

Oxford City Council



Telephony Review and Replacement Options Appraisal

Final Report

Prepared by:
Phil Riley
Ant Harrison

17th September 2020

Current Solution

Current Main Telephone Systems

- Main end-user system – BT One Phone (BTOP) - Consolidated Landline and Mobile
 - DDI range - 01865 252xxx, 3354xx, 3357xx, 3358xx, 529xxx
 - 1,434 mobile numbers in range +44 7483 0xxxx with various others
 - 1,681 BTOP users + 41 Data Only SIMS – Unlimited calls/text + 1GB data per SIM
 - ISDN-30 / DASS
 - 29 Channels - Published Contact Centre number – 01865 249811
 - 30 Channels – 01865 253880
 - DDI Range
- Mitel – Dual 3300s supporting:
 - Netcall Liberty Contact Centre – Resilient SIP links with Mitel providing call switching
 - 157 Extensions
 - 17 Fax connections

Current Issues

- Desktop (SIP) Phones – Limited Choice
- Little choice of mobile handsets
- Mobile handsets deliver 01865 number over GSM with poor voice quality
- Soft phone has weak functionality and no Address Book (incl Outlook) integration
- Poor voice quality – Most connections made over mobile (GSM) network with little opportunity to exploit calling over WiFi and other higher bandwidth service
- Poor enterprise management functionality
- No native integration with Netcall contact centre (cannot provide SIP integration)
- Mitel retained to address need for analogue phones and Netcall integration
- ISDN30 to be replaced before becoming unsupported (in 2025)
- Mobile data bundle monthly overrun of 536GB per month (£3,476)

116

Replacement Solution

Scope of Replacement Solution

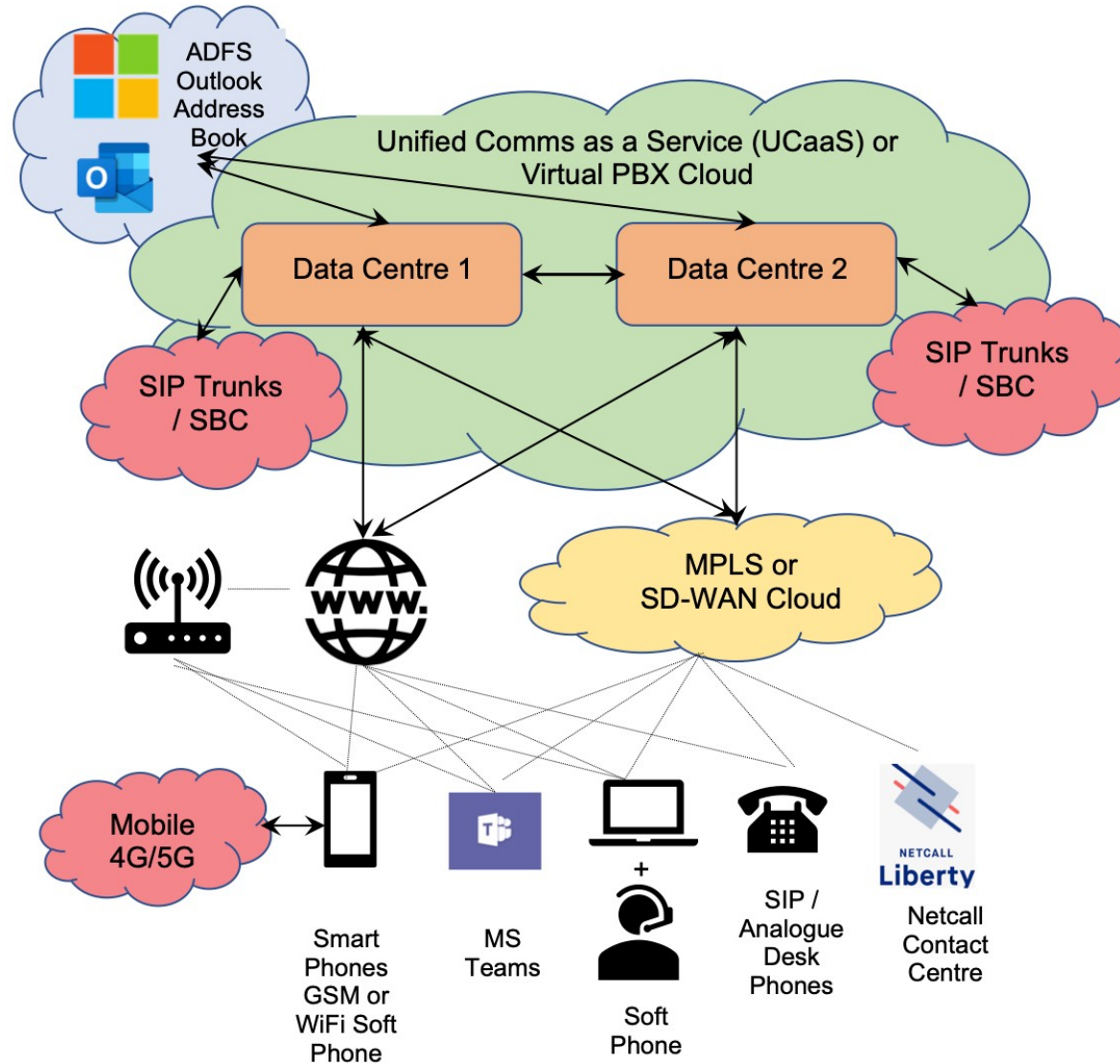
■ Mandatory Requirements:

