

North Lanarkshire Council Report

Environment and Climate Change

Does this report require to be approved?

☒ Yes ☐ No

Ref AM

Date

01/05/24

Electric Vehicle Charging Infrastructure Update

From Andrew McPherson, Depute Chief Executive

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Executive Summary

This report provides Committee with an update on work undertaken to develop a collaborative approach to expanding the public electric vehicle charging infrastructure (EVCI) network across the 8 local authorities of Glasgow City Region and seeks approval for the next steps required to progress towards a commercial delivery arrangement.

Recommendations

It is recommended that Committee:

1. Note the content of the report and the collaborative work undertaken to date;
2. Approve the participation in a collaborative procurement to engage a commercial partner via a concession type contract through a partnership with all 8 local authorities in Glasgow City Region, to deliver the benefits set out in the report;
3. Agree in principle to entering into an Inter Authority Agreement (IAA) among the 8 local authorities, and delegate the subsequent nomination of a lead authority for the service delivery period as well as procurement and commercial decisions relating to the commencement and conclusion of the procurement process to the Depute Chief Executive;
4. Agree that Glasgow City Region Programme Management Office (PMO), through Glasgow City Council, will utilise local authorities Electric Vehicle Infrastructure Fund allocations to engage programme management and expert technical consultancy support, that will assist in taking a GCR proposition to market and subsequent appointment of a commercial partner; and,
5. Instruct officers to provide update reports on the progress of the work to Committee as required throughout the development of the project. Such reports will be at the most appropriate frequency, but will also include specific and immediate reports if at any point the financial implications for this proposal differ from that outlined within the report - that there is no/very limited capital or revenue costs to the Council associated with the proposal.

The Plan for North Lanarkshire

Priority	Improve North Lanarkshire's resource base
Ambition statement	(4) Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit
Programme of Work	Invest in North Lanarkshire

1. Background

- 1.1. This section summarises the work that has been undertaken to date to support the expansion of the EVCI network across the 8 local authorities in Glasgow City Region.
- 1.2. In January 2022, the Scottish Government launched the [Electric Vehicle Infrastructure Fund](#) (EVIF) with the objective of unlocking private sector investment to expand the publicly accessible charging network on local authority land and assets.
- 1.3. Transport Scotland has engaged the Scottish Futures Trust to support local authorities in the development of their EVCI strategies and is also actively encouraging local authorities to collaborate in their strategy and delivery activity to expand the charging network.
- 1.4. In December 2021, the Glasgow City Region Cabinet agreed to progress an initial report into current electric vehicle charging provision, tariffs, and forecast future needs of the 8 Glasgow City Region (GCR) local authorities, jointly funded using the EVIF allocations from Transport Scotland for each local authority. The report was concluded in June 2022.
- 1.5. It was further agreed by the GCR Cabinet in August 2022 that the GCR Programme Management Office ('the PMO') would engage consultants on behalf of the local authorities to develop more detailed *Strategy and Expansion Plans* (SEP).
- 1.6. Building upon the SEP, presented to the GCR Cabinet in May 2023, the GCR Electric Vehicle Senior Officers' Group ('the Senior Officers' Group') was established, chaired by Colin Park, Head of Roads, Transportation and Fleet Services at South Lanarkshire Council, and with senior officer representation from each of the 8 GCR MAs.
- 1.7. The Senior Officers' Group oversaw a Prior Information Notice (PIN), published in June 2023, to engage with the Charge Point Operators (CPOs), explore market appetite and inform GCR's approach to the expansion of EVCI. There was significant private sector interest with 33 responses received and a clear preference expressed by most CPOs to engage collaboratively with all 8 GCR local authorities as part of a planned and strategic approach.
- 1.8. In August 2023, GCR Cabinet agreed that a collaboration between the local authorities to expand the EVCI network should be based upon a clear set of agreed principles:
 - a) To deliver a just transition, we must ensure equitable access to electric vehicle charging infrastructure, with a clear recognition of geographical characteristics and the different solutions that may be applicable.
 - b) Ensure that all residents are able to access electric vehicle charge points close to their home.

