

AGENDA ITEM: 12 Pages: 115 – 118

Meeting Budget and Performance Overview and Scrutiny Committee

Date 21 June 2011

Subject **One Barnet Programme Highlight Report**

Report of Commercial Director, Commercial Services

Summary Appendix 1 provides a summary of the programme status of the One Barnet Programme for the period of 12 February 2011 to 1 June 2011

Officer Contributors Craig Cooper, Commercial Director;
Claire Johnston One Barnet Programme Manager

Status (public or exempt) Public

Wards affected All

Enclosures Appendix 1: –
One Barnet Programme Highlight Report

For decision by Budget and Performance Overview and Scrutiny Committee

Contact for further information:

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1. RECOMMENDATIONS

- 1.1 That the Budget and Performance Overview and Scrutiny Committee note the progress of the One Barnet work streams, as set out in the One Barnet Programme Board Highlight Report attached at Appendix 1.**

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The Overview and Scrutiny Committees, Sub-Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.**
- 2.2 The three priority outcomes set out in the 2010/13 Corporate Plan are: –**
- Better services with less money**
 - Sharing opportunities, sharing responsibilities**
 - A successful London suburb**
- 2.3 One Barnet has three overarching aims: –**
- A new relationship with citizens**
 - A one public sector approach**
 - A relentless drive for efficiency**

3. RELEVANT PREVIOUS DECISIONS

- 3.1 Future Shape Overview and Scrutiny Panel, 8 June 2010, Agenda Item 11 (Highlight Report).**
- 3.2 One Barnet Overview and Scrutiny Panel, 21 September 2010, Agenda item 6 (Highlight Report).**
- 3.3 One Barnet Overview and Scrutiny Panel, 10 November 2010, Agenda item 6 (Highlight Report).**
- 3.4 One Barnet Overview and Scrutiny Panel, 23 February 2011, Agenda item 6 (Highlight Report).**
- 3.4 One Barnet Overview and Scrutiny Panel, 23 March 2011, Agenda item 6 (Highlight Report).**

4. RISK MANAGEMENT ISSUES

- 4.1 Risks are considered on project by project and programme level basis. The One Barnet Programme Office has revised its risk registers to ensure they are aligned to new corporate risk management processes.**

5. EQUALITIES AND DIVERSITY ISSUES

5.1 In addition to the Terms of Reference of the Panel, and in so far as relating to matters within its remit, the role of the Panel is to perform the Overview and Scrutiny responsibilities in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and
- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

5.2 It is recognised that such a significant transformation of services is likely to have an impact on staff and service users in some, if not all cases. An evaluation of impact will be carried out at the point of developing a business case for each project.

5.3 Completed Equalities Impact Assessments will be updated periodically throughout the project lifecycle, as appropriate, to assess the impact of service transformation.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 Resource implications for each work stream will be addressed at the appropriate stage of the projects

6.2 The financial information in Appendix 1 reflects the final outturn for 2010/11 which was £2,521,753. At the end of 2010/11 £466,517 was not required to be drawn down from the Transformation Reserve.

6.3 The 2011/12 budget is currently under review – initial work indicates that expenditure will not exceed original estimates

7. LEGAL ISSUES

7.1 Legal issues, in respect of each work stream will be addressed at the appropriate stage of the projects.

8. CONSTITUTIONAL POWERS

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Overview and Scrutiny Procedure Rules are set out in Part 4 of the Constitution.

8.3 The Terms of Reference of the Budget and Performance Overview Scrutiny Committee are contained within Part 4 of the Constitution (Overview and Scrutiny Procedure Rules). The Committee has the following responsibilities:

“To perform the overview and scrutiny role in relation to the One Barnet transformation programme, particularly performance and financial issues;

To receive and consider options appraisals, business cases and closure report for the One Barnet projects; and

To monitor the implementation of the One Barnet programme throughout the programme lifecycle.”