- ❑ 1,681 Current BTOP user connections with 1GB data overrun
- ❑ 41 Data Only SIMs
- ❑ Connectivity for Netcall Liberty Contact Centre
 - Replacement of Mitel and associated 2 x ISDN-30 (59 channels) to Town Hall/Mitel

■ Other Items included in BT One Bill:

- ❑ 1 x ISDN-30 (30 channels) to City Works at Horspath Road
- ❑ 170 PSTN “stand alone” lines
- ❑ 35 Broadband (xDSL) lines
- ❑ 30 Internet Teleworkers

Solution Target Architecture



119

Standard End-User Configuration

120



Dial Out on mobile SIM using 07xxx number



Dial Out from Soft Phone (WiFi/4G) using 01865 number

Functional Requirements Infrastructure

- Scalable solution
- Resilient hardware and software configurations
- Resilient connectivity
 - MPLS/SD-WAN
 - Internet - Public and Private WiFi
 - Connectivity to SIP Trunks (Exchange Lines) – Unlimited channels on demand
- Ability to make calls over mobile (GSM), WiFi and cabled IP networks
- Security
 - Integration with AD/ADFS
 - PCI/DSS and other legislative compliance
 - Compliant data centres, e.g. Cyber Essentials Plus
- No tromboning of calls, e.g. if calls are transferred from contact centre to back office

Functional Requirements

End User Devices

- Contact Centre - Netcall Liberty Integration
- Soft Phone Client – PC, Laptop, Tablet, Smartphone via WiFi
 - Soft Phone should allow calls from/to both 01865 or 07xxx number
- SIP Hard Phone Options
 - Support for Standard/SIP handsets or Convertors, including Equal Access devices
- Manager/Secretary configurations
- Workgroup configurations, e.g. to easily determine who is available in a team to take a call
- Support for hot-desking and remote working
 - User takes extension to which ever hard or soft phone they log on to
- Interoperability with MS Office 365 and Teams
- Single voice mailbox (preferably consolidated with emails [e.g. based on Outlook])

122

Functional Requirements

UCaaS

- UC functionality - Presence, IM, Audio/Video conferencing, meetings and appointments
- Consolidated Presence – UC, Mobile and Applications/Calendars (Office 365)
- PBX functionality:
 - Call transfer, hunt groups, call pickup, call forward (all, on busy, on no answer), call waiting, 3-way calling, enquiry calls, ring back when free
 - Intuitive functionality for end-user self-service for commonly used facilities
- Pickup groups and Hunt groups (allocation on longest time since last call or rotary)
- Mobile/Remote access to voicemails, other messages, etc
- Directory Integration – MS Outlook address books, Corporate directories
 - CLI display, dial from address book, “click and dial”, inbound number blacklist
- Integration across several devices owned by a user
 - Ring on any combination of desk phone, mobile, soft phone
- IVR functionality to act as a simple “call gate”