- c) Align with the priorities of the Sustainable Travel hierarchy to ensure that public transport, walking, wheeling and cycling options are prioritised wherever possible.
 - d) Collaborate across the GCR member authorities to identify cost savings and ways to deliver a high standard of customer experience.
 - e) Work together to identify and overcome grid capacity issues.
 - f) Identify opportunities to develop joint public and fleet EVCI projects, and where there are opportunities to align with HGV, hydrogen refuelling and the introduction of rapid and ultra-rapid charging stations.
- 1.9 At the request of the GCR Chief Executives' Group (CEG), further commercial and financial analysis was undertaken during the summer of 2023, to more fully understand the risks and opportunities of the different arrangements that local authorities could use to expand EVCI. Three proposals were considered in detail – land lease, concession and fully publicly owned and operated. On 7 November 2023, the Cabinet was advised of the outcome from this options appraisal exercise (following consideration by the GCR Finance Directors) and that the CEG proposed a preferred approach to progress through a continued collaboration among the 8 local authorities on the basis of a concessionary-type commercial mode. Further details showing the outcome from the SWOT analysis arising from the options appraisal exercise are contained within Appendix 1.

2. Report

Objectives and Benefits of GCR Collaboration

- 2.1 The work to date indicates clear advantages of progressing with the expansion of the public EVCI network as a collaboration of GCR's 8 local authorities and these are described in the following paragraphs.
- 2.2 **Leveraging Private Sector Investment:** Proceeding with a collaborative concession type contract provides the opportunity to maximise the amount of private sector investment to pay for the majority or totality of the new EVCI. The PIN exercise (see 1.7 above) indicated an appetite from a number of chargepoint operators to fully fund the expansion of the network, with none of the capital costs being provided by the local authorities (this was dependent on other contract conditions, such as the contract term).
- 2.3 The additional chargepoints forecast in the Strategy and Expansion Plan indicated a total capital cost of £71 million across the City Region. There will be an amount of capital grant available from the EVIF to assist in the delivery. The amount has not yet been agreed by Transport Scotland. It will be an objective to develop a proposal that can be fully funded by the commercial partner along with any EVIF grant from Transport Scotland with no requirement upon the local authorities to fund the infrastructure and service delivery costs. It should also be noted that Transport Scotland have advised that no EVIF would be available to those local authorities pursuing a publicly owned and operated model. This was a contributing factor in pursuing the recommended concessionary type commercial model.
- 2.4 **Financial & Commercial Risks:** A concession-type commercial arrangement would allow the local authorities to transfer the potentially significant commercial, financial, technical, and regulatory risks to a commercial partner. It is proposed that a private sector partner would be invited to take on the operation, maintenance, and ownership of the existing network of 600 (approx.) local authority owned chargepoints in GCR, as well

as providing the investment required to significantly expand the number and location of chargepoints equitably across the City Region.