9. BACKGROUND INFORMATION

9.1 **Appendix 1** provides a summary of the current programme status of the One Barnet Programme

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal: MM

Finance: MC/JH

One Barnet Programme Report 1st June 2011

Programme Sponsor:	Nick Walkley, Chief Executive, LB Barnet	Programme RAG	A
Programme Manager:	Claire Johnston		
Report Date:	01/06/2011		
Last Updated By:	Claire Johnston / Bal Assra		

Category	RED	AMBER	GREEN
Schedule: Current status of project delivery timescales.	Insufficient or no plan. Major slippage likely on proposed end delivery date. Immediate action required to construct realistic project plan	Possible slippage on end project delivery date however mitigation in place to get back on schedule	Running to plan; no issues
Budget: Current status of actual project expenditure against base lined forecast and Budget related issues	Current trends of expenditure show project will be over budget. No signed off project budget. Immediate action required to resolve	Current trends of expenditure show project may be over budget however mitigation actions to resolve identified and agreed	Running to plan; no issues
HR: Current status of HR engagement and HR related project issues. This may include: TUPE, Pensions status, Agreement of staff within scope, Trade Union engagement, Staff engagement issues	Outstanding HR issues exist that require immediate action to resolve	HR issues exist which require resolution however mitigation actions to resolve identified and agreed	Running to plan; no issues
Comms: Current status of Comms plan and Comms related issues. This may include: Staff engagement issues, Lack of coordination with regards to messages, Negative feedback on comms.	Insufficient or no Comms plan requiring immediate action to resolve. Outstanding Comms issue that required immediate action to resolve	Comms issues exist which require resolution however mitigation actions to resolve identified and agreed	Running to plan; no issues
Resources: Current status of project resource availability and Resourcing related issues. This may include: Status of Resource plan, availability of required resources, availability and access to non-human resources	Insufficient resources available to deliver project to agreed timescales. Sign off required to free up or recruit resource	Current resource issues however mitigation plan in place to resolve	Running to plan; no issues

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<u>Project Name</u>	<u>Overall RAG*</u>	<u>Schedule</u>	<u>Budget</u>	<u>HR</u>	<u>Comms</u>	<u>Resources</u>
Development and Regulatory Services	A	G	A	G	G	A
New Support and Customer Services Procurement	A	G	G	R	A	G
Customer Service Transformation	R	R	R	A	A	A
Future of Parking	G	G	G	G	G	G
Transport	A	A	G	A	A	A
AdSS In-House Service Review	A	G	A	A	A	A
SAP Optimisation	A	A	A	G	G	A
Right to Control	G	G	G	n/a	G	G
Rapid Improvement	A	A	G	G	G	A
Youth Offer	G	G	G	G	G	G
Children's Centre review	G	G	G	G	G	G
New Relationship with Schools	G	G	G	G	G	G
LSP Governance	G	G	G	n/a	G	G
E-Recruitment & Advertising	G	A	G	G	G	G

* verified by Project Sponsors

<p>Programme Commentary</p>	<ul style="list-style-type: none"> • Business Case for LATC approved by CRC in May • Additional resource recruited to support the Programme • Excellent response to both DRS and Parking OJEU notices; all expected potential participants have submitted PQQ's. • Positive engagement has begun with services on the customer services transformation • Staff groups have been established for three more One Barnet projects: New Support and Customer Service Organisation; Development and Regulatory Services; and Future of the Parking Service. The first meetings have taken place and each group has suggested ways to improve project communication and staff engagement • Weekly project update emails are now being sent to staff impacted by the Development and Regulatory Services and the Future of Parking projects and have been well received. Similar updates will begin for the Customer Service Transformation projects on Friday 3 June • Briefings for staff affected by the New Support and Customer Service Organisation project will take place between 13 and 17 June to explain the contents of the business case
<p>HR Activity</p>	<p>TUPE: Following the successful provision of TUPE workshops to CLG, the HRBP's and OB Project Managers at the end of last year, the phase two of this roll out has now commenced. This exercise initially is to ensure those involved are coming from a position of mutual understanding of the terminology used during a staff transfer under TUPE (The Transfer of Undertakings (Protection of Employment) Regulations 2006). The second phase is an 18 month exercise with a well attended session with the Trade Unions kick starting the process on 19/05/11. Targeted managers are being invited to a number of sessions on TUPE starting with Parking and Adults as the first two project's to transfer staff out of the organisation. 40 minute lunchtime sessions are being designed for employees to attend for information, starting 11/07/11, and latterly a number of drop-in surgeries for individual queries. Sessions will be communicated to appropriate groups taking into account the timing of the transfer individuals are in-scope for.</p> <p>Procurement Competitive Dialogue and Restricted: Pre Qualifying Questionnaires (PQQ) for DRS and Parking have been received, DRS documents have been evaluated and Parking PQQ's were received on 23/05/11 and are currently going through initial procurement scrutiny before the subject matter specific questions are evaluated. HR submissions for evaluation criteria, the questions for competitive dialogue and invitation to submit outline solutions have been submitted for assessment to Trowers. Work has been taking place in raising the profile of Health and Safety within the procurement projects. The team is now heavily involved in each of these projects with regard to the assessment of delegated responsibility, contract monitoring, and the procurement exercises in full.</p>

