

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

DECISION

Agenda Item No. 10

meeting date: 24 SEPTEMBER 2019
 title: CAPITAL MONITORING 2019/20
 submitted by: DIRECTOR OF RESOURCES
 principal author: ANDREW COOK

1 PURPOSE

1.1 To report progress on the approved 2019/20 capital programme for this Committee for the period to the end of July 2019.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – none identified.
- Corporate Priorities – to continue to be a well-managed council, providing efficient services based on identified customer need.
- Other considerations – none identified.

2 BACKGROUND

2.1 Four schemes, totalling £112,200, were approved as this Committee's original estimate capital programme by the Special Policy and Finance Committee and Full Council at their respective meetings in February 2019 and March 2019.

2.2 When the revised estimate budget for the 2018/19 capital programme was approved by this Committee in January 2019, £84,050 of budget on one scheme was moved from the 2018/19 capital programme to the 2019/20 capital programme.

2.3 Three schemes in the 2018/19 capital programme were not completed by 31 March 2019 and had unspent budget available at that date. The total unspent balance on these schemes, £60,950, is known as slippage. This slippage was transferred into the 2019/20 capital programme budget, after approval by this Committee in June 2019.

2.4 As a result of the above, the total approved budget for this Committee's capital programme of eight schemes is £257,200. This is shown at Annex 1.

3 CAPITAL MONITORING 2019/20

3.1 The table below summarises this Committee's capital programme budget, expenditure to date and variance as at the end of July 2019. Annex 1 shows the full capital programme by scheme. Annex 2 shows scheme details, financial information and budget holder comments to date for each scheme.

Original Estimate 2019/20 £	Budget Moved from 2018/19 £	Slippage from 2018/19 £	Total Approved Budget 2019/20 £	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
112,200	84,050	60,950	257,200	24,256	-232,944

3.2 At the end of July 2019 £24,256 had been spent or committed. This is only 9.4% of the annual capital programme budget for this Committee.

- 3.3 The Queensway Garages scheme has been completed.
- 3.4 The Corporate Firewall, Committee Administration IT System, Replacement PCs, Financial system upgrade and New Council telephone system schemes are currently on-track to be completed in-year.
- 3.5 At this stage, there is no certainty that the Re-Design of Corporate Website and Lift Replacement at Council Offices schemes will be fully completed in-year.
- 3.6 The main reasons for the underspend on the full year budget to date are:

- **Lift replacement at Council Offices (-£82,000):** The main contract work was out to tender at the end of July 2019. The contract has now been let with a start date expected for early 2020. Given the nine-week estimate for completion of works, it is hoped that the main contract work will be completed by March 2020, but this is dependent on the actual start date agreed and delivery of works without delay.

Whatever happens with the timing of the works, the scheme will not be financially complete at the end of 2019/20, as the main contract retention payment, based on 5% of the final contract costs, cannot be paid until twelve months after the completion of the main work on the contract. The latest estimate of this retention amount is £4,280.

The scheme budget has been re-assessed, now that the main contract has been let. The latest estimate for the full scheme costs is £92,340, with £89,390 of this being the budget required for 2019/20 and 2020/21. The increase of £5,340 from the original budget is due to higher main contract works costs than planned (new regulations require a top drive lift, which has increased beam and loft costs) and expert consultant costs not included in the original budget. This latest estimate does not include any increase for further unforeseen costs.

This Committee is requested to approve the additional budget of £5,340 on this scheme, which can be funded from the Capital earmarked reserve.

- **Replacement PCs (-£47,100):** Officers are currently looking to progress the purchase of replacement PCs and organise short training sessions on Windows 10 and Office 2019 prior to roll out. Aiming for PCs to be purchased and operational by the end of January 2020.
- **New Council telephone system (-£45,000):** Following the completion of work obtaining quotes and making supplier/site visits, the preferred supplier will be chosen by the end of September 2019. At this stage, installation of the replacement system is expected to be completed by March 2020.
- **Re-Design of Corporate Website (-£30,000):** Officers are currently in discussions with suppliers and quotes have been received, including an option to move to an alternative supplier. A suggested way forward will be reported to CMT by October 2019. The planned completion date for the scheme will be known once the preferred solution has been agreed with CMT and the timescale then agreed with the chosen supplier. Therefore, there is a possibility that the scheme may not be fully completed by year-end.
- **Committee Administration IT System (-£20,100):** An initial meeting has been held with the proposed supplier and a formal quote received. A report on the suggested solution and proposed supplier is included elsewhere on this meeting's agenda. If that suggested solution is approved by this Committee, then officers aim to complete the system and hardware implementation by March 2020, to allow use of the new Committee Administration system from the beginning of the new municipal year in May 2020.

