



## Efficiency and Performance Sub (Finance) Committee

**Date:** WEDNESDAY, 16 JUNE 2021  
**Time:** 10.00 am  
**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:**

Deputy Jamie Ingham Clark (Chairman)	James de Sausmarez
Jeremy Mayhew (Deputy Chairman)	Alderman Emma Edhem
Randall Anderson	Deputy Clare James, Farringdon Within South Side
Deputy Roger Chadwick	Paul Martinelli
Henry Colthurst	Deputy Philip Woodhouse

**Enquiries:** John Cater  
tel.no.: 020 7332 1407  
john.cater@cityoflondon.gov.uk

### Accessing the virtual public meeting

**Members of the public can observe this virtual public meeting at the below link:**  
<https://youtu.be/GhYvvNM8Lu4>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by The Chamberlain after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available on line via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES OF THE PREVIOUS MEETING**

To agree the public minutes of the meeting held on 30<sup>th</sup> March 2021.

**For Decision**

(Pages 5 - 10)

4. **SECURING 'FLIGHTPATH' SAVINGS AND UNDERSTANDING SERVICE IMPACTS: 2021/22 PROGRESS**

Report of The Town Clerk & Chief Executive and The Chamberlain.

**For Information**

(Pages 11 - 20)

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

7. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**For Decision**

## **Part 2 - Non-Public Agenda**

8. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**

To agree the non-public minutes of the meeting held on 30<sup>th</sup> March 2021.

**For Decision**

(Pages 21 - 22)

9. **DEEP DIVE REPORT FOR COMPTROLLER**

Report of The Comptroller & City Solicitor.

**For Information**

(Pages 23 - 28)

10. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

**Tuesday, 30 March 2021**

Draft Minutes of the meeting of the Efficiency and Performance Sub (Finance)  
Committee held virtually on Tuesday, 30 March 2021 at 1.45 pm

### **Present**

#### **Members:**

Jeremy Mayhew (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Randall Anderson  
Deputy Roger Chadwick  
James de Sausmarez  
Alderman Sir Peter Estlin  
Oliver Lodge  
Alderman Nicholas Lyons  
Paul Martinelli  
Hugh Morris

#### **Officers:**

John Cater	- Committee Clerk
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Sean Green	- Chamberlain's Department
Dorian Price	- City Surveyor's Department
Janet Fortune	- Human Resources

#### **1. APOLOGIES**

Apologies were received from Clare James and Deputy Philip Woodhouse.

#### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

#### **3. MINUTES OF THE PREVIOUS MEETING**

**RESOLVED** - That the public minutes of the meeting held on 26<sup>th</sup> February 2021 be agreed as an accurate record.

#### **4. GUILDHALL - NEW WAYS OF WORKING UPDATE**

The Sub-Committee took items 4 and 5 together

Opening the discussion, the Chairman, whilst welcoming the focus on our future ways of working, expressed his concerns about the implications of excessive remote working once covid restrictions were lifted. Whilst he

accepted that a return to five days in the office was unlikely in the medium term, there needed to be a recognition from all involved about what the organisation and employees could lose with the absence of people working in the same place at the same time. We needed, in short, to consider the objectives or the ends first, and not rush immediately into the mechanics.

Several points were made:

### **Shrinking the estate – what might that mean for the Corporation's footprint?**

Officers responded that, in the short term, the aim was to keep staff and Members safe whilst we continue to contend with the pandemic.

In the medium to longer term, the aspiration was that the organisation would move towards having a hybrid working pattern for staff which would complement a smaller and more sustainable property footprint; this would, in turn, align with the objectives in the Corporate Property Asset Strategy and the Corporation's Climate Strategy. If achieved, this would result in significant savings due to a reduction in demand for energy, catering, cleaning, and repairs, and would provide a refreshed working environment fit for the future.

Regarding energy, officers would be looking at the implications for the Corporation's Climate Strategy of staff members working from home, as their energy usage was likely to be higher, on average, than being based in Guildhall.

