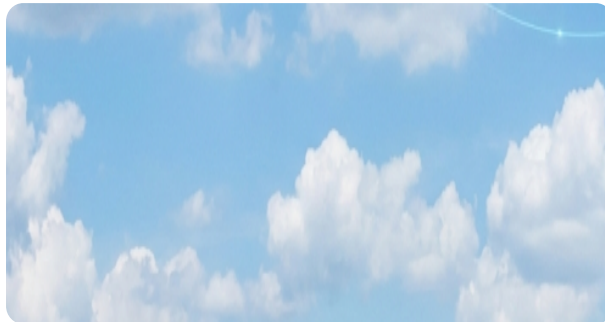




Crown
Commercial
Service



Electric Vehicle Strategy and Support

GCloud Service Description Document

Bringing Ingenuity to Life.
paconsulting.com

Corporate Headquarters

10 Bressenden Place

London

SW1E 5DN

+44 20 7730 9000

paconsulting.com

Prepared by: PA Consulting

Reference: PA RM1557.15

Version: 1.0

Contents

Electric Vehicle Strategy and Support	4
1.1 Short Service Description	4
1.2 Key Service Features	4
1.3 Key Service Benefits	4
1.4 Service Definition	5
1.5 Why PA Consulting Group (PA)? A trusted partner for cloud, AI, and digital technologies	11
1.5.1 Why PA for cloud, data and AI	11
1.5.2 Cloud capability (assess, design, build, assure, run)	11
1.5.3 AI, ML and data (from strategy to scale)	12
1.5.3.1 Quantum and emerging technologies	12
1.5.4 Cyber security and digital trust	12
1.5.5 What PA will bring	13
1.5.6 PA is fully equipped to manage any challenges or requirements you may present	14
1.6 A Genuine commitment to Social Value	14
1.7 Security Clearance	15
1.8 Next Steps	15



Electric Vehicle Strategy and Support

1.1 Short Service Description

PA Consulting provides Electric Vehicle strategy and support, including for the implementation of EV fleet and charging infrastructure, cloud based open data platforms and Chargepoint Management Systems (CPMS). We support decarbonisation/net-zero policy, customer experience, user research, grant/fund schemes, technical, engineering, cyber-security advice and programme delivery.

