## Draft Alliance Governance Group Minutes

Date:	12 <sup>th</sup> December 2018	
Time:	14:00 – 16:00	
Location:	Willison Room, Hindlip Hall	
Chair:	Philip Seccombe, PCC, Warwickshire	minski
Minute Taker:	Rachael Thorold	

	Name:	Capacity:
Attendance:	Anthony Bangham (AB)	CC West Mercia
- 2/10 110 2	Amanda Blakeman (AMB)	DCC West Mercia
	Andy Champness (AC)	Chief Executive West Mercia PCC
	Jeff Carruthers (JC)	Director of Finance
	Alex Franklin-Smith (AFS)	T/ACC Warwickshire
	Neil Hewison (NH)	Chief Executive Warwickshire PCC
	Martin Jelley (MJ)	CC Warwickshire
	Richard Moore (RM)	ACC Protective Services
	Joe O'Sullivan (JO'S)	Transformation Director
	Philip Seccombe (PS)	Police and Crime Commissioner Warwickshire
	Geoff Wessell (GW)	ACC Shared Services West Mercia

	Name:	Capacity:
Apologies:	John Campion	PCC, West Mercia
	Martin Evans	ACC, West Mercia
	Liz Hall	Treasurer, Warwickshire and West Mercia
	Tracey Onslow	DPCC, West Mercia

	Name:	Capacity:	
Guests			
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No.	Summary	Action
01/12/12/18	Attendance / Apologies	
	As above.	The state of the s

02/12/12/18	Agreement of Minutes / Actions from previous meeting (14/11/18)	Organia Plantas
	The minutes were recorded as accurate, with the exception of Page 2 item 3, the options put forward were from Warwickshire, not supported by West Mercia.	
	Matters Arising.	
	The January meeting will address the additional OCC programme related costs. All other actions were discharged.	
	14/11/18/05 Telematics –No further stage payments will be made, but the contract has not formally come to an end as yet. Once the assessment by the ACCs has been made, the contractual arrangements can be reviewed.	AFS/ME Carry forward
3	12/09/18/04 West Mercia have resolved the prioritisation of IT support to the Victim services change. Warwickshire have yet to do the same for their victims' services IT requirements.	RM Carry forward
	15/08/18/06 PCC Warwickshire still requires a briefing on the new telephony system.	Supt EB
03/12/12/18	Alliance Cybersecurity Transformation Programme ROM  – Paper.	
	The proposal will address the current cybersecurity issues and will look to provide a solution for future cybersecurity architecture. The funds required will be clarified.	
04/12/12/18	OCC, DCD and KCOM Request for Programme Addendum - Paper.	
	The addendum addresses the wording stated in the previous minutes and was welcomed.	
	A discussion has taken place between the 2 DCC's looking at where the differences are for the 2 forces in terms of the potential separation or re-configuration of the collaboration between the two forces.	
989	It was acknowledged the four options are set out from a Warwickshire perspective, and subsequent discussions are to reflect the West Mercia perspective.	
05/12/12/18	Transformation Programme Update - Paper.	
	The paper was accepted.	

06/12/12/18	Digital Services Technical Platform Separation Readiness – Paper.  The paper informs the force leadership teams that if the current operating models change, changes will be required to the way the Digital Services Technical Platform operates, in terms of functionality and data storage for the two forces.  Details of funding requirements will be developed for next year.  It was noted that, from a West Mercia perspective, not all of the work required needs to be done by October 2019.  It was stated by the Transformation Director that; The 'Digital Services Technical Platform Separation' paper, which gave further guidance to AGG in addition to the guidance given in the 'Digital Services Technical Transformation Technical Discovery and Design Brief' paper presented in Oct. The 'Digital Services Technical Transformation Technical Discovery and Design Brief' paper advised AGG of the steps necessary to upgrade the Technical ICT Architecture which currently supports both forces, and sought funding to begin work. The 'Digital Services Technical Platform Separation' paper advises AGG that the necessary steps to upgrade the ICT Technical Architecture would have to be undertaken before the two forces' ICT Architecture could be separated, if that was what the two forces wished to do, and those steps could not be practically completed before Oct 19. It was also advised that this did not mean that the two forces could not continue to use a common platform to support their business output after Oct 19.	
07/12/12/18	Money Matters – Paper.  The MTFPs for April 2019 on will separate out the Local Policing funding, which was agreed in May 2018. It is not part of the overall exit strategy.	
08/12/12/18	Directorate Updates;  Shared Services.  Work has been commissioned looking at 101 waiting and abandonment times, compared against national statistics.  Online crime reporting should be live in the next financial year. Where it has been introduced in other forces, there will be a small impact on crimes reported to 101 or 999.	

