borough Councils Surrey EV Forum – July to Nov 2021

Annexes:

Annex 1: Strategic Options Appraisal

Sources/background papers:

Future Options Appraisal Workshop: Summary of Findings for Electric Vehicle Chargepoint Business Model – July 2021

Electric Vehicle Strategy – Surrey Transport Plan - 2018

Executive Summary

Title	Future Options Appraisal Workshop: Summary of Findings
Service Area	SCC Electric Vehicle Charging Programme
Date	July 2021
Author	Lee Redmond – Head of Contract & Commercial Advisory - Orbis Procurement
Document Version	1.6
Distribution	

The Electric Vehicle (EV) sector is evolving rapidly and the switch to and adoption of EVs for both private and public use is set to grow significantly over the next decade. This is being fuelled by ever increasing environmental pressures, the introduction of new regulations and the pace at which industries are innovating.

The KPMG report of July 2020 helped to highlight the challenges faced in Surrey and began to explore the business models that could underpin the future models of delivery. This report seeks to assess each of those business models against SCC’s strategic objectives and measure how well each model scores against both attractiveness and achievability factors such as affordability and capability.

Experience of existing service arrangements and political and cultural preferences can often influence perceptions of future service delivery models. To mitigate against undue bias, the EV Project Management Team along with other experienced stakeholders were asked to evaluate the potential future service models for the establishment of an EV charging network. At these workshops, participants were able to view potential arrangements more objectively.

Why we use the Proving Strategy Formulation Framework

Orbis Procurement and Proving Services (based at Cranfield University) are engaged in a collaborative relationship underpinned by a commercial agreement. Proving has researched, designed and developed a rigorous and comprehensive framework for the formulation of effective strategies which Orbis Procurement are now able to adapt and deliver for the benefit of the authority.

This report sets out some of the observations, conclusions and begins to rank the preferred future delivery models identified through the Strategic Options Appraisal workshops.

Initial Results

The top ranked models overall, **Part Funded Model (Business Model 2)** using either **single** or **multiple providers** achieved its position primarily through the ability to meet Strategic Drivers and Attractiveness measures. There was a consensus that this option would improve provide the flexibility of approach to best meet the changing needs and behaviours of residents whilst retaining the appropriate level of control and potential for income generation.

Achievability factors also scored well, indicating that this option is within the capability and capacity of the authority to deliver well. However, within BM2, it was felt that having a single provider could potentially reduce the ability to offer a wider portfolio of charging options. In reality though, the difference between the scores for both these options is negligible and any weaknesses in either model could probably be address by designing mitigating measures into the contract specification.

With both options available under Business Model 2, the assumption was made that 'Part Funded' could mean obtaining a significant contribution through the On-Street Residential Chargepoint Scheme (ORCS) and so the authority may not be entirely committed to providing the capital funds itself. It is recognised though that the ongoing availability of this funding is in doubt and this could pose a future risk to delivery via this model.

The next most favoured model, **Fully Funded Model (Business Model 1)** using **multiple providers**, scored less well for Attractiveness (Value for Money) and Strategic Fit. The belief is that this approach, will reduce the level of control afforded to the authority due to all the funding being provided by the PSP. This could also lead to a less equitable spread of charging points in areas that appear to be less financially viable to a private provider.

Generally, Business Models 3 & 4 did not score well against Achievability and Strategic factors as the consensus of opinion was that the authority does not have the capability or capacity to own and manage a network of this nature, at least not yet. They did however score well against Attractiveness measures that centred around control over location and tariffs and the ability to decide its own strategy for the layout of the infrastructure. It was recognised though that whilst this looks attractive, this level of control comes at a significant cost, both to the level of capital funding required and the internal resources required to successfully deliver the programme. Business Model 0, named Laissez-Faire for this exercise is an interesting concept. This is an option that has been preferred by other authorities and did indeed score well against Achievability factors. This is not entirely surprising given that the authority would largely relinquish most of its control and would not be required to contribute towards funding. The issue with this model however is that it would not provide the level of control required or help the authority to meet its strategic objectives.

Regardless of how each option scored and where it was ultimately ranked, these positions are based on where we believe the authority stands today on its strategic objectives on its ability or willingness to contribute towards the capital costs involved.

The recommendation of this report is that before a final decision is made, the authority should formally recognise and address these constraints and agree a final position. Once the position has been determined, we recommend that we re-assess the scoring in line with any changes to understand whether or not the position of each business model has changed.