1.2 Key Service Features

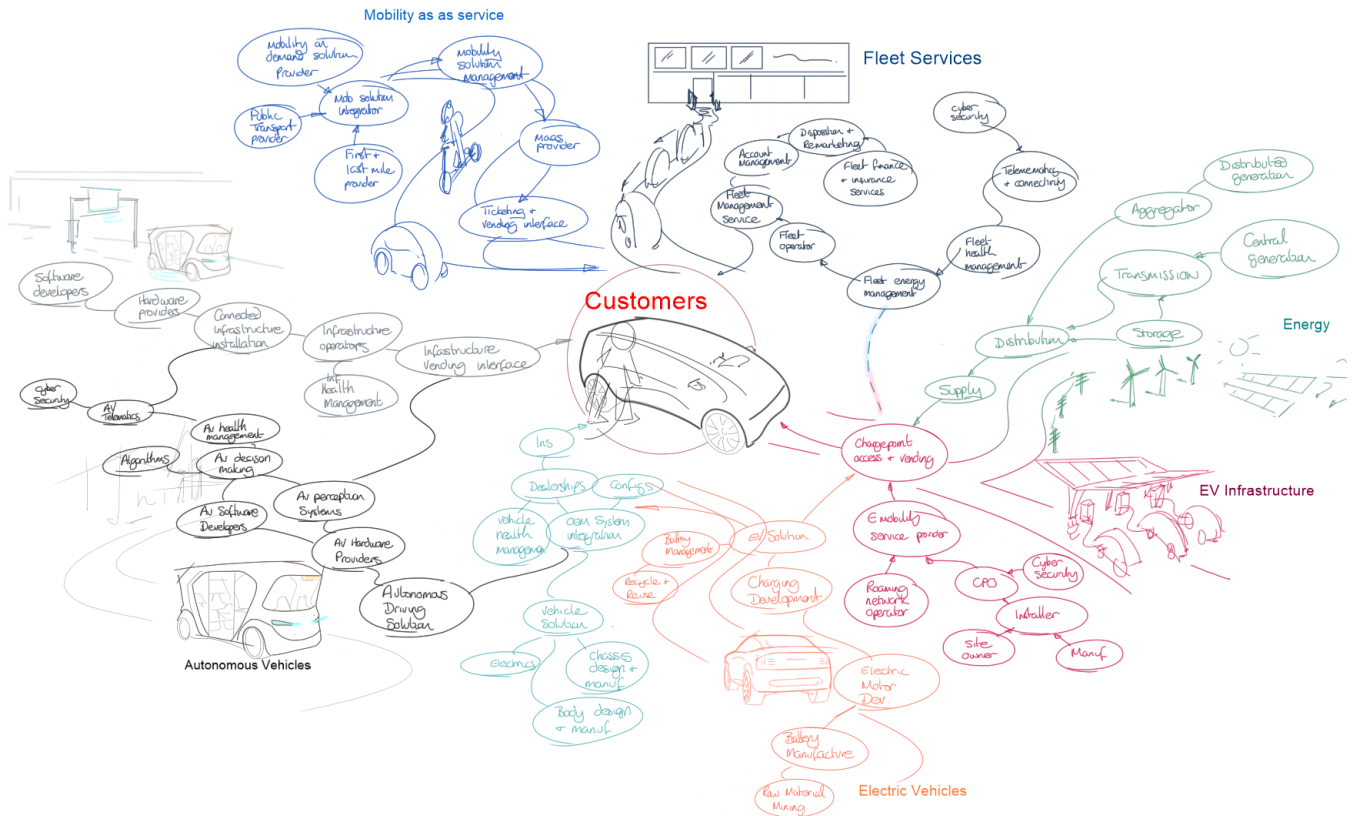
1. Strategic advice for electric vehicle EV infrastructure and fleet transition
2. Strategy for Transport Decarbonisation, Clean and Smart Mobility
3. Customer experience research, insights, service design and accessibility
4. Chargepoint open data OCPI and implementing digital cloud services
5. Cloud based Charge Point Management Systems (CPMS)
6. Commercial and procurement support for EV and decarbonisation schemes
7. Technical, engineering, Cyber security and resilience for EV networks
8. Support for grant management, funding schemes
9. Support for OZEV grant applications, LEVI, and Rapid Charging Fund
10. Sustainability and climate response including hydrogen and aviation fuels

1.3 Key Service Benefits

1. Clearly communicate your net-zero EV infrastructure and fleet strategy
2. Develop credible plans for low carbon grant schemes
3. Combined best practice across central and local Government
4. Rapid access to expertise in transport specific software solutions
5. Transport sector implementation expertise ensures best of breed solutions
6. We manage discovery, alpha, beta, live, and benefits realisation
7. We offer technical leads, user researchers, and business analysts
8. We offer cloud architects, electrical engineering, and cyber-security experts
9. Measure your progress towards increased sustainability and lower emissions
10. We offer continuity in complex programmes while growing capabilities