- **Corporate Firewall (-£7,130):** The hardware and software elements of the scheme were purchased by the end of July 2019. The IT consultancy input to complete the scheme has subsequently been delivered and paid for in August 2019.

4 RISK ASSESSMENT

4.1 The approval of this report may have the following implications:

- Resources – A sum of £5,340 is required to fund the increased budget on the Lift Replacement at Council Offices scheme. This can be funded from the Capital earmarked reserve.
- Technical, Environmental and Legal – The lift at the council offices must comply with the latest build regulations.
- Political – None.
- Reputation – None.
- Equality and Diversity – A safe and reliable lift is required in the council offices to provide disabled access.

5 CONCLUSION

5.1 At the end of July 2019 £24,256 had been spent or committed. This is only 9.4% of the annual capital programme budget for this Committee.

5.2 Out of the eight capital schemes for this Committee, one has been completed and at this stage five are on-track to be completed in-year. However, there is no certainty that the Re-Design of Corporate Website and Lift Replacement at Council Offices schemes will be fully completed in-year.

5.3 A sum of £5,340 is required to fund the increased budget on the Lift Replacement at Council Offices scheme.

6 RECOMMENDED THAT COMMITTEE

6.1 Approve the request for additional budget of £5,340 on the Lift Replacement at Council Offices scheme, to be funded from the Capital earmarked reserve.

SENIOR ACCOUNTANT
PF48-19/AC/AC
16 September 2019

DIRECTOR OF RESOURCES

For further background information please ask for Andrew Cook.
BACKGROUND PAPERS – None

Policy and Finance Committee – Capital Programme 2019/20

Cost Centre	Scheme	Original Estimate 2019/20 £	Budget Moved from 2018/19 £	Slippage from 2018/19 £	Additional Approvals 2019/20 £	Total Approved Budget 2019/20 £	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
COWEB	Re-Design of Corporate Website	30,000	0	0	0	30,000	0	-30,000
COFIR	Corporate Firewall	15,000	0	0	0	15,000	7,870	-7,130
COADM	Committee Administration IT System	20,100	0	0	0	20,100	0	-20,100
REPPC	Replacement PCs	47,100	0	0	0	47,100	0	-47,100
COLFT	Lift replacement at Council Offices	0	84,050	0	0	84,050	2,050	-82,000
QGARR	Queensway Garages – replace roof covering and repairs	0	0	1,830	0	1,830	228	-1,602
CFUPG	Financial system upgrade	0	0	14,120	0	14,120	14,108	-12
PHONE	New Council telephone system	0	0	45,000	0	45,000	0	-45,000
Total Policy and Finance Committee		112,200	84,050	60,950	0	257,200	24,256	-232,944

Policy and Finance Committee Individual Scheme Details

Re-Design of Corporate Website

Service Area: ICT

Submitted by: Lawson Oddie

Brief Description of the Scheme:

The last major re-design of the corporate website took place in 2014, by 2019/20 the current site will be 5 years old and website styling, best practice and functionality will have moved on greatly since 2014.

The current site will be showing its age, and be less engaging to members of the public.

Revenue Implications:

None above the existing budgeted revenue charges.

Timescale for Completion:

5 months based on the previous re-design.

Capital Cost:

	£	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
Total Approved Budget 2019/20	30,000	0	-30,000
ANTICIPATED TOTAL SCHEME COST	30,000		

Progress – Budget Holder Comments:

July 2019: Officers are currently in discussions with suppliers and quotes have been received, including an option to move to an alternative supplier. A suggested way forward will be reported to CMT by October 2019. The planned completion date for the scheme will be known once the preferred solution has been agreed with CMT and the timescale then agreed with the chosen supplier. Therefore, there is a possibility that the scheme may not be fully completed by year-end.