Functional Requirements

Mobile

- SIMs for all users – Possible options include:
 - Unlimited Inclusive UK calls/texts
 - Data bundle
 - Options for shared corporate data bundles
- Tech Fund
 - Available for purchase of any mobile handset
 - If UC and Mobile contracts are consolidated the tech fund could be used for any in-scope device
 - OCC will need to quantify the scope of the tech fund as it will be applied on a “what you pay in, you can take out” basis
- Support for BYOD

124

Functional Requirements Management

- Centralised management console available from anywhere with appropriate security
 - Configuration management
 - User management
 - Dialling restrictions, call barring and mobile roaming services
 - Group allocations, extension configurations
 - Black list of inbound/outbound numbers
 - Service management with regularly user facilities available as end-user “self service”
 - Billing, call management, call logging and itemised billing via portal and export to Excel
 - Mobile SIM management
 - SIM cost management, call profiles and call/data caps
 - Barring lost SIMs
- “Plug and play” options for adding new device

Options

- Mobile Device Management
 - Allow management of usage of UC and mobile solution
 - Could form part of UC or Mobile Tender (UC may be most flexible)
 - Provide manageable call caps for users
- Call recording – PCI/DSS compliant
- APIs, AI, Bots, Application integrations
- eFax to replace analogue line

126

Implementation Services - Scope

- Roll out of the following
 - Desk phones
 - Mobile phones (SIM replacement in existing devices)
 - Soft phone client (provisioning to desktops, laptops, tablets, smartphones)
 - For repetitive tasks (such as SIM provisioning) to what extent can OCC resources be used to minimise implementation costs from the supplier?
 - Implement Netcall integration
- Porting 01865 DDIs and 07xxx mobile numbers from BTOP
- Training

127

Number Porting

- Unpicking the current BTOP's consolidated mobile and landline numbers will be a significant risk for the project's success
 - Implementation planning will therefore be vital to the project's success
 - Will require a simultaneous port of 01865 and 07xxx numbers from BTOP
 - High risk as port times are notoriously unreliable
 - Possible mitigations
 - Purchase temporary 01865 DDI range for new UC solution, call-forward BTOP calls until numbers are ported and then decommission temporary range
 - Similarly have temporary 07xxx numbers with call-forward – this works for voice calls but not SMS
 - Consolidate tender cross-Lots to ensure single point of responsibility
 - Appoint a single Project Management function to handle ports. Could also include coordination of UC/Mobile training. This would need to be outside of tender if separate Lots are used

Scope of Ongoing Services

- Determine SLA required
 - Availability targets for cloud based services (UCaaS/vPBX) [9x.xxx%]
- Support targets
 - Assume that any virtual PBX solution will be monitored 24x7 as part of the service to provide above availability target
 - Response to support calls
 - Demarcation with Netcall support contract
 - Provisioning of new devices, SIMs, etc

Other BT Services

- The following have been considered out of scope for this report.
 - 1 x ISDN-30 (30 channels) to City Works at Horspath Road
 - 133 PSTN “stand alone” lines
 - 47 PSTN lines with a Broadband (xDSL) service
 - Some or all of these may be replaced by the City Fibre project and so only a short term contract will be required
 - Lines not on BT One Bill, e.g. lift phones, security alarms, etc
- Options:
 - Remain with BT
 - Simple Framework tender (e.g. Crown Commercial Services Network Services 2)
 - Include in this tender for convenience of single supplier and single tender process

Project Risks

131

Netcall Integration	Ensure that bidder has a demonstrable methodology to deliver this requirement
Use of standard handsets	<p>Bidders to confirm one or more of</p> <ul style="list-style-type: none"> • The range of SIP handsets which they support • Support for industry SIP handsets • Support for analogue <> SIP convertors
Use of fax machines	<ul style="list-style-type: none"> • Support for analogue <> SIP convertors • Consider eFax solution
Simultaneous ports of 01865 and 07xxx BTOP numbers	<ul style="list-style-type: none"> • Include project management of roll-out of both UC (01865) and mobile services in the scope of the UC contract • Consider use of temporary DDIs / mobile numbers

The Market Place and Tender Process

Cloud Solution Technologies

Pure UCaaS

- Lock-in to supplier
- Closed solutions
- Likely to rely on manufacturer/supplier to develop integrations
- Suppliers looking for wider business opportunity, e.g. contact centre

vPBX Manufacturer's Cloud

- Strong Telephony Functionality
- Based around proprietary end-user devices
 - Easy to Integrate
- Separate Contact Centre arrangement – consider at later date