	Publicity is to be carried out on the improvements made to Firearms licensing, particularly aimed at rural communities.  Forensic Services Market. Each region has been requested to negotiate the costs or other methods of stabilising the market. Phase 1 is looking at ensuring the currently used companies endure, and Phase 2 will look at any required re-tendering.  This Group agreed to this being looked at on a regional basis.  Enabling Services.  No further comments made.	GW
09/12/12/18	AOB There were none	
10/12/12/18	Date, time and location of next meeting. Wednesday 16 <sup>th</sup> January 2019, Conference Room, Leek Wootton.	

With nothing further to discuss the meeting closed at 15:25

Formal Appro	oval of Meeting Record /
Signature:	Ling fecano
Print Names:	Philip Seccombe, Police and Crime Commissioner, Warwickshire John Campion, Police and Crime Commissioner, West Mercia

## Action Summary Table

Date of Action Meeting Agenda Item No.		Action	Owner	Action Completion Date	
12/12/18	08/12/12	<b>Action:</b> GW is to do some publicity around the improvements made to the Firearms Licensing and around rural crime work that has been done.	GW		
14/11/18	03/14/11	Action: JoS to prepare addendum to Digital Services Technical Transformation Paper addressing the risks, options and contingencies that need to be considered post October 2019.	JoS	12/12/18	
14/11/18	04/14/18	Action: RM/ABI to meet with Transformation Team to clarify extra costs being built into the budget to aid visibility on expenditure.	JoS	12/12/18	
		Action: JoS to prepare an addendum paper addressing risks, options and contingencies post October 2019.	JoS	12/12/18	
14/11/18	05/14/18	Action: Telematics Project – SROs to be advised on Forces' positions with regard to the retendering of the Telematics Project.	AFS/ME		
12/09/18	04/12/09/18	Action: Review regarding the prioritisation of the 'Warwickshire and West Mercia Victim Support' was needed considering the go-live is scheduled for April. Agreed that this will be considered by the two Deputy's to resolve.	ABI/RM	WM support resolved and discharged. Warks support outstanding	
15/08/18	06/15/08/18	Action: the Warwickshire PCC is to be provided with a briefing on the new telephony system.	RE – now EB		

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## **Decision Summary Table**