Project Status

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
Future of Parking Tahir Mahmood	Oct 2010	Apr 2012	Project Initiation / Procurement	G	The OJEU pre-qualification period has closed as planned with 7 PQOs returned following 27 expressions of interest Business Case approved at CDG 26 April	Parking Specification approved – 3 June 2011 PQOs evaluated – 20 June 2011	G
Customer Service Transformation Andrew Cox	Feb 2011	Dec 2012	Project Initiation / Procurement	A	CMS - Requirements Gathering workshops completed with good attendance from all services. Agreed deadline of 27 May for any follow up work by services CMS – PID and project plan agreed	CST Vision and Design principles finalised June 11 Draft Programme Plan and Business Case – June 11 Draft Programme Framework June 11 CMS - Finalise Contract 1 - CMS, Hosting, Forms, Support – June 11	R Programme Board on 9 May agreed that overall status of the Programme should be Red due to lack of delivery of expected benefits and progress over the past 18 months and the size, scale and resource challenge of the programme
Development & Regulatory Services Linda Spiers	Feb 2010	Jan 2013	Implementation	A	PQO Evaluation report produced Dialogue 1 long list recommendation paper produced	Output specifications signed off – June 2011 Long list for Dialogue 1 agreed – June 2011	A The budget is under review and the eventual total is likely to be higher than originally predicted.

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Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
						Data room established and populated – June 2011 ITPD / ISOS – June 2011	
Transport Tahir Mahmood	Autumn 2010	Sept 2011	Project Initiation / Procurement	A	<p>The WLA Transport Bureau project has now progressed to the implementation phase with Barnet committing to take part in the working groups without prejudice, and proceed to the next stage, in principal, subject to the Business Case being signed off by CRC.</p> <p>The project team has concerns about the viability of the solution proposed by the WLA as the savings estimates have reduced by approx 50% and the cost is expected to rise with only 4 of the original 6 boroughs proceeding to the implementation stage. However, there are some areas where the WLA solution can generate savings and produce other non-financial benefits for that reason we continue to participate in the working groups.</p> <p>The project team is producing an internal business case outlining the benefits against the savings proposed in the Nov 10 cabinet meeting as agreed in the project board.</p>	Project Board approval of Business Case – June 2011	A Unclear as to which staff are in scope

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Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
New Support and Customer Services Procurement Suzanne Hope	May 2010	Jan 2013	Project Initiation / Procurement	A	<p>Business Case drafted. Business case responses have now been received from Unison and GMB, these comments and responses will be attached to the CDG paper. Business case meetings are continuing with all heads of service and Finance to achieve sign off before submission to CRC. Business case briefing invites have been sent to all staff affected. A trade dispute with the Revenues and Benefits service has been registered by Unison, ballot has taken place and result is expected 1 June. Market event is 5 or 8 July – this will be a half day, waiting on availability from Cllr Thomas</p>	<p>Business Case briefing meetings 13-17 June</p> <p>Business Case sign off by CDG – June 2011</p> <p>Market Brochure developed – June 2011</p> <p>OJEU notice issued – June 2011</p>	<p>A</p> <p>Trade dispute with Revs & Bens, notification of ballot outcome due 1 June</p> <p>Concern that the Revs & Bens managers are not passing on messages</p>
AdSS In-house service review Richard Harrison	Feb 2010	Autumn 2011	Concept	A	<p>The business case was approved by the Barnet Homes Board on 23 May (subject to considerations) and at May 24 CRC where Cllrs expressed concern regarding Corporation Tax and VAT for Barnet Homes. A jointly commissioned taxation query by LBB and BH has been submitted to HRMC to determine the status of Barnet Homes in the proposed new LATC structure. It has been agreed with Corporate Governance that the board for the LATC holding company needs to be put in place. Consequently a paper will be presented to CRC in July to confirm the</p>	<p>Pensions Fund Committee – June 2011</p> <p>General Functions Committee – June 2011</p>	<p>A</p> <p>Tax and VAT issues</p>