Third-Party vPBX

- Functionality as Manufacturer's Cloud – plus:
- Provide Integration with Tools such as MS Teams
- But relies on hosting company relationship with system manufacturer

Add-on to Collaboration Platforms

- Collaboration Tools with PSTN Add-on
- Teams is an “emerging” product with functionality gaps
 - Can be useful as an “add-on”

Cloud Solution Marketplace

Pure UCaaS

- 8x8
- Gamma Horizon
- Cirrus

vPBX Manufacturer's Cloud

- Avaya OneCloud™
- Mitel MiCloud, MiCollab
- Alcatel Rainbow
- Cisco – BroadSoft Jabber (Typically supplier hosted)

Third-Party vPBX

- Antenna – Secure Avaya Cloud + MS Teams integration
 - Vodafone VONE-C (Cisco based)
- BroadSoft available via a number of third parties, e.g. Exponential-e

Add-on to Collaboration Platforms

- Microsoft Teams
- Slack

134

UCaaS Solutions - Key Considerations

- Pure UCaaS solution may be difficult to integrate directly with Netcall and may cause issues similar to those experience with BTOP. If Pure UCaaS is considered, then the tender would need to provide examples of existing integration or low-risk method statement for the successful delivery of the Netcall integration. Some vendors may look for a hybrid as with the current OCC's current use of Mitel.
- Pure UCaaS suppliers such as 8x8 may not be attracted to project without contact centre.
- More traditional solutions, whether cloud-hosted by the manufacture or a third-party, provide reassurance of “tried and tested” telephony functionality together with APIs for integration.
- Most cloud solutions will have the potential to extend to other related functionality, e.g. omnichannel, artificial intelligence, etc as and when required. Options for future extensions could be tested in the tender competition.
- Some solutions will offer very large call bundles, typically to 01xxx, 02xx, 03xx and mobile numbers. This may mean call costs can be near to zero. Needs to be considered in Total Cost of Operation model when evaluation tenders.

Microsoft Teams – Up and Coming?

- Microsoft has invested heavily in Teams improvements particularly during the pandemic
- Teams telephony focused towards Office 365 E5 subscriptions
 - An add on to E3 is available is available
- Teams E5 licenses will include 120 minutes of UK calls per user from August 2020
- Value for money only if wider benefits of premium Office 365 subscriptions are exploited
- Provides basic telephone function but functionality set is continually improving
- A number of third-parties are developing add-ons, e.g. contact centre, voice recording, management and reporting, call routing, artificial intelligence
- Requires users to be active Teams users to make and receive telephone calls
 - Microsoft provide a limited team of specialised handsets (typically Yealink) and dedicated Teams devices
- Many enterprises see the ability to make calls via Teams as a useful “add-on” but not as the general end-user phone system

UC Solution Recommendations

- Solutions should be open
 - Including supported devices, integrations (APIs or similar)
- Ensure that the solution can be demonstrably integrated with the Netcall platform
 - Is likely to influence the choice of vPBX rather than a UCaaS solution
- Ensure softphone capabilities are compatible with all OCC's end-user device catalogue
- Consider requirements against OCC's technology roadmap to ensure functionality can be provided to groups of users who specifically want to operate in a particular way
 - For example allow an option to make and receive telephone calls in MS Teams
- Consider strategic products in OCC's technology stack and understand the supplier's roadmap to integrate with these and to maintain compatibility
 - For example Office 365, Outlook directories
- Consider the wider portfolio of products and the supplier's strategic roadmap, e.g. Artificial Intelligence, Bots, Omnichannel contact

137

Mobile Solution

- “Commodity” service
- Possible tariffs based around:
 - Fully-inclusive UK minutes/texts (excluding premium rated numbers)
 - Shared or corporate-wide data bundles
- Consider future data requirements:
 - There are some considerable data overruns on current arrangements which could be mitigated by enterprise-wide data bundles
 - Will data requirements grow as new ways of working (non-office based) are established?
- There are many offerings for a “tech fund” for the purchase of mobile (SIM-based) devices.
 - OCC will need to scope – “What you pay in, you can take out”
 - Cross-Lot tender will allow wider use of the tech fund, e.g. purchase UC and mobile devices