Action Completion Date	Agreed by both PCCs – 26.05.16	Agreed by both PCCs – 26.05.16				Agreed by both PCCs	29.06.16	
Owner	ACC Singer	LH – Joint Treasurer				ACC Amanda Blakeman		
Subject	Exempt from disclosure under S.31(1)(1) (the prevention and detection of crime) of the Freedom of Information Act 2000 (FOIA).	Draft Revenue and Capital Outturn position for 2015/16.  Recommendations:  1. That the outturn financial position for 2015-16 is noted.	<ol> <li>That the 2015/16 underspend of £6.895m is carried forward through the following reserves: £2.0m - Invest to Save £4.895m- Infrastructure Reserve</li> </ol>	<ol> <li>That where 2015/16 outturn has produced an unexpected variance that these budgets are considered in detail for the 2017/18 budget preparation.</li> </ol>	4 That £0.399m is added to the capital programme to cover changes.	Operations Enabling Technology (OET)	Through the analysis, planning activities, designs and due diligence the OCC Programme conclude that procuring the Saab SAFE solution through the Cheshire Framework is the most expedient, value for money and appropriate route to:	<ul> <li>achieve the Chief Officers strategic aims</li> <li>satisfy the business requirements of the future OCC</li> </ul>
Action Agenda Item No.	03	90				03		
Decision No.	<del>-</del>	2				8		
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	Agreed Philip Seccombe, PCC for Warwickshire 28/09/16	Agreed by both PCC's 26/10/6
	ACC Amanda Blakeman	Andy Champness, Chief Executive for West Mercia
costs being advised when they are confirmed. The Estate Strategy work is in progress and the other two packages of work detailed here would augment the Estates Strategy to provide a much longer term solution.  Advantages: Continuation of current work in progress and will inform discussions about such matters as open plan chief officer working and determination of future useage of space being vacated across the Hindlip Park estate as part of the OCC build.  Disadvantages: Final costs of feasibility work not known, so Optimum Working Environment work would be undertaken 'at risk'.  Decision 5: Both PCCs agreed to adopt Option 1 and that the Space Management Guidelines will be reviewed. It was considered that the risk of excessive cost was small and outweighed by the benefits of proceeding and maintaining project momentum.	OCC Programme Update – Summary of Revised Capital Costs and Timeline for Neville House.  Recommendation  That the Warwickshire PCC approved funding for the revised costs.  Decision 6: PS approved funding for the revised costs.  would be borne by Warwickshire as it relates to property owned by and within Warwickshire.	Extension: Restorative Justice Funding As detailed in the Restorative Justice Funding paper, both PCCs were asked to approve additional expenditure of £42,757, the figures being £29,502 for West Mercia and £13,255 for Warwickshire using the ratio of 69/31. It was agreed that some good progress had been evidenced. The pilot is not going to be extended beyond 31 March, 2017.
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	28/09/16	26/10/16

both PCC's and CCs 30/11/16	Blakeman	Decision 10 The PCCs and CCs approved the strategy.	(	i	
Agreed by	ACC Amanada	Contact Management Strategy	08	10	30/11/16
870760	3	<b>Decision 9: -</b> Both PCCs and CCs approved Option 3. This will enable the roll-out of the first BWV devices to priority sites within the given timeline of March / April 2017.			Med phy Mr Bellows Med phy
		Option 3 is the preferred option. Whilst this approach will incur the greatest cost of the options presented, the implementation of a cloud based service provision will permit the most up to date technology to be utilised in the operational arena and greatest opportunity for integration to national solutions and internal new ways of working. It provides a tested and increasingly adopted means of getting BWV to the operational staff as well as the reassurance of a service provider backup, upgrades and partnership in developing future IT needs and advances.			
Agreed by both PCC's and CCs 30/11/16	Blakeman	Recommendation Three options have been shortlisted to identify the most likely to maximise value for money.	Ç	œ	30/11/16
both PCCs 30/11/16	Cullen	Decision 8: Both PCCs approved the strategy and agreed sign off once the minor amendment has been made.		0	
		<b>Decision 7:</b> Both PCC's agreed to extend the pilot for three months from existing underspends.	8		
		<b>Recommendation</b> : To allocate £42,757 from existing underspend in the PCCs Grant Schemes in order to extend the pilot for three months £29,502 from West Mercia and £13,255 from Warwickshire.			