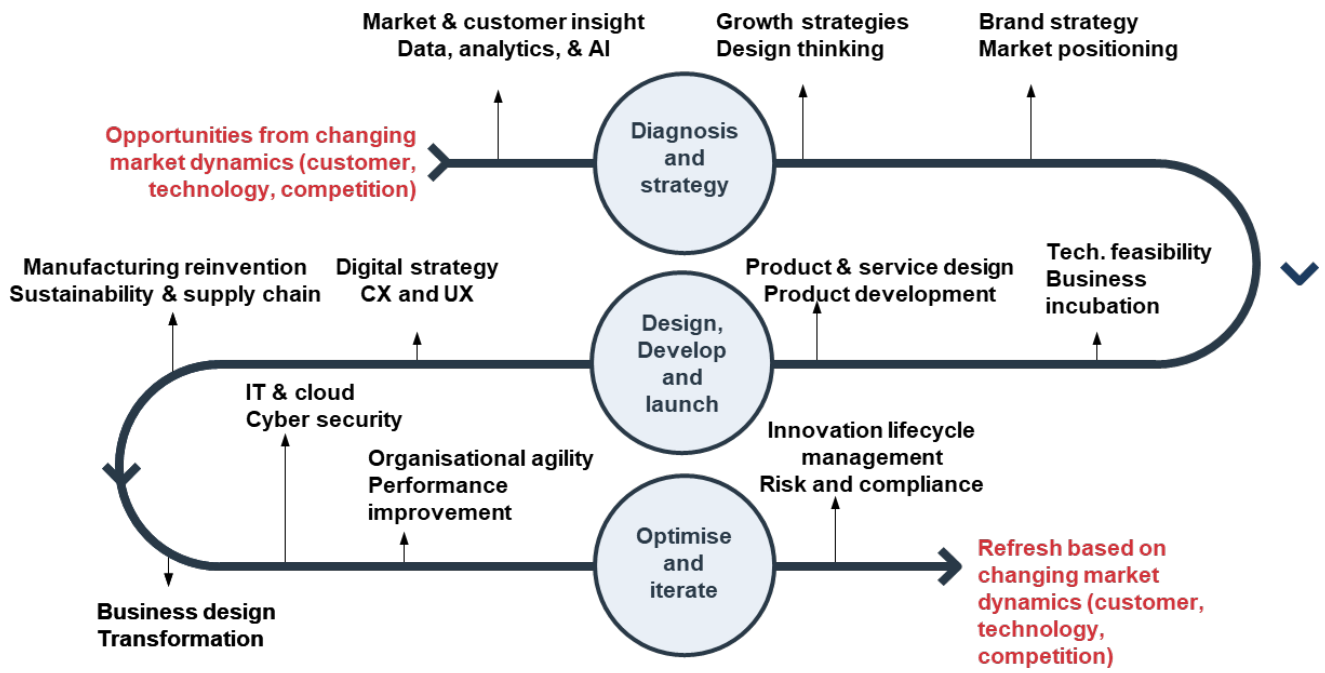
1.4 Service Definition

The UK government has announced a commitment to end the sale of new petrol and diesel petrol and diesel vehicles by 2030, and that all new cars and vans will be required to be fully zero emission at the tailpipe by 2035. Similarly, there is a significant focus on the electrification of fleets, buses, LGVs, HGVs and other new forms of transport and mobility services, such as micromobility, e-scooters, e-bikes, ride-hailing, and mobility-as-a-service. In addition, the Greening Government Commitments include the move all public sector fleets to zero emission by the end of 2027.



PA Consulting helps clients to take a **customer-centric approach** to navigating the changing ecosystem around Electric Vehicles and associated policies, products, and services.

Our offerings cover all aspects of EV infrastructure, cloud, and data services, bringing end-to-end innovation and ingenuity across EV ecosystem.



Strategic advice for electric vehicle (EV) infrastructure and transition

PA Consulting provides support in policy development, strategy, and M&A

- Supporting Government in developing policies that stimulate the required outcomes for a transition to clean transport, e.g. EVs, Hydrogen etc.
- Programmes to deliver Greening Government Commitments and transition of public sector fleets to zero emission by the end of 2027.
- Supporting organisations and investors with market analysis to facilitate organic or inorganic growth.
- Supporting businesses in developing their strategies to adapt, respond to and lead the transition to smart mobility.

Strategy for Transport Decarbonisation, Clean and Smart Mobility

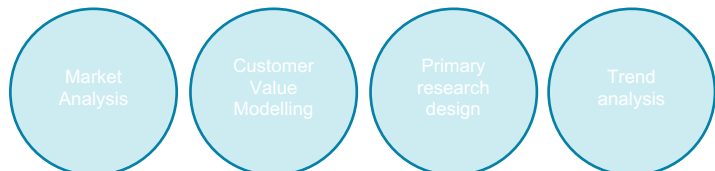
The UK government has put into law the zero emission vehicle (ZEV) mandate which sets out the percentage of new zero emission cars and vans manufacturers will be required to produce each year up to 2030. 80% of new cars and 70% of new vans sold in Great Britain will now be zero emission by 2030, increasing to 100% by 2035.

- We can support strategy and policy in the electrification of fleets, buses, LGVs, HGVs and other new forms of transport and mobility services, such as micromobility, e-scooters, e-bikes, ride-hailing, and mobility-as-a-service.
- Support for programmes in transport decarbonisation.
- Programmes in connected services and autonomous driving
- Monitoring and evaluation of pilots and programmes to provide evidence for policy and investment.