Crown Commercial Services Network Services 2

139



- Lot 5 – IP Telephony
 - 37 suppliers
- Lot 6 – Mobile Voice & Data
 - 16 suppliers
- Lot 10 – Unified Communications
 - 44 suppliers
 - Spans Lots 5, 6, 8, 9
- Maximum Permitted Contract Lengths
 - Lot 6 – 3 years (+ 2 x 1 year extensions)
 - Lot 5 – 7 years

Cross-Lot (Lot 10) Tender

■ Pros

- One supplier to manage
- Use tech fund to buy any UC and/or mobile end-user devices and related equipment
- Reduces risk of misalignment of service provision during take-on period
- Billing consolidation

■ Cons

- Contract term restricted by 3 + 1 +1 year on Lot 6 and Mobile Special T&Cs
- OCC would choose compromise solution rather than “best of breed” for each
- Lot 10 has significantly more suppliers so could increase evaluation time
 - Or it may restrict bidders as only major telecommunications companies will be interested
 - Number of responses is therefore unpredictable

Lot 5 and Lot 6 Separate Tenders

- Best of Breed for UC and for Mobile
- Will encourage companies focused on technology rather than on sale of “minutes” to bid for Lot 5 and so is therefore likely to deliver the best technical solution
- Focused evaluation
 - Mobile is “commodity” purchase – Lot 6 Tender will essentially be looking for optimum value for money and therefore evaluation will be biased towards price
 - UC Tender will need to have significant focus on evaluation of the functionality of the technical solution (quality) in addition to price. This will need to cover all aspects of “Functional Requirements”
- Exposes a risk during implementation and in particular with number porting from the consolidated BTOP 01865/07xx service to separate landline and mobile services. This will need careful planning to ensure that users maintain continuity of both sets of numbers.

141

Other Tender Procedures

■ Other Frameworks

- Limited numbers of suppliers which would restrict OCC's view of the marketplace and tender competition

■ Restricted Procedure

- A Restricted Procedure could be used for the UC elements of the tender and CCS-NS2 Framework for the "commodity" mobile SIM requirement. CCS-NS2 provides vetting of bidders and their solutions for both UC and mobile Lots; using a Restricted Procedure is unlikely to engage any additional bidders who are of value to the tender process and could lengthen the process by the potential increased number of bidders

■ Competitive Procedure with Negotiation or Competitive Dialogue Procedure

- Again this could be used for UC alongside a CCS-NS2 Framework for mobile
- Allows OCC to enter into discussions with suppliers around specialist requirements
- But could significantly increase tender timescales and costs and unlikely to change outcome

Summary of Options

Do Nothing

PROS

- No disruption – nothing changes
- Moving from BTOP will be a significant project with risks, particularly with number porting

CONS

- Several shortcomings have been identified in current system which mean the organisation is using outdated technologies which hinder agile and smart working practices
- Market trend is lower costs for technology, lower mobile costs (particularly data) and lower costs of digital telephone services. A tender process could drive down overall costs
- Lack of Netcall integration is increasing costs – ISDN30 and Mitel support costs

Not Recommended – The market place should be tested against OCC's functional requirements and to ensure value for money

Retender for Single Contract Provision

PROS

- Tender will test both cost and functionality
- Soft market testing for this report indicates that it would be most advantageous for cost
- One Supplier to manage both number ports
- Simplified account management
- Tech fund established could be applied to both UC and mobile device purchases
- Single tender reduces procurement costs
- Some suppliers can offer choice of mobile networks to cover “not spots”

CONS

- Bidders from main telecommunications companies will be most attracted to the tender restricting options for innovative UC solutions
- However Lot 10 has most suppliers which could extend evaluation process
- Could be “compromise” UC/mobile solution rather than best of breed for each
- UC will need evaluation focus on Quality whereas mobile will focus on Price

145

Recommended for Value for Money and Reducing Implementation Risks

Retender separately for UC and Mobile

PROS

- Tender will test both cost and functionality
- Optimised, best of breed solution for each technology
- Will attract best technical UC solutions
- Will allow mobile to be evaluated with a high weighting on price (unsuitable for UC)
- Attract most appropriate bidders for each technology