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Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
					formation and business plan for the holding company (Barnet Trading LTD) enabling the LATC to take decisions relating the project including the due diligence process. The project plan continues to be developed for the next project phase		
SAP optimisation	Feb 2010	Sep 2011	Implementation	A	The project has delivered three major items over the last two months: Pension Fund Separation go-live; Procurement go-live and Performance Management go-live. Procurement and HR work streams have one work item each to complete. Finance requires significant effort between now and project close: three high priority items – Expenditure / Capital Ambition report; GR/IR, Note 21 are targeted as first items to be completed. Loss of Project momentum, change note issues and resource provision has been an issue on both sides. Changes in PM personnel for both LBB and Logica; impact of change notes; demands of other projects; financial year end (Finance and Property Services).	HR workstream: target end of June 2011	A Commitment required to deliver project on time.
Right to Control Ed Gowan	Mar 2010	Dec 2012	Implementation	G	Centre for Independent Living Peer Support Brokerage service contracted and gone live Initial Management Information returns submitted to the Office for Disability Issues	Review of project and options appraisal for 'mainstreaming' Right to Control across all social work practice to occur in June 2011	G

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Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
					Specification for Right to Control Innovation fund agreed Equalities Impact Assessment approved		
Rapid Improvement	Sep 2010	June 2011	Project Closure		Action plans are in place across the three remaining RIP work streams – IT helpdesk, DPRs and the starters and leavers process There have been slight delays due to service restructures and lack of resource but these have mostly now been picked up	Project Closure	A Effort required to close last remaining RI projects
Youth Offer (Phase 1) Nandu Valji	Aug 2010	June 2011	Project Closure	G	Draft end of project report produced	End of project report signed off – June 2011	G
Children's Centre review (Phase 1) Stav Yiannou	Aug 2010	June 2011	Implementation	G	Rationalised children's centres from 21 to 13 Commissioned specialist services within a reduced resource base Developed an outcomes-focused performance management framework for service level agreements during 2011/12 Embedding the new ways of working	Resource Allocation (development of funding formula to ensure resources are targeted to those most in need) Detailed plan to be produced from activities identified in the Business Plan Draft SLA's consultations	G
New Relationship with School	Oct 2010	June 2011	Implementation	G	Revised structure for schools and learning that continues to meet statutory duties and addresses national and local priorities	Embedding work to date	G

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Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
(Phase 1) Mick Quigley					<p>Created Barnet Partnership for Schools Improvement as a solid base for school lead rather than LA led improvement</p> <p>Create a fully traded improvement package - 33 schools already signed up</p> <p>Absorbed LBB reductions and Grant reductions</p>	<p>Quality assurance in the short / medium term. New restructured team – priority around working through a period of rapid change between schools and LA (White Paper and new education act) - Still going through parliament - TBC</p>	
LSP Governance Andrew Nathan	Sep 2010	June 2011	Implementation	G		Proposal paper to Cabinet	G
E-Recruitment & Advertising Jason Wheatley	Apr 2010	June 2011	Implementation	G	<p>A demonstration day was held May 18. Technical limitations around the versions of Internet Explorer used have delayed the rollout into June 2011</p>	Launch of new portal – June 2011	G

Major Risks (These are extracted from the One Barnet Programme Risk register and are those which score 15 or above)

Risk No.	Risk Description	Consequences of Risk	Assessment of Risk where VH=5,VL=1		Risk Score	Owner	Mitigation Action
			Likelihood	Impact			
CP0011	Potential increased negativity to Outsourcing CAUSE: Abolition of Workforce Code of Practice and Two tier workforce	Possible increased Trade Union activity. Low Morale. Dip in productivity.	4	4	16	Programme Board / Programme Manager /HR Business Partner	Communications through Staff Groups, Management Groups, and wider corporate methods on the content of the code and how this may affect employees
CP0012	Loss of skilled employees CAUSE: Lengthy procurement processes and uncertainty	Uncertainty may cause employees to look outside organisation for what are perceived as more secure roles	3	5	15	Programme Board / Programme Manager /HR Business Partner	Communication to encourage greater understanding of procurement time lines and stages. Aim to bring contractor in to speak to staff as soon as possible after contract award TUPE workshops Pensions Roadshow Retention Add to HR indicators for next year