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Agreed by both PCC's	21/12/16		Agreed by	and CCs 21/12/16				and CCs on 22/02/2017
							Heather	Costello and DCI Mel Crowther
Appointment of independent members to the Joint Audit Committee (JAC)	Recommendation  That the PCCs and CCs give approval to the appointment of members to the Joint Audit Committee and discusses and determines the terms of appointment and the appointment processes (as outlined in the paper).	<b>Decision 11</b> The PCCs and CCs approved the terms and process of appointment of members to the Joint Audit Committee as recommended within the report.	Corporate Governance Framework (Paper)	AC presented the Joint Corporate Governance Framework Review paper following the standard annual review of the Framework including the Financial Regulations. The whole Framework was last comprehensively reviewed in 2015. The paper outlined the major changes as a result of the review.	Recommendation  That PCCs and CCs consider and review the framework and adopt the Corporate Governance Framework.	<b>Decision 12</b> Subject to correction of one typing error, the PCCs and CCs approved the revised document.	Mobile Working Business Case (Paper)	HC was the Chief Officer Lead on this and DCI Mel Crowther the Business Lead.
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		Decision 15  The PCCs and CCs agreed to proceed with Option 3.	CIEVADA	13	1702170
		test the resilience of the systems and buildings.	DC: N	5	MC CCS SW
Agreed by DPCC for West Mercia and PCC for Warwickshire on 26/07/2017.	DCC Blakeman	OCC Building Transition (Paper)  The Improve Public Contact & Communication Programme – Transition Arrangements – OCC paper was circulated to the group prior to the meeting. The recommended Option 3, Southwell House transitions first, followed shortly afterwards by Stuart Ross House, allows an opportunity to implement a 2-phased approach for the delivery of the two buildings with earliest occupation and providing an exclusive opportunity to fully	05	15	26/07/17
Warwickshire on 22/02/2017.		<b>Decision 14</b> The Internal Audit Plan was approved at the AGG meeting on 22/02.			
Agreed by DPCC for West Mercia and PCC for	Elizabeth Hall	Internal Audit Plan (Papers) The report by the Head of Audit was circulated prior to the AGG meeting on 22/02.	09	14	22/02/17
		Decision 13  Both PCCs and CCs approved the recommendation of Option Blue, but there would be no further extension to the budget. HC will also come back with a figure on the cost for the Microsoft Licences for mobile working.			
		Recommendation  After some consideration and in order to maximise organisational priorities and value for money, Option Blue for mobile working was the preferred recommendation and is in line with the medium term financial plan.			
		Both Chief Constables have given their commitment to deliver mobile working and both PCCs have committed to improve the public service by enhancing the quality of access of information technology.		3 9 7	

Agreed by	West Mercia and PCC for Warwickshire on 26/07/2017.	Agreed by	CC for West	Mercia and DCC for	Warwickshire on 30/08/2017					
Richard Elkin		Andy	Chief	Executive for West Mercia						
Decision 16	Exempt from disclosure under S.43 (commercial interests) of the Freedom of Information Act 2000 (FOIA).	Estates Management Arrangements Across the Alliance (Paper)	Decision 17	The Police and Crime Commissioners and the Chief Constables	approved the new Estates Management arrangement across the Alliance.	An intelligent client function is created with the strategic asset management function under the line management of the Chief Executives on behalf of the Police and Crime Commissioners, and the contract relationship management function under the Chief Constables.	The new additional post is be funded from savings within the estates revenue costs, supported in the interim from reserves. Funding for the new post would be split in the proportion 69:31 between the two Police and Crime Commissioners.	The Property Board be abolished and contract relationship management meetings should be set up	The Corporate Governance framework and the delegations relating to estates therein are amended to the Chief Executives, with clear subdelegations from there to the intelligent client function posts.	The West Mercia Chief Executive should resign as Director of Place Partnership Ltd
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Mercia and Warwickshire on 13/12/2017		Recommendations  1. A full business case is developed to determine the optimal service provision for victims within existing resources.			
Warwickshire, DPCC for West Mercia / CCs for West	Chief Executive for West Mercia PCC	The Proposal outlined the vision for a Single Point of Contact whereby victims of crime received both practical and emotional support to cope and recover.			
Agreed by	Andy	Victim Services Outline Proposal	03	20	13/12/17
		<b>Decision 19:-</b> Deputy Police and Crime Commissioners on behalf of the Police and Crime Commissioners and Chief Constables approved the development of a full business case for the provision of a triage unit within the forces.			
CCs for West Mercia and Warwickshire on 11/10/2017	Chief Executive for West Mercia PCC	The Police Complaints Reform Outline Business Case outlined the options for the future management of police complaints under the Policing and Crime Act 2017			
Agreed by both DPCCs /	Andy	Police Complaints Reform (Paper)	06	19	11/10/17
		Decision 18  The Police and Crime Commissioners and Chief Constables approved and adopted the revised Corporate Governance Framework, including the Financial Regulations, subject to the changes to vehicle purchasing applying to West Mercia only.			
CC for West Mercia and DCC for Warwickshire on 30/08/2017	Chief Executive for West Mercia	This latest review included changes relating to Estates and Vehicle Purchasing arrangements, and required changes following the appointment of a Deputy Police and Crime Commissioner for Warwickshire.			
Agreed by both PCCs /	Andy	Corporate Governance Framework Review (Paper)	06	18	30/08/17