Policy and Finance Committee Individual Scheme Details

Corporate Firewall

Service Area: ICT

Submitted by: Lawson Oddie

Brief Description of the Scheme:

The current corporate firewall was replaced in 2014. New security threats from the internet are emerging at a rapid rate and technology must keep pace. In order to protect RVBC from cyber threats we will need to enhance our firewall/internet gateway.

Revenue Implications:

None above the existing budgeted revenue charges.

Timescale for Completion:

2-3 months depending on hardware availability.

Capital Cost:

	£	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
Total Approved Budget 2019/20	15,000	7,870	-7,130
ANTICIPATED TOTAL SCHEME COST	10,855		

Progress – Budget Holder Comments:

July 2019: The hardware and software elements of the scheme were purchased by the end of July 2019. The IT consultancy input to complete the scheme has subsequently been delivered and paid for in August 2019.

Policy and Finance Committee Individual Scheme Details

Committee Administration IT System

Service Area: Chief Executive's Department

Submitted by: Diane Rice

Brief Description of the Scheme:

This system will provide web-based access, storage and management of Council documents for members and officers.

Members will be able to:

- set up bespoke access to the committee papers and other documents that suits their individual needs
- add in personal notes on documents
- store all this information on their iPads; and
- link in with social media communication channels.

A small number of additional iPads will support committee administration in the Civic Suite.

The scheme will also potentially streamline committee admin, reducing costs for printing and delivery, moving away from paper based committee documents.

Revenue Implications:

Year 1: Restricted App annual costs, £3,100.

Year 2 onwards: Annual support and maintenance and Restricted App annual costs, £10,300.

Possible future printing and delivery reduced costs but no accurate estimate available.

Timescale for Completion:

2019/20.

Capital Cost:

	£	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
Total Approved Budget 2019/20	20,100	0	-20,100
ANTICIPATED TOTAL SCHEME COST	20,100		

Progress – Budget Holder Comments:

July 2019: An initial meeting has been held with the proposed supplier and a formal quote received. A report on the suggested solution and proposed supplier is included elsewhere on this meeting's agenda. If that suggested solution is approved by this Committee, then officers aim to complete the system and hardware implementation by March 2020, to allow use of the new Committee Administration system from the beginning of the new municipal year in May 2020.

Policy and Finance Committee Individual Scheme Details

Replacement PCs

Service Area: ICT

Submitted by: Lawson Oddie

Brief Description of the Scheme:

We have just recently had notification that extended support for Windows 7 will cease on 14 January 2020. Without such support we are unable to operate such PCs on the council network. Based on our current desktops this move to Windows 10 will affect 169 PCs and the majority (115) will either not support Windows 10 or the performance would be very poor.

Whilst some PC replacements can be accommodated in the lead up to January 2020, some other PCs will be approaching end of life.

This bid proposes the replacement of 115 PCs with those of a specification that should help assure an anticipated usable life of around 5 years.

Further considerations and planning may require a change in the phasing of these replacements and PC specifications.

Revenue Implications:

None identified.

Timescale for Completion:

Required to be in place by January 2020.

Capital Cost:

	£	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
Total Approved Budget 2019/20	47,100	0	-47,100
ANTICIPATED TOTAL SCHEME COST	47,100		

Progress – Budget Holder Comments:

July 2019: Officers are currently looking to progress the purchase of replacement PCs and organise short training sessions on Windows 10 and Office 2019 prior to roll out. Aiming for PCs to be purchased and operational by the end of January 2020.