Customer experience research, insights, service design and accessibility

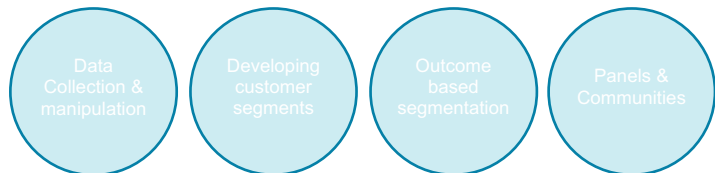
Customer Insight

- Providing you with a deep understanding of your customer/citizens with actionable insights
- Delivers powerful understanding of people's attitude and behaviours; in particular how they relate to technology brands and each other and the role of the government



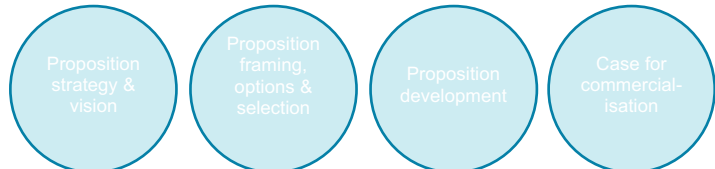
Customer Segmentation

- We provide you with actionable customer/citizen segments that identify which customers should be targeted, what they want and how to reach them



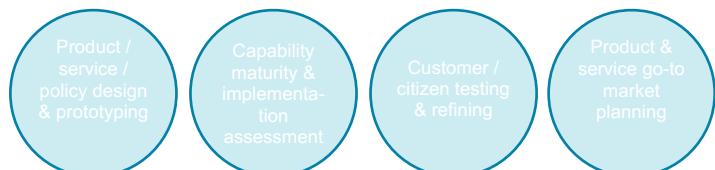
Customer Proposition Development

- We work with you to provide realistic and achievable growth strategies. We help you to frame new products, services or develop policy to meet customer/citizen outcomes



Customer Proposition testing & feasibility assessment

- We provide you with confidence in your product/service/policy proposition and understand its viability early in its development
- We test concepts with customers/citizens and ensure a clear roadmap for growth is created



The benefits of customer experience, user research and service design include:

- Better for customers: Working with customers helps us understand the job they are trying to get done and problems they encounter using the existing service. We work with 200 to 300 customers, staff, and other stakeholders for a large-scale and complex service. We take an

inclusive approach to co-create a new digital service that really works for them. We design end-to-end services that help them get the job done from start to finish. And we consider all the actors who help them along their journey. The new digital service gives customers all the digital tools they need in one place. And it connects them with real people when they need support.

- Better for staff: Good digital services are designed to help front-line (and support) staff deliver a seamless, end-to-end service. Giving them the right systems, processes, technology and support they need to get the job done effectively. They eliminate the need to re-input data and work across several systems. Automating repetitive tasks frees people up to get on with the more valuable and rewarding parts of their job.
- Better for the organisation: Good digital services help organisations achieve their goals in customer-centric ways. Such as attracting new customers, entering new markets, growing revenue, and reducing costs.

Service design works because it is guided by five key principles.

- User-centred. Services are designed from the customer's perspective, focusing on outcomes not features.
- Co-created. People representing all the different types of users are involved in designing the new service.
- Sequenced. The new service is made up of a complete set of inter-related activities from start to finish.
- Evidenced. The new service uses physical elements to make the intangible service visible, memorable & simple to use.
- Holistic. The new service solves the whole problem for the customer & aligns the whole organisation to support the service.

Chargepoint open data OCPI and implementing digital cloud services

Working with open data standards, PA Consulting establish open data architecture and build open data platforms to enable the analysis and sharing of charge point data to stakeholders including, but not limited to, local authorities, government, innovators (e.g. start-ups), data aggregators and the general public. Our work includes the identification of user needs and creation of user journeys, and technical architecture, engineering, design and build of digital cloud services on public cloud.