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Risk No.	Risk Description	Consequences of Risk	Assessment of Risk where VH=5,VL=1		Risk Score	Owner	Mitigation Action
			Likelihood	Impact			
CP0010	<p>The negative affect on the Pension Fund due to loss of payees</p> <p>CAUSE: Use of GAD over ABS and abolition of workforce code of practice</p>	Potentially reduced pension fund thus raising the necessity to find finances from elsewhere	3	5	15	<p>Programme Board / Programme Manager /HR Business Partner</p>	<p>Meeting with Actuaries to greater understand the effect</p> <p>Meeting was held with the actuaries (Barnett Waddingham) to discuss the implications of the transfer of employees with either Admitted Body Status (ABS) or use of a Government Actuaries Department (GAD) Passport. Early discussions were held on the potential impact on both employee's pensions and the affect on the Pension Fund. Key points discussed included the current Government consultation on the Fair Deal Policy: treatment of pensions on compulsory transfer of staff from the public sector, current trends by providers is to opt for ABS over GAD due to cost, the detail of ABS including the provision of a bond, related risks and open and closed schemes. A paper will be going to the September Pensions Fund Committee on the position of the procurement Projects within the One Barnet Project, requesting approval for an 'in principle' decision on the corporate approach to managing the pension implications. Individual projects will still need to present their in individual specifications to the Pension Committee</p>

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Risk No.	Risk Description	Consequences of Risk	Assessment of Risk where VH=5,VL=1		Risk Score	Owner	Mitigation Action
			Likelihood	Impact			
CP0022	Customers will not transfer to different channels when they are developed	Benefits will not be realised and investment will be wasted	3	5	15	Programme Board / Programme Manager	<ol style="list-style-type: none"> 1. All projects to be initiated with valid business cases and high-level design for benefits to be realised 2. All projects to include benefits realisation activity within plans 3. Programme level Benefits Realisation Plan to be completed and monitored through Customer Services Transformation Programme Board

Major Issues (These are extracted from the One Barnet Programme Issue register not specific to one deliverable)

- None

Programme Finance

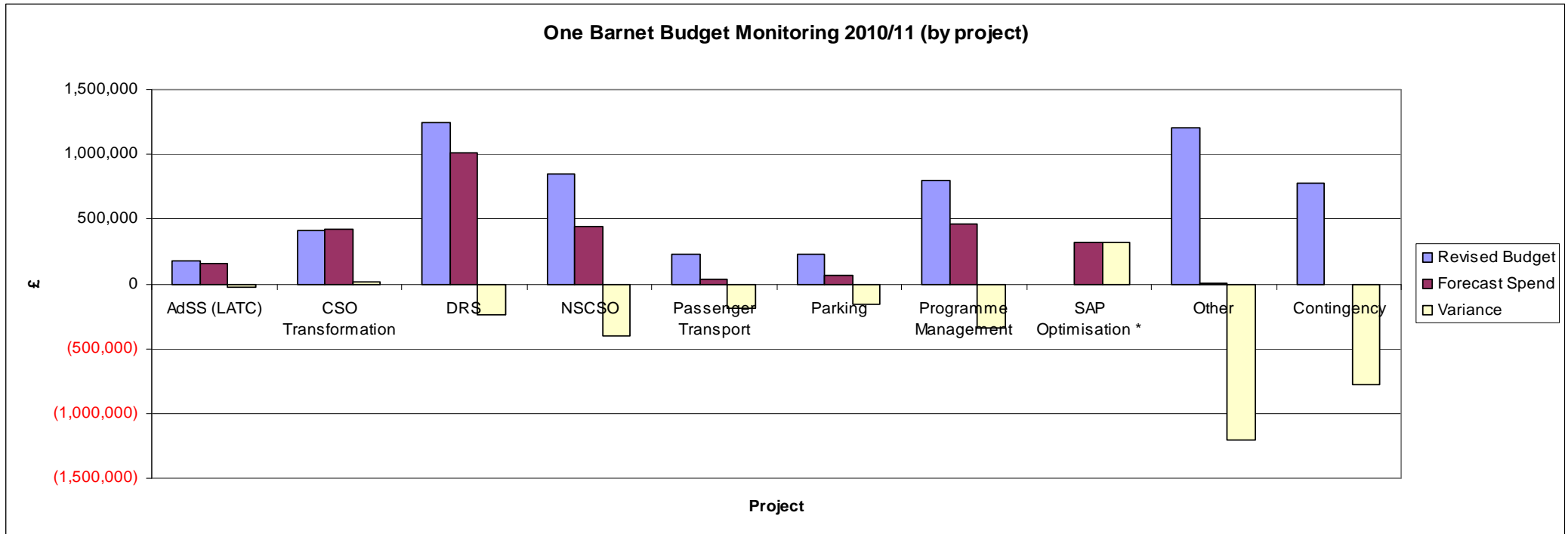
Original Budget					
		Budget			
Project	Note	2010/11 (£)	2011/12 (£)	2012/13 (£)	Total Budget (£)
AdSS (LATC)		161,853	182,648	14,412	358,913
CSO Transformation		383,098	410,818	13,200	807,116
DRS		380,647	1,249,800	4,233	1,634,681
E-Recruitment		40,000	-	-	40,000
CSSP		311,735	848,444	-	1,160,179
Passenger Transport		55,466	226,247	-	281,713
Parking		31,814	226,247	16,022	274,083
Programme Management		380,278	802,990	449,163	1,632,431
Prototyping Project		85,000	-	-	85,000
RIO		210,000	-	-	210,000
Rapid Improvement Project		-	-	-	-
(Early) Procurement Project		70,058	-	-	70,058
Right to Control		-	-	-	-
SAP Optimisation		304,300	-	-	304,300
Other		134,020	1,208,448	114,412	1,456,880
Contingency		-	773,346	91,716	865,062
		2,548,269	5,928,988	703,159	9,180,416
Analysis of 'Other'					
Childrens		74,020	1,057,648	114,412	
Libraries		60,000	150,800	-	
		134,020	1,208,448	114,412	