<ol> <li>Associated budgets for delivering a seamless pathway of victim service(s) are ring fenced for the duration of PCC tenure, providing necessary sustainability of provision.</li> </ol>	3. In preparation for Victim Supports natural contract end date (March 2018) an extension of 12 months under the existing framework agreement is agreed. The majority of PCCs signed up to the framework are extending in line with this, and this additional period of time will enable the development and implementation of an enhanced service.	4. A specialist consultant is engaged to support the development of a full business case for the design, implementation and mobilisation of a new victim services model. This is to be funded from PCC budgets.	5. The objectives set out in section 4 of this report are approved.	In the light of the discussion the first recommendation was amended and the recommendation to approve the use of a consultant was not approved.	<b>Decision 20</b> An initial business case is jointly developed by April 2018 to determine the optimal service provision for victims within existing resources.	Associated budgets for delivering a seamless pathway of victim service(s) are ring fenced for the duration of PCC tenure, providing necessary sustainability of provision.	In preparation for Victim Supports natural contract end date (March 2018) an extension of 12 months under the existing framework agreement is agreed.	The objectives set out in section 4 of the report are approved.
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13/12/17	21	04	Asset Management and Governance for the Alliance 2018	Rob Kindon,	Agreed by
			The Police and Crime Commissioners and the Chief Constables approved improvements to Asset Management across the Alliance.	Estates Manager	Warwickshire, DPCC for
			Recommendations The Asset Management Strategy (AMS) supported by the Estates Delivery Plan (EDP) will be the overarching reference for decision making.		West Wercia A CCs for West Mercia and Warwickshire on 13/12/2017
			AGG will maintain the oversight and scrutiny of the AMS/EDP and receive executive updates on progress.		
			The Strategic Estates Manager will be the single point of contact for issuing instructions to PPL for projects and will be responsible for ensuring cases are presented to the PCC for approval.		
			A newly formed Asset Management Board will take on the role of ensuring that new projects accord with the AMS.		
			Operational Requirement Groups will be formed with responsibility for producing Concept Business Cases.		
			Standardised templates will be adopted to ensure fundamental factors are considered in every case.		
			Where funding for project management is already provided for within the PPL contract, authorisation to approve spend from those funds is delegated to the SEM. Where funding is not yet identified, authority must be sought from the relevant PCC before spend is incurred.		
			AGG will consider the draft AMS and EDP on 14th February 2018 for approval.		

		Agreed by	CC for West	DCC for Warwickshire	0117017010			A proposed by	both PCCs /	Mercia and DCC for	on 17/01/2018	28 REGIST	
			ciyl Drodoid	Director of Enabling	Selvices					Liz Hall, Alliance OPCC	ובפסחובו		
Decision21	The recommendations were approved.	IT Review	Recommendation	The Outline Business Case be approved, allowing progression to a full business case.	Authorisation to implement the next stage of the department restructure be given	Decision 22	The recommendations were approved.	Review of MRP	Recommendations :-	Approve the harmonisation of the calculation of the Minimum Revenue Provision (MRP) across the Alliance	Approve the change of Policy to calculate MRP on a straight-line method for supported capital expenditure prior to 1 April 2008	Approve the change of Policy to calculate MRP on an annuity method for unsupported capital expenditure incurred since 1 April 2008	Approve the effective date of the changes to be 1 April 2017 and
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		Recommendations			
		Safer Roads Partnership Reserves	04	26	15/08/18
		That the work of the TIE Committee be blended into the Joint Audit Committee.		- 1	
		Decision 25	8		
		the Alliance Internal Ethics Committee is fulfilling some of the ethical requirements first outlined when the TIE was instigated. Aside from the removal of duplication, a single independent audit and ethics committee would enable thematic reviews and more in-depth analysis of subjects from multiple perspectives. It was recommended that the ethical functions of the TIE Committee be blended into the work of the Joint Audit Committee			
Agreed by both PCCs and both CCs	Andy Champness/ Neil Hewison	Agreement of Proposed Joint Audit Committee/ TIE Committee meeting merge (Paper) – AC/NH  There are many gross of duplication between the two committees and	04	25	13/06/18
	2	The PCCs approved the strategy.			
11/04/18	Estates	Decision 24			
Agreed by	Rob Kindon, Strategic	Estates Management Strategy	03	24	11/04/18
		All recommendations were approved			
		Decision 23			
		Note the savings for the revenue budget as set out in section 4 of the report.			