- Open data standards, including OCPI and OCPP
- Open data and data sharing platforms
- Connecting chargepoint data to local authorities, government, energy providers, consumer app developers
- GIS and data visualisation
- Implementation of digital services to the Digital Service Standard, including Alpha and Beta assessments

Cloud based Charge Point Management Systems (CPMS)

Public and private operators of charge point networks will increasingly rely on software platforms for configuration and management. These are typically called "Charge Point Management Systems (CPMS)". PA Consulting can support CPMS projects, including:

- CPMS technical specification
- Procurement of CPMS from cloud providers
- Cloud advice for systems resilience and data security
- Project management for CPMS implementation

Commercial and procurement support for EV and decarbonisation schemes

We have developed a lean based methodology to support such procurements, which is underpinned and supported by best practice materials gained from our extensive experience.

We plan procurements through five inter-related streams, ensuring that all the relevant aspects of a procurement are covered:

- **Requirements:** the requirement (including constraints and issues on transition to the new service) is the most important part of any procurement. It is imperative that requirements are clearly understood and articulated. For service-based procurements, these requirements must also consider transition, transformation (including design of the retained organisation) and service management. We provide a full output-based requirements development service, underpinned by the MSP POTI approach.
- **Commercial procurement:** the contract, including payment and performance (including commercial incentives), needs to support achievement of the requirement and provide a full and implementable range of recourses. We provide a quantification-based approach to the development of the commercial positions, based on our practical experiences in the market. We develop the procurement documents, including PINs, OJEU, invitation to tender and contract notice. We work closely with legal advisors to ensure our clients have appropriate protection within the constraints of the chosen procurement route, including G-Cloud.
- **Evaluation:** Evaluations must be Most Economically Advantageous Tender and in line with the Green Book. We design quality and price evaluations that meet these criteria and are compliant with the procurement regulations. We are also able to provide support in benchmarking the reasonableness of the proposed charges, to ensure the detection of abnormally low tenders.
- **Discovery:** As well as the customer understanding the supplier, the supply market needs to understand the customer and due diligence is the key to understanding that this is the case. We have a tried and tested due diligence approach to support discovery and fully cover due diligence risk.
- **Project management:** Successful procurement requires the bringing together of a diverse range of parties and stakeholders, from users, suppliers, technical experts, and decision makers and be designed and managed to mitigate the risk of successful legal challenge. We have proforma plans that we have used on numerous procurements that will ensure timely and quality procurement, and we are experts in the monitoring and delivery of the plans.

Technical, engineering, Cyber security, and resilience for EV networks

We work with client leadership, combining secure-by-design technical systems, innovative business processes and the organisation's people to deliver end-to-end engineering and cyber transformation focussed on business growth and operational improvement.

We use our proven strategy, transformation, programme delivery and business change processes to deliver and embed capability across our client's organisation. The service integrates the following capabilities into a complete transformation solution for clients, calling on capability experts for delivery:

- **Technical and engineering expertise:**
 - Power electronics
 - Battery technologies
 - Electrical engineering
 - Mechanical engineering
 - Product design
 - Payment technologies, including contactless payment processing
- **Cyber secure-by-design systems:**

- Cloud security
- Data privacy and ethics
- Defensive technology delivery
- Critical systems hardening
- Information handling and e-discovery systems
- Red teaming & penetration testing
- Cryptography assessment and design
- Compliance and controls testing
- Threat intelligence management

Support for grant management and funding schemes

PA Consulting can support central, regional, and local bodies in the development of grant and funding schemes to incentivise and support net-zero transition.

- Scheme and fund design
- Outline and full business case development
- Pilot schemes
- Grant management
- Benefit and outcomes measurement and reporting

Support for OZEV grant applications, LEVI, and Rapid Charging Fund

The Office for Zero Emission Vehicles, OZEV, has announced the launch of the new Local Electric Vehicle Infrastructure Fund (LEVI) and Rapid Charging Fund (RCF). The schemes will support the planning and roll-out of electric vehicle charging infrastructure across the UK through large scale, ambitious and commercially sustainable projects that leverage significant private sector investment.

In consortium with the Energy Saving Trust and CENEX, PA Consulting have been appointed as the support body for the LEVI Fund. The ambition for the fund is to incentivise local authorities to work with industry to introduce public EV charging infrastructure in their communities that will ensure fairer access to electric vehicle chargepoints.