- 2.5 **Generating an Income Stream:** Allowing a commercial partner to operate EVCI on local authority land and assets has the potential to generate an income stream for the GCR local authorities. This could be through a variety of different arrangements – e.g. income share, revenue share, a rental fee, or a combination. The amount and type of income stream will be influenced by the broader commercial arrangements of a contract, such as the contract term and where the risks and responsibilities are assigned between the local authorities and private partners. Collaborating regionally will allow the GCR local authorities to pool resources generated through revenue to meet ongoing contract management costs, as described later in this report. However, as detailed within paragraph 2.4 above, the intention would be to transfer most of the risk to the private partner and as a consequence the level of income potential for the Council must take this into account. Although it is not possible to determine at this stage what level of income could potentially be delivered, what must be recognized is that the principle intention of this proposal is to increase, at pace, the level of EVCI across the GCR which in turn will encourage the shift to electric vehicles. This will by default assist with the Council's net zero ambitions. In summary therefore, although there may be a level of income generated from the proposal it will not be at a level which will significantly address any future saving requirements for the Council.
- 2.6 **Economies of Scale and Reduced Duplication of Effort:** While the objective of this project is to expand the EVCI network at no/minimal cost to the local authorities, collaboration offers significant economies of scale and financial savings during the developmental and delivery phases. The cost of technical consultancy support, procurement, and programme management will be shared among the 8 local authorities. Discussions between the PMO and consultants during initial soft market testing prior to going to the market, indicate that this saving could be in the region of £500,000 across the authorities.
- 2.7 There will be other, currently unquantified, savings in an arrangement where one lead local authority, acting on behalf of all 8, enters into a contract with a commercial partner, avoiding the need for 8 individual procurement and contracting exercises and the costs associated with this. It is also proposed the long-term contract management arrangements could be undertaken by a central team, with the ongoing costs of this met through the pooling of an element of the local authority income stream generated by the contract.
- 2.8 **Ensuring All Communities Can Access the Chargepoint Network:** Through collaboration we can take a strategic approach to locating EVCI. CPOs will be able to make commercial decisions looking across a much larger number of chargers and will be able to balance high usage sites against lower usage areas. The scale of a GCR collaboration will enable private investment in the network where individual local authority initiatives on their own may be too small to be commercially attractive.
- 2.9 Collaborating will also offer benefits to service users through opportunities to establish a consistent approach across GCR to service delivery and 'back-office' functions such as payment mechanisms, charging policy, etc.
- 2.10 Taking a package of sites across all local authority areas to the market will also avoid a situation where local authorities are going individually and competing for CPOs – a situation where GCR local authorities were competing to secure engagement with CPOs would disadvantage those areas seen as less attractive and wouldn't meet the objective of making EV chargers available to all, especially more disadvantaged communities

within the City Region. Taking a GCR collaborative approach will allow GCR to go to the market at scale, giving a stronger voice in the sequencing of installation and the locations in which chargers are sited, ensuring that no communities are neglected.

- 2.11 **Community and Supply Chain Benefits:** Responses to the PIN, issued in June 2023, indicated that given the scale and commercial attractiveness of a GCR collaboration, some CPOs were explicit in their intention to work with local supply chains during the installation and the ongoing maintenance of such a large EVCI network. These opportunities will be explored during the procurement process. As with all major contracts, there will be a requirement for the inclusion of community benefit clauses in the tender and procurement process.
- 2.12 **Charge Place Scotland:** At present the back-office support (payments, fault reporting, mapping etc) for all the current publicly owned EVCI is managed by the publicly funded Charge Place Scotland. The Scottish Government have made it clear that this funding will cease in December 2025 and all back-office support will be removed. It is critical therefore that an appropriate solution is in place for this time and the consortium approach being proposed would include the provision of this support and avoid each individual local authority needing to deliver their own back-office solution.

Potential Shape of a GCR EVCI Collaboration

- 2.13 In early January 2024, the Scottish Futures Trust (SFT) and officers from GCR Programme Management Office undertook a series of workshops with officers from each of the eight local authorities. The workshops were structured around discussion of key issues relating to potential:
- commercial arrangements with a private sector partner;
 - joint working arrangements between the local authorities; and
 - procurement options and routes to market.
- 2.14 A number of the key technical aspects of a future commercial arrangement with the private sector were discussed at the workshops, providing a firm basis to develop joint tender documents that would be used in the procurement process to identify a private partner.
- 2.15 The total number of residential, destination, and journey chargepoints that were forecast in the GCR SEP are set out in the table below and broken down by local authority.

	Residential AC (7kW)	Destination AC (7 – 22kW)	Journey - Rapid DC (50kW +)
East Dunbartonshire	105	66	17
East Renfrewshire	143	122	29
Glasgow City	1,317	207	53
Inverclyde	172	93	36
North Lanarkshire	481	276	34
Renfrewshire	405	258	51
South Lanarkshire	467	242	33
West Dunbartonshire	141	81	9
GCR Totals	3,231	1,345	262