Policy and Finance Committee Individual Scheme Details

Lift replacement at Council Offices

Service Area: Council Offices
Head of Service: Adrian Harper

Brief Description of the Scheme:

The council offices lift is the only accessible entrance to the council offices. The exact age of the lift itself is unidentified. The gear box that controls the lift is 38 years old so it can be assumed that the lift has been in situ since 1979. The lift is coming to the end of its economic life. In 2013 essential repair works to the lift were undertaken to keep the lift in operation; the total cost of this was £5,170. These works entailed replacement of the lift ropes and repairs to the drive sheave. It is generally thought that a reasonable operating life cycle for a lift would be 20-25 years although this expectation is dependent on usage and the environment in which the lift has been installed. The design life of a lift can and has been extended with routine servicing and by using replacement parts of the correct compatibility. The older a lift becomes sourcing original parts becomes increasingly difficult as they are no longer manufactured. As the legislation changes modifications are required to improve/meet compliance. The current standards in force for new lift installations are the BS EN81 series. To ensure the increased safety of existing lifts BS EN81-80 contains the rules for improvement of existing lift installations. Any existing lift installation should be assessed to this standard to ensure it meets the highest level of safety. The lift at the council offices does not comply with BS EN81-80. However, currently there is no legal obligation to comply.

The lift requires replacement because it is coming to the end of its economic life, does not comply with the latest BS standards and is currently unreliable.

Revenue Implications:

None.

Timescale for Completion:

Spring 2018: Out to tender. Summer 2018: Install new lift.

Capital Cost:

	£	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
Original Estimate 2019/20	0		
Budget Moved from 2018/19	84,050		
Total Approved Budget 2019/20	84,050	2,050	-82,000
Actual Expenditure 2018/19	2,950		
ANTICIPATED TOTAL SCHEME COST	92,340		

Policy and Finance Committee Individual Scheme Details

Progress - Budget Holder Comments

July 2019: The main contract work was out to tender at the end of July 2019. The contract has now been let with a start date expected for early 2020. Given the nine-week estimate for completion of works, it is hoped that the main contract work will be completed by March 2020, but this is dependent on the actual start date agreed and delivery of works without delay.

Whatever happens with the timing of the works, the scheme will not be financially complete at the end of 2019/20, as the main contract retention payment, based on 5% of the final contract costs, cannot be paid until twelve months after the completion of the main work on the contract. The latest estimate of this retention amount is £4,280.

The scheme budget has been re-assessed, now that the main contract has been let. The latest estimate for the full scheme costs is £92,340, with £89,390 of this being the budget required for 2019/20 and 2020/21. The increase of £5,340 from the original budget is due to higher main contract works costs than planned (new regulations require a top drive lift, which has increased beam and loft costs) and expert consultant costs not included in the original budget. This latest estimate does not include any increase for further unforeseen costs.

This Committee is requested to approve the additional budget of £5,340 on this scheme, which can be funded from the Capital earmarked reserve.

December 2018: The work specification needs to be completed before the scheme is put out to tender. The work specification is expected to be completed in 2018/19 at an estimated cost of £2,950. However, the time then required for the tendering and contractor selection means that no spend will take place on the main contract work before the end of 2018/19. Thus, it is recommended that the revised estimate budget is reduced to £2,950 and the remaining budget of £84,050 is moved to the 2019/20 financial year.

September/October 2018: No change to August 2018 comments.

August 2018: The design and build specification needs to be finalised before the scheme is put out to tender. The time required for the tender, design and build stages means that the scheme will not be completed within the 2018/19 financial year. Slippage into 2019/20 will be requested for any unspent budget at year-end.

Policy and Finance Committee Individual Scheme Details

Queensway Garages – replace roof covering and repairs (Slippage)

Service Area: Estates

Head of Service: Adrian Harper

Brief Description of the Scheme:

The Garage site comprising 23 garages is now managed again by the Council.

The Garages are in a poor condition and are in need of repairs. The roof covering has reached the end of its economic life. An estimate for works including the removal and disposal of the existing asbestos cement roofs, replacing with steel roofing sheets and some maintenance work to the metal up and over doors would come to a cost of £23,000.

It should be noted that the Council previously generated an income of approximately £3,600 per year when Ribble Valley Homes managed the garage site. Now the Council have taken back management of the garage site, it is estimated further income of £3,600 per year will be accrued, resulting in estimated income of £7,200 per annum.

Revenue Implications:

-£3,600 Fees and charges income per annum – garage rents additional income now the Council manage the garages.

£500 Premises related costs per annum – yearly maintenance costs now the Council manage the garages.

Timescale for Completion:

Spring 2018: Specify and Tender.