CONS

- Implementation risks, particularly for number ports
- Two suppliers to manage
- Tech fund restricted to purchase of mobile devices
- Increased procurement costs (compared with single tender)
- Soft market testing for this report indicates that this option could be expensive as it would not optimally drive supplier discounts

To consider

- Opportunity to review both marketplaces for “best of breed” for both technologies
- But introduces implementation risks with multiple suppliers and may be expensive

Use Microsoft Teams as Phone System

PROS

- Embedded Microsoft product consistent with Office 365 technology stack
- Emerging product with a lot of Microsoft and third-party add-ons coming to market
- Provides a seamless UC solution with other Microsoft products for Presence, Audio and Video Conferencing, Online Meetings, Unified Messaging, etc
- Opportunities to integrate with other partner organisations, e.g. call federation, shared calling services, etc

CONS

- OCC will need to upgrade licenses to E5 at a significant monthly cost (typically uplift of £11-£12 per user per month)
- Unlikely to be straightforward to integrate with Netcall
- Emerging product still has functionality gaps
- Would require mobile to be considered as a separate technology and tender

Not Recommended – Unless OCC have other reasons to consider E5 licensing this is likely to expensive and the integration with Netcall is high risk

Soft Market Test

Exclusions

- VAT
- End-user devices – desk phones, conference phones, mobile handsets, USB headsets, etc, which will depend on:
 - The number of users who will access the system via a softphone and therefore will simply require a low-cost USB headset
 - The quantity of office phones required, including public and conference phones
 - The quantity of mobile handsets which require replacement
- Voice recording
- Operator / Reception Consoles
- Handsets, USB headsets, etc
- Training
- Network costs into cloud, except where specifically stated
- Netcall integration costs into cloud, except where specifically stated

149

Assumptions

- Costs have been calculated for 5-years based on a mobile contract length of 3 + 1 + 1 years
- Costs are for budgetary purposes only and do not imply that a supplier will tender at the prices indicated
- Mobile bundles are averaged at 1GB per user per month with option to apply the bundle across the organisation to balance users' usage and avoid out-of-bundle costs

Soft Market Test - Conclusions

- The soft market test indicates that a hosted PBX solution with an included mobile contract will offer the best value for OCC and will meet the stated functional requirements
 - Maintel – Hosted Mitel and O2 – Five year cost £1,251,550
 - Vodafone – Hosted VONE-C (Cisco/Jabber) and Vodafone – 5-year cost £1,326,660
 - Remaining with BTOP at current tariff – 5-year cost £1,773,033
- Maintel
 - OCC will benefit from “trade in” of existing Mitel licenses
 - Maintel will manage separate Mitel and O2 platforms as a single contract
 - Maintel can host Netcall if it is necessary to have single DC hosting, e.g. for latency
- Vodafone
 - VONE-C is single number reach solution (as BTOP)
 - Managed as a single contract / service offering
 - Jabber is seen by some organisations as “old technology”

Retain Current BT Solution

PROS

- No disruption to existing arrangements
- Moving from BTOP will be a significant project with risks, particularly with number porting

CONS

- Does not resolve any of the current issues including:
 - ❑ Netcall integration
 - ❑ Softphone application has weak functionality
 - ❑ No directory integration
 - ❑ Poor call quality
 - ❑ Management tools have weak functionality

Hosted UC on Mitel Platform

- Levers current investment in Mitel licenses
- Mitel is an approved switching solution with Netcall and there are proven implementations
- Mitel to Netcall integration proven
- Mitel has open APIs and other integration standards allowing simple application integration with a large number of public sector applications already integrated with Mitel
- Mitel supports a range of proprietary handset and softphone clients with full range of Mitel functionality
 - Can also support analogue and standard SIP handsets with a reduced functionality set
- Mitel provides its own proprietary UC solution (MiCollab)
 - Integration with equivalent Microsoft products
- Mitel has sister products for contact centre which OCC could consider at such time that the Netcall platform may be retendered
 - Mitel is working on a number of Artificial Intelligence products