- 2.16 Following discussions among the local authorities, SFT and Transport Scotland, and informed by the consultation with the market through the PIN issued in June 2023, the proposed approach discussed with the EV Senior Officers' Group and the GCR Chief Executives' Group, is to split the total number of forecast chargepoints into a series of phases. This pragmatic approach will help to align EVCI installation with the capacity of the market and of local authorities to deliver across the proposed sites. Prior to going to market we are unable to put a time on when works will be completed but anticipate that works will be completed in a 3-year period from commencement.
- 2.17 The proposed approach, based on discussions with officers from the local authorities, is that the first phase of chargepoints should include:
- all existing EVCI (approximately 600);
 - all destination AC (7-22kW) chargepoints (approximately 1,345);
 - all rapid DC (50kW) chargepoints (approximately 262); and,
 - 20-25% of the forecast residential chargepoints (approximately 650-800).
- 2.18 In addition, it is also proposed that the first phase will also include sites where there is the opportunity to install Ultra Rapid Charging (100kW to 350kW). The SEP identified potential sites that met a set of basic criteria where they may be attractive as ultra-rapid charging stations. Further work will be required to identify which of these sites can be progressed. At present North Lanarkshire has identified approximately 8 sites:
- Main Street, Cumbernauld Village
 - Broadwood Loch, Cumbernauld
 - South Muirhead Rd, Cumbernauld
 - Stepps Centre
 - Drumpellier Country Park
 - Strathclyde Park (x2)
 - Glebe Street, Bellshill
- 2.19 The exact number of EVCI locations and chargepoints will be determined during the site selection process. Each local authority will require to undertake their own analysis about the suitability of the proposed locations for EVIF included in the SEP and to provide a list of sites within their area to be included in the package that is offered to a commercial partner. Each local authority will also be asked to prioritise these sites. CPOs may suggest alternative sites based upon experience in delivering EV Hubs and this may assist the local authorities in identifying and agreeing alternative charging locations as required.
- 2.20 It is anticipated that subsequent phases will be weighted towards the remaining residential charging infrastructure, and any additional journey and destination sites that are identified. During the development of the procurement documents a strategy for bringing future phases to the market will also be considered.

Joint Working and Procurement Options

- 2.21 The feedback from the officer workshops demonstrated support for a collaboration across GCR through the planning, procurement and delivery stages. There was also a recognition of the need to put in place an Inter-Authority Agreement to facilitate this collaboration.
- 2.22 There was a consensus view expressed in the workshops that one local authority should contract with a commercial partner on behalf of all 8 MAs, with a preference for a single

procurement, rather than establishing a framework for local authorities to draw down from. This learning has been taken from the successful Clyde Valley Residual Waste partnership.

Draft Timeline

- 2.23 If the approach to progress the collaboration is approved by Committee then the GCR PMO will work with the EV Senior Officers' Group to monitor the operational timeline for delivery of the project. Current key dates are set out below:

Action/Milestone	Estimated Date/Timescale
Finalise EVIF arrangements for consultancy support	February 2024
Engage Consultancy Support for the Procurement Stage	February to April 2024
Secure Local Authority Agreements to Collaborate on EV through an IAA	March to May 2024
Appoint Consultants to Support Development of Tender and GCR Proposal	May/June 2024
Preparation of Tender Documents	June to November 2024
Commence Procurement	December 2024/January to April 2025
Evaluation of Tenders	May to June 2025
Contract Awarded to CPO	July to August 2025
Charge Place Scotland Transition Network Planning & Mobilisation	September to December 2025
New Chargepoint Installations	January 2026 onwards

- 2.24 The most pressing issue is Transport Scotland's decision not to renew the Charge Place Scotland (CPS) contract. This will require all local authorities (and other chargepoint owners currently using the CPS system) to put in place an alternative arrangement for the back-office and maintenance of their chargepoints before December 2025. GCR's ambition is to have these 600 (approx.) existing chargepoints included within the scope of the first lot, however there is a significant risk that the timing of this new arrangement being in place will fail to align with TS's ending of the Charge Place Scotland service. The GCR PMO is liaising closely with TS to identify potential mitigations for this risk. The concession approach is a key opportunity for GCR to deal with the requirement for a new 'back-office' system for CPS.