Summer 2018: Commencement of works and completion.

Capital Cost:

	£	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
Original Estimate 2019/20	0		
Slippage from 2018/19	1,830		
Total Approved Budget 2019/20	1,830	228	-1,602
Actual Expenditure 2018/19	18,169		
ANTICIPATED TOTAL SCHEME COST	18,397		

Progress - Budget Holder Comments

July 2019: SCHEME COMPLETE - Snagging work was completed in April 2019.

March 2019: The main work on the scheme is complete. The only work still to be completed at 31 March 2019 was final snagging work on some roof joints. Slippage of £1,830 into the 2019/20 financial year is required to cover the cost of the roof joint snagging work plus some contingency.

**Policy and Finance Committee
Individual Scheme Details**

December 2018: The main scheme work has been completed at a cost of £17,845, which is lower than the original estimate budget of £23,000, but there is the potential that final snagging work will be required. Thus, it is recommended that the revised estimate is set at £20,000 to ensure some budget is set aside to cover any snagging work required.

September/October 2018: The scheme is still close to completion but officers are still awaiting agreement from some residents on gaining access to the rear of their garages to complete the final part of the work. It is expected that the scheme will be completed in-year, subject to gaining the access required.

August 2018: The majority of the work on the scheme is complete and officers are awaiting agreement with residents on gaining access to the rear of some of the garages to complete the final part of the work. At this stage, it is expected that the scheme will be completed in-year.

Policy and Finance Committee Individual Scheme Details

Financial system upgrade (Slippage)

Service Area: Financial Services

Head of Service: Lawson Oddie

Brief Description of the Scheme:

We were made aware towards the end of 2017 by the software supplier of our financial systems that the rich client version that we currently use is to be withdrawn from mid-2018 and that we will be forced to move to the web-based version.

As a result, a financial system upgrade capital scheme is required for the 2018/19 financial year.

Revenue Implications:

There will be an increase to our annual maintenance and support charge of £2,800. The current annual charge is £18,679.

Timescale for Completion:

We have been told that the very latest date that could be permitted for a move to the web-version of the software in 'live' would be December 2018. We will look to undertake the implementation after the audit of the Statement of Accounts for 2017/18 - therefore between August and December 2018. Any interim work that could be undertaken without impacting on the closedown process and audit will be undertaken earlier where possible.

Capital Cost:

	£	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
Original Estimate 2019/20	0		
Slippage from 2018/19	14,120		
Total Approved Budget 2019/20	14,120	14,108	-12
Actual Expenditure 2018/19	32,330		
ANTICIPATED TOTAL SCHEME COST	46,450		

Progress - Budget Holder Comments

July 2019: The software upgrade has been completed. Training is to be undertaken at the end of September 2019, with Go Live completion planned for October 2019.

March 2019: A significant amount of work has been completed on the scheme, namely purchase of the software required and initial upgrade and migration work in the test environment. There have been some delays which mean that final testing and the final live upgrade to the web-based version will now be completed in 2019/20. Slippage of £14,120 into the 2019/20 financial year is needed to cover the costs of final testing and the final upgrade to the web-based version of our financial systems.

**Policy and Finance Committee
Individual Scheme Details**

September/October 2018: The initial upgrade and migration work has been completed in the test environment. Testing is almost complete on the Rich Client version. Once this has been tested and rolled out to users, work will be finalised on moving over to the latest web version of the system, with further consultancy from the software company and testing before go-live. There have been some delays on testing which is likely to push completion to January/February 2019.

August 2018: The upgrade software has been paid for. The IT consultancy input for the web upgrade and conversion part of the scheme, which is required to complete the scheme, will be scheduled in within this financial year.

Policy and Finance Committee Individual Scheme Details

New Council telephone system (Slippage)

Service Area: Council Offices

Submitted by: Michelle Smith

Brief Description of the Scheme:

A new telephone system is required for the Council, as follows:

- The current Phillips system is now 10 years old and the manufacturers have indicated that it will be unsupported from 2016 onwards, which will create issues in respect of ongoing repair and maintenance.
- There have been several system failures recently. In addition, it has been difficult to get repairs done promptly and adequately when these failures have occurred. This has had a negative impact on the smooth running of Council departments.