	Agreed by PCC for West Mercia and	Chief Executive on behalf of PCC for Warwickshire
		J O'Sullivan, Transformation Director
The Recommendations outlined in the report were amended as follows:  1. A small contingency/risk-based reserve equivalent to 10% of the annual SRP expenditure is retained to cover in-year budget fluctuations  2. An annual grant and business case round be introduced to invite specific road safety initiatives to be brought forward to the PCC for consideration in October before the annual budget is set. An agreed budget would then be included within the annual budget with the corresponding finance from the reserve.  3. Criteria for approving spend includes:  • The proposed spend must promote road safety.  • The proposed spend must not amount to funding of police activity that is already provided for through taxation (central government grant or council tax).  • The organisations' Corporate Governance Framework will apply, and therefore anything that may be novel, contentious, repercussive or politically sensitive must be referred to the relevant Police and Crime Commissioner.  4. Values correctly chargeable for support costs are to be assessed for cost recovery.  Decision 26	Digital Services Technical Transformation and Design Brief	Decision 27  Option 2 for the next stage of the Discovery and Design was approved: to produce a Conceptual Architecture, or Enterprise Blueprint, detailing at a conceptual level (high-level) how the Alliance should be aligning
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	14/11/2018 2	

enabling-rechnology to support end-user business requirements across its core functional service areas.  OCC, DCD and KCOM Request for Programme Funds  The OCC Programme request is a function of a technology centric 12 month delay in delivering an assured fully functional, integrated and resilient OCC service able to perform against requirements.  Digital Communication Deployment Project is an amalgam of OCC dependency requirements (Core Telephony and Desktop Migration) to configure and deploy fully supported, standardized and stable desktop computing and telephony with enhanced functionality, including deployment of One Number Service to improve public engagement and officer effectiveness.  KCOM Decommissioning is a project to create a segregated network that legacy systems can be transferred onto prior to being replaced, replatformed or retired. This will remove the reliance and cost of a managed network that should have been decommissioned some time ago  Decision 28  The budgeted costs were approved for the OCC Programme, Digital Communication Deployment project and KCOM decommissioning to January 2019 only.	OCC, DCD and KCOM Request for Programme Funds The OCC Programme request is a function of a technology month delay in delivering an assured fully functional, in resilient OCC service able to perform against requirements Digital Communication Deployment Project is an amalgam of dependency requirements (Core Telephony and Desktop M configure and deploy fully supported, standardized and state computing and telephony with enhanced functionality, inclused policier effectiveness.  KCOM Decommissioning is a project to create a segregated legacy systems can be transferred onto prior to being platformed or retired. This will remove the reliance and cost network that should have been decommissioned some time.  Decision 28  The budgeted costs were approved for the OCC Progra Communication Deployment project and KCOM decommunication Deployment project and McC	OCC Programme, Digital		gy centric 12 tegrated and of OCC of OCC ligration) to ole desktop ding ding gement and replaced, re-of a managed e ago  Agreed by PCC for West Mercia and Chief Executive on behalf of PCC for Warwickshire and both CCs 14/11/18		ments across and both CCs 14/11/18
	04	The budgeted costs were approved for the OCC Pro Communication Deployment project and KCOM dec January 2019 only.	Decision 28	The OCC Programme request is a function of a technolo month delay in delivering an assured fully functional, in resilient OCC service able to perform against requirements Digital Communication Deployment Project is an amalgam dependency requirements (Core Telephony and Desktop N configure and deploy fully supported, standardized and stal computing and telephony with enhanced functionality, inclu deployment of One Number Service to improve public enga officer effectiveness.  KCOM Decommissioning is a project to create a segregated legacy systems can be transferred onto prior to being platformed or retired. This will remove the reliance and cost network that should have been decommissioned some time.	OCC, DCD and KCOM Request for Programme Funds	enabling-technology to support end-user business requirements across its core functional service areas.
28					14/11/2018	