Governance and Support Arrangements

- 2.25 A collaboration of the 8 GCR local authorities will require a clear governance and decision-making process. In addition to endorsement by the Glasgow City Region Cabinet, the key decisions will require the approval through the relevant local governance structures of each of the 8 authorities.

2.26 The collaboration will also require an Inter Authority Agreement to be put in place and signed off by all 8 GCR local authorities. In order to allow the project to meet the proposed timeline set out above, this report proposes that:

- the approval of the Inter Authority Agreement;
- issuing of the tender documents; and,
- approval of the preferred bidder and agreement to enter into a contract.

is delegated to the Depute Chief Executive on behalf of the Council.

2.27 All 8 local authorities will require to approve the proposed approach through their own local governance structures prior to any contract being entered into. A longer-term agreement between the 8 GCR local authorities will be finalised at the point of entering into a contract with a commercial partner and this will include the ongoing contract management arrangements.

2.28 In order to support the development of the tender documents, site selection process, and development of the GCR EVCI proposal, Glasgow City Region PMO will continue to provide support to the EV Senior Officers' Group. Expert technical consultancy support will be engaged by the GCR PMO and funded by contributions from each local authority through their allocations from Transport Scotland's EVIF.

2.29 To ensure each local authority is engaged in the development process and able to influence the development of the tender, officer support groups will be established to provide expert advice and to update their own organisations as required. In addition to the existing EV Senior Officers' Group, it would also require groups with a focus on legal, procurement, and technical aspects.

Financial and Revenue Implications

2.30 The intention is to utilise Transport Scotland's EVIF to meet the costs of the development of the GCR proposal, development of the procurement documents, specialist external legal advice, and other costs associated with the development of the collaboration. Each local authority will contribute a portion of their grant award which will be pooled by the GCR PMO who will engage the required consultancy and advice services on behalf of the 8 local authorities as required.

2.31 The overarching aim of the approach set out in this report is to leverage private sector investment so that no/or minimal capital investment is required from the local authorities to deliver the expansion in EVCI. On this basis there is not anticipated to be any requirement for capital investment.

2.32 It is anticipated that the long-term contract management of the commercial arrangement will be met by the collective income stream that is generated. It is suggested that the income stream from a commercial partner is pooled to meet the central contract management costs, with the surplus income then being distributed among the local authorities based upon an agreed formula.

2.33 Overall, there should be no cost to the local authorities from this proposed approach. However, this will depend on the market appetite to engage with GCR and can only be confirmed on conclusion of the procurement process. Should there be any significant change in this financial position, then a further report will be brought to Committee prior to proceeding to any final contract award.

Legal Implications

- 2.34 The main legal requirement will be the establishment of an Inter Authority Agreement that allows one local authority to act as lead in the process to procure and contract with a commercial partner on behalf of the other 8 authorities.
- 2.35 There will be a requirement for expert external legal advice to support the development of the GCR proposal and this will be engaged by the GCR PMO.
- 2.36 A legal support group, consisting of solicitors from each of the 8 local authorities, will be established to support the development of the project.

3. Measures of success

- 3.1 The delivery of electric vehicle charging infrastructure across North Lanarkshire and the wider Glasgow City Region which allows the transformative shift to net zero emission vehicles which in turn will contribute to delivery of the council's net zero ambition.
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4. Supporting documents

Appendix 1 - Comparative SWOT Analysis of Delivery Models



Andrew McPherson
(Depute Chief Executive)

5. Impacts

5.1 Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes <input type="checkbox"/> No <input type="checkbox"/>
5.2 Financial impact Does the report contain any financial impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact? As detailed in the report, any costs associated with the current preparatory work will be met from existing resource provided to the authority through Transport Scotland's Electric Vehicle Infrastructure Fund. Further, the intention is also to place the whole costs for delivery of the EV infrastructure with the commercial partner, so in summary there should be no/ very minimal capital or revenue costs for the Council. However, should this position change then the report is clear that a further report will be presented to Committee outlining any proposed change.
5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact? Representatives from Legal Services are included in ongoing discussions and will be part of the proposed legal sub-group as outlined at paragraphs 2.34 to 2.36 of the report.
5.5 Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject?