In addition, PA Consulting can provide further support to local and regional authorities:

- EV Strategy
- Business case support
- Commercial and procurement support
- Stakeholder support
- Programme delivery

Sustainability and climate response including hydrogen and aviation fuels

PA Consulting has experts across sustainability, climate response, net-zero, and circular economy. We help accelerate and scale innovation to deliver effective sustainability and climate action.

- Find commercial opportunities and value: We help businesses seize the commercial opportunity of sustainability. We find and optimise value to create lasting and profitable change across your value chain.
- Innovate end-to-end: We are experts in end-to-end innovation for sustainability. From insights and strategies to new business models and supply chains, to technology and product development through to commercialisation.
- Deliver real and measurable results: We use KPIs mapped to UN Sustainable Development Goals to deliver real and measurable results, accelerating progress against planetary, social, and financial aspirations.

1.5 Why PA Consulting Group (PA)?

A trusted partner for cloud, AI, and digital technologies

PA Consulting Group (PA) is a leading technology and innovation consultancy and one of the UK government's most trusted advisors, combining strategy, delivery assurance and deep engineering to turn complex ambition into assured outcomes. We bring end-to-end capability across cloud architecture, data and AI, cyber, and advanced technology R&D, backed by a track record of scaling innovation in the public and private sectors.

Our UK work is anchored by secure, standards-led delivery. PA maintains ISO/IEC 27001 certification across global operations, demonstrating disciplined information security and operational control, and applies UK government good practice (GDS, NCSC CAF) across cloud and digital programmes.

We combine consultancy with real engineering. At our Global Innovation & Technology Centre (Cambridge), 300+ scientists, designers and engineers operate extensive labs and studios to prototype and industrialise solutions, bridging physical and digital from concept to production.

1.5.1 Why PA for cloud, data and AI

- **Hyperscaler alliances without vendor lock-in.** PA is Premier Tier with **Google Cloud** (13+ years; 150+ certifications; specialisations in infrastructure, data analytics, app dev and security) and holds deep **AWS** and **Microsoft** credentials, accelerating secure data foundations and generative AI at scale while keeping advice independent and outcome-led.
- **Responsible AI you can trust.** Our Responsible AI framework, governance toolkits, and risk policy make AI adoption transparent, auditable, and compliant, embedding lifecycle controls, model documentation, and human-in-the-loop safeguards aligned to evolving regulation.
- **Impact beyond pilots.** We help organisations become *intelligent enterprises*, using data and agentic AI to create and protect value, with pragmatic roadmaps from use-case selection to scaled operations.
- **Proof through delivery.** Our client stories span enterprise data platforms, IoT and analytics (e.g., Rentokil Initial), and product innovation at scale (e.g., Unilever) where PA has put data and AI at the heart of continuous, market-leading improvement.

1.5.2 Cloud capability (assess, design, build, assure, run)

PA applies an assured cloud delivery approach to complex government and regulated environments, blending client-side delivery assurance, multi-cloud architecture, and resilient operations:

- **Strategy & readiness.** Maturity assessments, target operating models for hybrid/multi-cloud, and cost/benefit modelling; proportionate GDS compliance and ISO 27001 controls embedded upfront.
- **Design & architecture.** Secure, well-architected patterns across Azure, AWS, and Google Cloud; data platforms, identity and access, and cross-domain solutions for sensitive estates.
- **Build & deploy.** Cloud-native engineering, DevSecOps (CALMR), CI/CD, infrastructure-as-code; automated testing and quality assurance to accelerate safe release.
- **Migration & modernisation.** Legacy transformation, platform reviews, and workload migration tuned to resilience and cost; pragmatic FinOps to keep spend predictable and efficient.
- **Operate & optimise.** Observability, incident management, performance tuning, backup/restore, and change management, maintaining business continuity and reducing total cost.

- **Client-side delivery assurance.** Forward-looking, risk-based assurance that keeps complex programmes on track, covering governance, architecture, testing, migration, service readiness and cutover. See our *IT Delivery Assurance* service.