Hosted UC on Avaya Platform

- Avaya is an approved switching solution with Netcall and there are proven implementations
- Avaya supports a range of proprietary handset and softphone clients with full range of Mitel functionality
 - Can also support analogue and standard SIP handsets with a reduced functionality set
- Possibility to “piggy back” off current UK-Government (Number 10)
 - Contract to maximise value for money and ensure solution’s security
 - Additional end-user functionality, e.g. make and receive calls via Microsoft Teams
- Natively, Avaya provides its own UC solution which may compromise OCC’s use of equivalent Microsoft products
- Lack of clarity regarding how Avaya’s acquisition of RingCentral may influence its technology product roadmap

154

Hosted UC on Cisco Platform

- Meets basic UC and mobility functional requirements including softphone, management console, etc
- Cisco is not the dominant telephone system that it once was, particularly in the public sector. Many see it as falling behind the technology curve and outdated
- Cisco rely on Jabber technology for key elements of its UC platform and again there is a view in the marketplace that this is becoming outdated
- Perusing the Jabber technology strategy, Cisco's integration with UC functionality in Microsoft's products is weak
- Cisco focus on proprietary handsets and softphone client
- Need to ensure that platform hosting meets UK public sector requirements particularly with geographic location of data centres. VONE-C is UK based but other Cisco hosting services may offer hosting based in the EU, US or other countries
- Cisco is an approved switching solution with Netcall and SSG understands that there are proven implementations

155

Solution Overview – 8x8

- Pure UCaaS/CCaaS solution - Proprietary Solution
- Fully encompassing Desktop, Contact Centre and Switching solution
- Integration capabilities:
 - Out of the box integrations with market leading solutions such as Salesforce and Dynamics
 - No proven integration with Netcall and it is possible that such integration will not be seamless (e.g. similar to current BTOP position)
 - Integrations can take time, depend on 8x8 resource availability and can be expensive
- Common softphone application available across PCs, laptops, tablets and smartphones
- 8x8 offers value for money when rolled out as the holistic telephone solution for the organisation – including the contact centre
- 8x8 is an upcoming solution with new functionality being continually introduced
- Poor alignment with Microsoft Teams if OCC want to add Teams PSTN functionality

156

Recommendations

Recommendations

- The BTOP contract offers poor functionality, increasing support overheads particularly as a result of the retention of the Mitel platforms, weak system management and administration functionality and a softphone application which has poor functionality. The Mitel platforms could form the foundation of the replacement UC solution, but being deployed just to service Netcall and analogue phones is cumbersome operationally and expensive.
- The BTOP contract costs are offer value for money when compared with other options. However, given that current pricing is 3-4 years old, this should be market tested as costs in general have lowered in this time period – particularly mobile services.
- The BTOP solution is not meeting OCC's need. It is important to consider business benefits which could be achieved from a more functional UC solution. BT's latest options should be tested for functionality-match and value for money through a tender process.
- As the Netcall is not currently under consideration for replacement, the tender may be less attractive to companies, such as 8x8, who offer a pure UCaaS solution – the solution is designed to encompass all of an organisation's requirements and integration to Netcall may prove to be an issue. A hosted "vPBX" solution such as Mitel, Avaya or Cisco is more likely to meet OCC's integration needs.

Recommendations

- CCS Network Services 2 offers the most efficient vehicle for the tender procedures.
- A Cross-Lot (Lot 10) procedure appears most advantageous
 - Allows OCC to run a single tender exercise to replace the current BTOP platform
 - Allows OCC to include ISDN30, PSTN and broadband services currently on BT contract
 - Provides a contract term of 3 + 1 + 1 years
 - May either see a large number of bids as the Lot has most suppliers or may only interest major telecommunications providers; therefore the tender response outcome is uncertain
 - From soft market testing offers best value for money
 - Possibility to create a tech fund which applies to all in scope devices
 - Could restrict the overall tender T&Cs as some Special Terms applicable to mobile may apply holistically across the contract (T&Cs may require legal review)
 - Implementation risks reduced and single supplier to manage

Recommendations

- Alternatively OCC could consider separating the Tenders:
 - Mobile Tender:
 - Use CCS-NS2 Lot 6 against evaluation criteria weighted towards price
 - Consider ongoing data bundle requirements and mitigate data overruns through the use of a corporate data bundle
 - Establish a tech fund to all OCC to purchase mobile devices of a specification and at a time of the Council's own choice
 - UC Tender:
 - Use CCS-NS2 Lot 5 with criteria which are weighted to ensure a solution must meet all functional requirements

160