	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.6	<p>Technology / Digital impact</p> <p>Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.7	<p>Environmental / Carbon impact</p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>Provision of an effective charging network will have a positive impact on North Lanarkshire's carbon emissions and will support the Council's net zero ambitions.</p>
5.8	<p>Communications impact</p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>The Council's Corporate Communications team are/ will be involved in future discussions.</p>
5.9	<p>Risk impact</p> <p>Is there a risk impact?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p> <p>No impact at present but will be determined when final proposal is known.</p>
5.10	<p>Armed Forces Covenant Duty</p> <p>Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
5.11	<p>Children's rights and wellbeing impact</p>

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes ☐ No ☒

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☐ No ☐

Appendix 1 – Comparative SWOT Analysis of Delivery Models

	Land Lease	Concession	Own and Operate
Strengths	<ul style="list-style-type: none"> • Comparable VfM with other models • Low council risk • Limited risk of significant capital misallocation • Rapid deployment • Operational efficiency • Technological innovation 	<ul style="list-style-type: none"> • Comparable VfM with other models • Limited capital or revenue risk to local authority • Low local authority resource commitment • Increasingly established commercial model in private sector • Rapid deployment • Efficient operation (and risk transferred to private sector) 	<ul style="list-style-type: none"> • Comparable VfM with other models • Public sector collects all revenues • Procurement and delivery of EVCI likely simpler and quicker • Public sector has flexibility over payment tariffs
Weaknesses	<ul style="list-style-type: none"> • Least local authority control • Long agreements or exclusion areas • Commercial motive by private sector likely to clash with public policy goals • Quality of service and maintenance may vary among operators • Quality of services and maintenance varies among operators; less provision for local authority to influence outcomes. 	<ul style="list-style-type: none"> • Less control by local authority, relative to own and operate model • Commercial motive by private sector may clash with public policy goals • Quality of services and maintenance may vary among different operators 	<ul style="list-style-type: none"> • Public sector carries all financial, commercial and management risk • Public sector takes on all reputational risk, and risk of unexpected costs • Political risk on the public sector through accountability to taxpayers, and constrained by public sector capital controls. • Public sector required to cover expected higher operating costs of the EVCI network
Opportunities	<ul style="list-style-type: none"> • Rental agreements provide guaranteed income to landowner (e.g. local authority) • Potential to share revenue upside (whilst minimising downside risk) • Potential to respond to changes in EV market trends • Potential for fixed income stream • Potential to increase scale and coverage of EVCI at faster rate 	<ul style="list-style-type: none"> • Ability to take on charging assets at the end of the term, if desired. • Potential to share revenue upside • Potential to increase scale and coverage of EVCI at faster rate relative to other models • Can suit joint procurement approaches across multiple local authorities • Potentially better positioned to respond to changes in EV market trends 	<ul style="list-style-type: none"> • Can utilise procurement frameworks to streamline the process and benefit from economies of scale. • Flexibility over back office means the public sector is not constrained to a single operator. • The public sector can determine chargepoint locations irrespective of commercial viability.

	Land Lease	Concession	Own and Operate
Threats	<ul style="list-style-type: none"> • Issue of low or unknown commercial viability reducing propensity to invest relative to other models. • More challenging to migrate existing assets to structure than under concession model. • Exclusion areas may prevent authorities from installing chargepoints through other delivery models, limiting overall rollout. • Restrictions on land use, and the need to compensate should the public sector terminate agreement. • Private operator control over data privacy and security. 	<ul style="list-style-type: none"> • Private operator control over data privacy and security • Equity concerns, private operator may prioritise areas with higher profit (and may want to limit significant direction from local authority in locational decisions) 	<ul style="list-style-type: none"> • Expected IRR is low, between 3%-10% • Profit margin is highly susceptible to income and/or cost risk • Most significant capital burden on the public sector compared with other models. • The level of uptake and demand for EVCI will have direct financial impacts on the public sector. • High cost of ultra-rapid charging infrastructure and other opportunities through hydrogen refuelling a barrier to entry. • At the end of the operating term, the local authority will potentially be in the ownership of redundant equipment.