1.5.3 AI, ML and data (from strategy to scale)

- **Strategy & governance.** AI blueprints, operating models, and policy; enterprise data governance; regulatory readiness; centre-of-excellence setup and change adoption.
- **Engineering & MLOps.** Data platforms on Azure/AWS/GCP, pipelines and feature stores; robust ML lifecycle with monitoring, drift detection and auditability.
- **Generative & agentic AI.** Secure integration of LLMs (including Copilot) into workflows for measurable productivity and quality gains, using guardrails, system cards and ROI framing.
- **Responsible AI.** Lifecycle controls and assurance tooling to manage bias, security and transparency.

1.5.3.1 Quantum and emerging technologies

PA's applied physics and quantum engineering teams help clients unlock near-term value, combining quantum techniques with classical systems for decision support, advanced sensing and secure communications:

- **Decision support & optimisation.** Hybrid quantum/classical algorithms to accelerate complex planning, routing and resource allocation where speed and quality of decisions matter.
- **Quantum sensing & RF.** Novel quantum radio and Rydberg-based sensing to enhance spectrum use, detection sensitivity and resilience in contested environments.
- **Commercialisation insight.** Advisory at the “whole-stack” level, hardware, supply chain, interfaces, and ethics, to move from lab to market within national strategies.

These capabilities are industrialised at our Cambridge centre, turning concepts into robust prototypes and pre-production systems across sectors like defence, energy and transport.

1.5.4 Cyber security and digital trust

Digital trust is central to PA's approach. We design security into architecture, operations and culture, aligning to NCSC CAF and GovAssure, and delivering testing, red-team, SOC design and OT/IoT security:

- **Transformation & architecture.** Secure-by-design patterns, cloud security, identity, and cross-domain data protection (including NCSC-approved Oakdoor data diode products).
- **Assurance & regulation.** CAF/GovAssure alignment and pragmatic remediation plans for government organisations.
- **Testing & resilience.** CREST-aligned penetration testing, red-teaming, incident readiness, and operational resilience.

1.5.5 What PA will bring

Ideation & Strategy

- Cloud strategy and advisory services
- Cloud readiness assessments
- Cost/benefit and ROI modelling
- Security and compliance by design.
- AI/ML and data strategy (blueprints, operating model, governance) with Responsible AI policy and guardrails.
- Quantum opportunity framing and whole-stack commercialisation roadmaps.

Design & Architecture

- Bespoke enterprise and cloud architectures
- Integration with existing IT infrastructures
- Hybrid/multi-cloud design
- Continuity and disaster recovery
- Data platforms and MLOps patterns
- Security, privacy and resilience embedded by design in technical designs
- User-centred-design
- Secure cross-domain solutions and high-side/low-side integration where required.

Development & Deployment

- Cloud-native engineering
- Containerisation, microservices and serverless
- DevSecOps (CALMR) with CI/CD and automated testing
- Generative AI and Copilot enablement with measurable productivity outcomes and run-controls.

Implementation & Migration

- Data migration and legacy modernisation
- Vendor selection and management
- Infrastructure-as-code with progressive, low-risk cutover.

Operations & Management

- Observability, incident management, SIEM/SOC design
- Performance optimisation and cost management (FinOps)
- Backup/restore
- User training and change adoption.

Innovation & Scaling

- Scalable cloud infrastructure to support growth
- AI/ML implementation and scaling
- IoT integration
- Ongoing innovation sprints and R&D, supported by our Cambridge engineering labs for rapid prototyping and pre-production.

1.5.6 PA is fully equipped to manage any challenges or requirements you may present

Across strategy, design, build and run, PA blends independent advice with hands-on engineering, operating to ISO 27001 and UK government standards, and backed by hyperscaler partnership depth. Whether the brief is modernising a sensitive cloud estate, industrialising AI responsibly, or de-risking a quantum-adjacent programme, we bring the multidisciplinary team to get from idea to reality, safely, quickly, and at scale.

1.6 A Genuine commitment to Social Value

At PA, we believe in the power of ingenuity to create a positive human future. Central to this ambition is our commitment to developing high-quality opportunities that enable individuals to acquire leading-edge skills, all within an environment that supports personal wellbeing and growth. We invest in our people through comprehensive training and development, ensuring they are fully prepared to tackle our clients' most complex challenges and advance their own careers.