The capital scheme may involve:

- A new system (including main switchboard).
- Servers and updated handsets hardware to run the system on.
- Technical/consultant input to help spec the detail of the system and assist with the procurement process.

Revenue Implications:

To be confirmed.

Timescale for Completion:

Start technical assessment and procurement with aim of implementing the new system as soon as possible in 2017/18.

Capital Cost:

	£	Actual Expenditure including commitments as at end of July 2019 £	Variance as at end of July 2019 £
Original Estimate 2019/20	0		
Slippage from 2018/19	45,000		
Total Approved Budget 2019/20	45,000	0	-45,000
Actual Expenditure 2017/18	0		
Actual Expenditure 2018/19	0		
ANTICIPATED TOTAL SCHEME COST	45,000		

Policy and Finance Committee Individual Scheme Details

Progress – Budget Holder Comments:

July 2019: Following the completion of work obtaining quotes and making supplier/site visits, the preferred supplier will be chosen by the end of September 2019. At this stage, installation of the replacement system is expected to be completed by March 2020.

March 2019: The scheme is at the quote stage. Initial quotes have been received from three suppliers and a fourth quote is being sought in line with contract procedure rules. A site visit has been scheduled for 19 June 2019 to visit the fourth supplier for a full demonstration of their proposed solution. Following this visit a report outlining options for replacement telephony and associated costings will be submitted to CMT for consideration. Slippage of £45,000 into the 2019/20 financial year is required to complete the delivery of the replacement telephone system

December 2018: Officers are currently in the process of obtaining quotes for the replacement system, following further work undertaken on the options available within the current capital budget. The quotes are likely to be reported to CMT in February 2019 before the preferred supplier is confirmed. At this stage, it is unlikely that the scheme will be completed within the 2018/19 financial year. Slippage into 2019/20 will be requested for any unspent budget at year-end.

September/October 2018: Following input from CMT, further work is on-going with regard to the options being considered for a preferred solution. The preferred solution will be reported to CMT and a future Policy and Finance Committee meeting before quotes are requested from suppliers. At this stage, there is no guarantee that the scheme will be completed within the 2018/19 financial year. Slippage into 2019/20 will be requested for any unspent budget at year-end.

August 2018: Following supplier input on the type of replacement system or system upgrade available to provide telephony resilience for future years, lead officers and CMT discussed the initial options considered and agreed the next steps for the scheme. Lead officers will now gather more information on technical specifications, costings and timescales and suggest a preferred solution. The preferred solution will be reported to CMT and a future Policy and Finance Committee meeting. At this stage, officers are aiming to complete the scheme in 2018/19, but this is dependent on the timescale for the preferred solution.

March 2018: The scheme is still in development stage, having sought supplier input over a period of time on the most appropriate telephone system solution. This is an iterative process. Following supplier input, officers will now develop the system requirements, a detailed specification will be confirmed and quotes will be obtained. Slippage of £45,000 into the 2018/19 financial year is required to complete the delivery of the new system.

December 2017: An initial meeting and follow up telephone conference with a potential supplier have taken place. The potential supplier will now visit the Council and officers will then develop the system requirements. Following this, a detailed specification will be confirmed and quotes will be obtained. Given this, completion within the current financial year cannot be estimated with any certainty at this stage. If the scheme is not completed by year-end, then any unspent budget will be rolled forward at year-end to support spend in 2018/19.

September 2017: Officers met with a potential supplier in September and are currently awaiting technical feedback on the system requirements. Following this, a detailed specification will be produced and quotes obtained. The implementation timescale will be clearer at detailed specification stage. Given this, completion within the current financial year cannot be estimated with any certainty at this stage.

**Policy and Finance Committee
Individual Scheme Details**

July/August 2017: Officers are meeting with a potential supplier in September to discuss the options available for a new telephone system. It is hoped that this will provide the information to work up the detailed specification for the scheme. The detailed specification will provide the basis for what we will ask suppliers to quote for and may possibly also lead to some new ways of working. Given this, completion within the current financial year cannot be estimated with any certainty at this stage. The implementation timescale will be clearer at detailed specification stage.