It should also be noted that a model's ranking does not necessarily signpost towards a preferred option. In this exercise we are merely seeking to highlight the strengths, weaknesses, benefits and disbenefits of each option against a backdrop of our current position. With time, our position may change or it may be possible for us to introduce mitigating measures into the specification design and therefore some shortcomings of a particular model could be addressed and bring that model into play.

Table 2 shows the relative position of the scores of all other options assessed.

Background & Approach

The report commissioned by SCC and delivered by KPMG in July 2020 provides a detailed backdrop to this work and some of the specific challenges and risks associated with EV charging in Surrey from that report are highlighted below for reference and context;

Cost

- Deployment of EV charging can come at significant cost
- Long term programmes are required to deliver a return on investment

Risk of obsolescence

- The long term nature of the project could mean technology is superseded before paying for itself

Uncertainty of charging behaviours

- Changing needs of users can make replacement of equipment costly
- The market is currently immature and future behaviours will evolve over time
- The portfolio of chargers (slow to rapid) may need to change over time to meet demand
- The influence of other commercial activities such as chargers in supermarkets will affect future strategies
- SCC will need to take a view now on future needs and design the network it thinks it will need

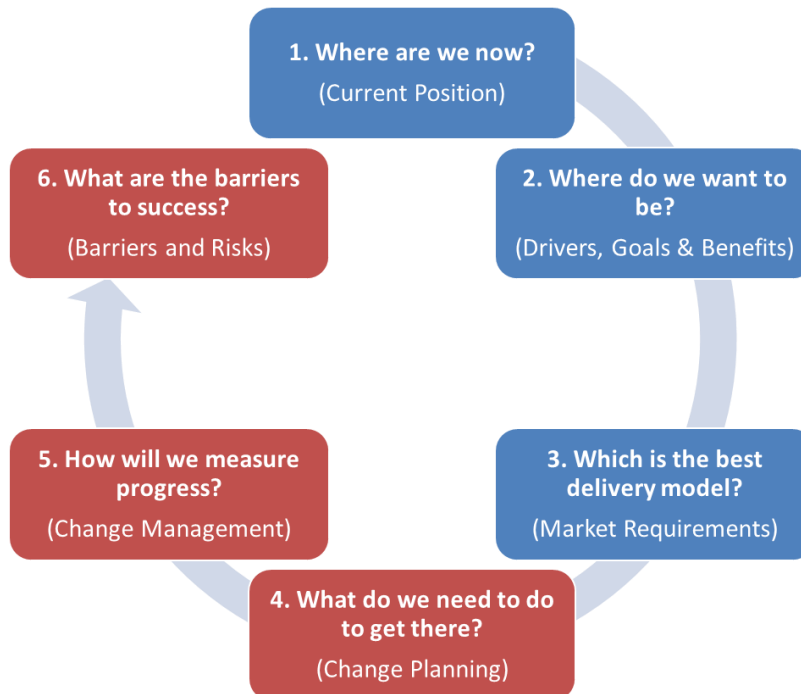
Orbis Procurement have been commissioned to support the EV Project Team to assess the benefits or otherwise of potential future delivery models. The findings will be used to inform, shape and accelerate plans for the new arrangements in readiness for the next step.

A clear understanding of the desired strategic outcomes and strategic constraints (prevailing policies and the overarching political programme) are essential in planning a future services' delivery model. This document describes the process undertaken and shares the outcomes, which can then be used to explore and develop a future strategy.

Scope and Methodology

The scope of each future service delivery options review is captured in boxes 1 to 3 in Figure 1 below:

Figure 1: Future Service Delivery Options – Scope of Review



The review was undertaken through a series of two workshops which considered the following:

- What are the strategic objectives the Service is seeking to deliver through its future service delivery model? (Before we can consider which service delivery option will best serve us in the future, we needed to have a clear understanding of what we will be trying to achieve).

- How might each potential delivery option contribute to the delivery of these strategic objectives?
- How attractive and achievable is each potential delivery option. See Appendix C for full definitions of Attractiveness and Achievability. (Using an options analysis toolkit to weight each factor under consideration and facilitate scoring and ranking.

The outcome of the above process was a provisional, ranked shortlist of potential future service delivery options which:

- Can be evolved as the procurement process develops and the scope and breadth of services to be encompassed becomes clearer.
- Helps to formulate a short list of options for full business case development.