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Financial Year 2010/11 Expenditure

Project	Budget (£)	Indicative Spend (Month 12) (£)	Projected 2010/11 Spend (£)	Indicative Outturn 2010/11 (£)	Variance (£) (under)/over	Note
	a	b	c	d=b+c	e=d-a	
AdSS (LATC)	161,853	163,279	0	163,279	1,426	£5k slipped to 2011/12
CSO Transformation	383,098	236,379	0	236,379	(146,719)	£9k slipped to 2011/12. Budget not re-profiled since change in project.
DRS	380,647	319,493	0	319,493	(61,155)	Legal costs in dispute - slipped to 2011/12
E-Recruitment	40,000	40,000	0	40,000	0	Project Finished
NSCSO	311,735	307,446	0	307,446	(4,289)	Minor underspend (<1%)
Passenger Transport	55,466	57,966	0	57,966	2,500	Budget not re-profiled since change in direction of the project.
Parking	31,814	29,159	0	29,159	(2,655)	Procurement support has been slipped slightly
Programme Management	380,278	350,919	0	350,919	(29,359)	Costs lower than anticipated - some resource costs absorbed elsewhere
Prototyping Project	85,000	77,129	0	77,129	(7,871)	Project Finished - grant income causing underspend
RIO	210,000	197,662	0	197,662	(12,338)	Project Finished
Rapid Improvement Project	0	18,500	0	18,500	18,500	Project Finished - No budget was assigned to this project
(Early) Procurement Project	70,058	70,058	0	70,058	0	Project Finished
Right to Control	0	0	0	0	0	Managed by Adult Social Services
SAP Optimisation *	744,300	614,375	0	614,375	(129,925)	£175k slipped to 2011/12
Other	134,020	39,386	0	39,386	(94,634)	Incorporates spend on Children's Projects
Contingency	-	-	-	-	-	N/A
Totals	2,988,269	2,521,753	0	2,521,753	(466,517)	

- SAP Optimisation budget increased by £440k from the x reserve



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Financial Year 2011/12 Expenditure

Project	Budget (£)	Indicative Spend (Month 2) (£)	Note
	a	b	
AdSS (LATC)	182,648	29,123	Project budget still to be agreed by Project Board
CSO Transformation	410,818	83,719	Project budget still to be agreed by Project Board
DRS	1,249,800	34,168	Project budget still to be agreed by Project Board
NSCSO	848,444	55,741	Project budget still to be agreed by Project Board
Passenger Transport	226,247	4,924	Project budget still to be agreed by Project Board
Parking	226,247	5,423	Project budget still to be agreed by Project Board
Programme Management	802,990	40,802	Project budget still to be agreed by Project Board
SAP Optimisation *	0	17,683	Project budget still to be agreed by Project Board
Other	1,208,448	4,618	Includes spend on Children's and Libraries Projects
Contingency	773,346	0	
Totals	5,928,988	276,201	