We recognise that diversity drives innovation. Therefore, our recruitment practices are inclusive, welcoming individuals from all backgrounds. Every member of our team is empowered to reach their full potential through inclusive policies, processes, and a culture that is continuously improved using robust data.

We are passionate about creating genuine opportunities for those facing significant barriers to employment. Since 2023, our Digital Apprenticeship Programme has offered a Digital and Technology Solutions Degree through the University of Roehampton or Northumbria University. Our apprentices typically include first-generation professionals, college leavers, and individuals from ethnic minority backgrounds, many living in deprived areas. Additionally, we offer summer internships for undergraduates entering their final year, hosted at both our central London office and the Global Innovation and Technology Centre in Cambridge.

Economic responsibility is integral to our purpose. PA is accredited as a Living Wage employer, and where relevant, we ensure that our suppliers and subcontractors are paid at least the minimum living wage. We are also a signatory to the Prompt Payment Code, demonstrating our commitment to fair and responsible payments to suppliers.

Our carbon reduction targets have been validated by the Science Based Targets initiative (SBTi). We have a published carbon reduction plan and are committed to achieving carbon net zero by 2040, in alignment with PPN 06/21 criteria for UK public sector contracts exceeding £5 million. In 2024, we achieved a silver EcoVadis rating, reflecting our ongoing progress in sustainability.

We are dedicated to delivering targeted social value and will collaborate with you to determine the most effective approach for you, ensuring our efforts have the greatest possible impact.

1.7 Security Clearance

PA are fully compliant with industry best practices for information security, which includes compliance with the UK MOD Industry Personnel Security Assurance (IPSA) standard, against which we are independently audited every three years. PA also has multiple sites with FSC (previously List X) where our dedicated in-house Security Vetting team are based. This allows PA to achieve security vetting of its employees in a time effective manner ensuring the correct processes are always followed (In accordance with the Security Policy Framework/GS007). As a matter of standard process, PA puts all its eligible employees through the Baseline Personnel Security Standard (BPSS), set out by the Cabinet Office. Those employees working on, or planning to work on, government projects are automatically put forward for SC clearance which are processed via UK-SV (formally the Defence Business Services – National Security Vetting). PA also process DV vetting through the UK-SV and other agencies, these are generally client sponsored.

PA currently have a large pool of cleared individuals (80% of UK Staff). Should a resource be identified where clearance is needed, the PA Security Vetting team will then process the individual through the relevant clearance procedure. The team will also be able to validate all existing clearances held by PA employees when requested.

1.8 Next Steps

This service is intended to help customers develop and deliver successful outcomes regardless of the life cycle stage they are at. PA prides itself on working with clients and helping them to deliver outcomes whilst also providing them the ability to 'stand on their own' so that they can move their solutions forward without future involvement. Please contact us on GCloudFramework@paconsulting.com to discuss your needs further.



About PA.

We believe in the power of ingenuity to build a positive human future.

As strategies, technologies, and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

We are over 4,000 strategists, innovators, designers, consultants, digital experts, scientists, engineers, and technologists. And we have deep expertise in consumer and manufacturing, defence and security, energy and utilities, financial services, government and public services, health and life sciences, and transport.

Our teams operate globally from offices across the UK, Ireland, US, Nordics, and Netherlands.

PA. Bringing Ingenuity to Life.

Discover more at paconsulting.com and connect with PA on [LinkedIn](#) and [X](#).

Corporate Headquarters

10 Bressenden Place
London
SW1E 5DN
+44 20 7730 9000

This proposal has been prepared by PA Consulting Group on the basis of information supplied by the client, third parties (if appropriate) and that which is available in the public domain. No representation or warranty is given as to the achievability or reasonableness of future projections or the assumptions underlying them, targets, valuations, opinions, prospects or returns, if any, which have not been independently verified. Except where otherwise indicated, the proposal speaks as at the date indicated within the proposal.

paconsulting.com

All rights reserved

© PA Knowledge Limited 2026

This proposal is confidential to the organisation named herein and may not be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical or otherwise, without the prior written permission of PA Consulting Group. In the event that you receive this document in error, you should return it to PA Consulting Group, 10 Bressenden Place, London, SW1E 5DN. PA Consulting Group accepts no liability whatsoever should an unauthorised recipient of this proposal act on its contents.