The future service delivery options initially proposed for consideration are set out in **Table 1** below.

Table 1: Future Services Delivery Options Identified and Assessed

Option Family	#	In-Scope	Option Name
Unfunded	BM0	Proposed	Laissez-faire
PSP Fully Funded	BM1	Proposed	Single Provider
	BM1	Proposed	Multiple Providers
PSP Part Funded	BM2	Proposed	Single Provider
	BM2	Proposed	Multiple Providers
Council Owned / PSP Operated	BM3	Proposed	Outsourced Contract
Council Owned & Operated	BM4	Proposed	Insourced Service

On completion of the scoring exercise, the EV Project Team, via this report, are provided with a provisional ranking of potential service delivery options which will help form a short list of options for further investigation. These rankings can be found in **Table 3** and the detailed methodology, toolset, option definitions and scoring guidance underpinning each review are set out in **Appendices B to C**.

EV Programme – Strategic Drivers

A common problem when formulating a new strategy, is trying to address too many issues simultaneously or setting unrealistic targets in context of the strategic constraints (including finances, capacity and competence and technology constraints). Strategies that are undeliverable quickly lose credibility.

To avoid strategic hallucination, it is important to focus on drivers and goals where a pragmatic and affordable solution can be implemented.

Strategic drivers for the EV Project Team proposed for this review are designed to address range of challenges including meeting the future needs of residents, protection from financial risk or technological obsolescence, striking the right balance of control and alignment with existing organisational strategies. The need for collaboration between public and private sector partners and the imperative of capitalising on new technologies and the interest of potential new market entrants is also a key consideration.

The agreed strategic objectives and drivers for the purposes of this review are below.

Strategic Objectives

- Meet the council's target of 10,000 charge points county wide
- Flexibility to meet wider charging location objectives by attracting other contracting authorities to participate
- Meet the need for full range of charging options to meet demand (e.g. Slow to rapid chargers)
- Alignment with Climate Change Strategy
- Does this model present the authority with a higher or lower investment risk?
- Does this model help to protect against technology and infrastructure obsolescence?

- Does this model ensure consistency of equipment and software operating systems?
- Does this model meet the current ambitions for the authority to retain control relative to the investment?

Future Service Delivery Options – Ranking and Preferences

The EV Project Team along with a variety of key stakeholders completed a comprehensive evaluation of the relative benefits of each service delivery model with a fully documented rationale, using the tools and approach described in Section 3 of this report.

The aggregated, summary outcomes, are illustrated in **Table 2** and **Table 3** below.

Table 2: Ranking: Overall, Strategic Fit, Attractiveness, Achievability

Service Delivery Option	Overall	Strategic Fit	Attractiveness	Achievability
Unfunded - Laissez-faire	6	5	6	1
PSP Fully Funded - Single Provider	4	2	5	2
PSP Fully Funded - Multiple Providers	3	1	6	4
PSP Part Funded - Single Provider	2	2	3	3
PSP Part Funded - Multiple Providers	1	1	4	5
Council Owned / PSP Operated - Outsourced Contra	5	3	1	6
Council Owned & Operated - Insourced Service	7	4	2	7

Table 3: Overall Ranking

Refresh Data

			Position Analysis				
			Strategic Performance	Weight-Adjusted Score	Weight-Adjusted Score	Attractiveness & Achievability	Rank
Option Family	#	Option Name					
Unfunded	BM0	Laissez-faire	37.3	56	81	58.2	6
PSP Fully Funded	BM1	Single Provider	49.8	57	77	61.1	4
	BM1	Multiple Providers	62.0	53	70	61.8	3
PSP Part Funded	BM2	Single Provider	49.8	70	71	63.7	2
	BM2	Multiple Providers	62.0	66	63	63.8	1
Council Owned / PSP Operated	BM3	Outsourced Contract	45.5	89	42	58.8	5
Council Owned & Operated	BM4	Insourced Service	41.5	77	25	47.9	7

Next Steps

The proposed next steps are:

- Refine the authority's strategic objectives for this programme, following consultation with key stakeholders.
- As the final scope of services to be procured crystallises and both the strategic objectives have been agreed and all operational and financial constraints have been confirmed:
 - Fully define and document the options under consideration.
 - Test and refine the options under consideration in the context of the final scope of the service to be procured and the benefits of each option for individual functions.
- More fully understand if barriers to success exist and if these barriers are within the authority's ability to address and overcome.