The Chairman noted that the Report referenced the need to consider the provision in Guildhall (and other operational buildings), and the likelihood that these spaces will need to be reconfigured to complement the types of activities that people want to do when they come into the office. For instance, a focus in Guildhall will be on providing more and varying types of meeting rooms and communication hubs (the latter providing a quiet space for individuals to join virtual meetings).

Noting that the temporary legislation concerning local government meetings was due to expire in early May, a Member emphasised the vital importance for democracy that Members and officers are visible and accessible to the public, both in Committee meetings, and, more broadly, in and around the operational buildings; excessive remote working, once the pandemic had abated, could severely damage democratic accountability. A Report concerning the future of Committee meetings would be discussed at the April meeting of the Policy & Resources Committee.

The Chamberlain added that a corporate approach to how best to streamline the footprint of the estate would be required over the coming eighteen months.

## **Digital Tools**

Officers added that any reconfiguration of our buildings would go hand-in-hand with further development and incorporation of digital tools, particularly software which encouraged collaboration. The key aim was to try to avoid, or at least minimise, the risk of excluding staff members who worked from home from the discussions taking place amongst their colleagues in the office. This would need to be complemented and supported by protocols, devised and led by the HR department, so that those not in the room are kept involved. It was also important that members of staff embraced these tools when offered them.

## **Incentives and disincentives to return**

An officer pointed out that, as per internal surveys, whilst staff had doubts about a return to a 5 day-a-week frequency, they were, in the main, keen to come in for between 2-4 days.

We needed to be mindful that certain groups in the workforce, including new starters, junior staff and apprentices, would likely gain more from coming in on a more frequent basis for things like training and building up their own networks. It should also be pointed out that their provision (desk space etc) at home was likely to be somewhat less equipped than that for more senior staff members.

Members pointed out that transportation to and from the office will be a barrier to encourage people to come back. People were rightly concerned for their health in the short term, and it was likely that high train ticket costs would prove a disincentive over the longer term. It was noted that discussions were taking place between government and the train operating companies about the introduction of flexible season tickets, which would, it was envisaged, bring costs down for those working in a hybrid pattern.

Officers informed Members that options around the future of London Weighting were being considered, a Report would be submitted to the appropriate Committees in due course.

Separately, a Member identified two downside risks of remote working, namely;

### Staff maintaining good mental health

This was difficult for managers and HR to monitor when people were based predominantly at home. The organisation may need to think about policies around the hours that people work. Clearly, working excessive hours would have a detrimental impact on people's mental health and it was important that people maintained a good work-life balance. The Chamberlain's department has looked at Workplace Analytics tools which monitor and alert line managers to individuals working excessive hours, but this would first need to be approved as a corporate policy before being rolled out.

### Gender equality

Given the issue around presenteeism often being a gateway to promotion, we needed to guard against a situation where women, who were also mothers, choose to spend a greater part of the working week at home caring for children, compared to men who may come into the office more frequently. This would need to be monitored closely. Officers confirmed that the Corporation's Women's Inclusive Network and Carers Network were honing ideas on these types of issues and will be coordinating with the Human Resources Department over the coming months.

### **Next steps**

Members emphasised that the optimal future model will not be achieved over the short term. A cross departmental strategy, incorporating the buildings, the IT infrastructure, and people, would need to be carefully considered; with an emphasis on clearly identifying the needs of the organisation and individuals, the benefits of coming into the office, and striking the correct balance for all. Whilst excessive remote working should be avoided, it was clear that we could derive significant benefits from new hybrid ways of working.

Summing up, the Chairman thanked Members and officers for their contributions, this was a useful topic for this Sub-Committee to monitor in future, and he suggested that, given the focus on the operational buildings and IT, there might also be scope for E&P to hold a joint meeting with the Corporate Asset Sub-Committee and Digital Services Sub-Committee to examine these issues further.

The Chamberlain informed Members that the Return to the Office Group, composed of chief and other senior officers, were looking at these issues in depth. She would let the Group know of the comments made by Members today and would, in turn, keep E&P updated as to developments and progress made by the Group.

**RESOLVED** – that the Committee noted both the Report of the City Surveyor and the Report of the Chamberlain.

5. **AN IT AND DIGITAL ROADMAP FOR MORE EFFICIENT WAYS OF WORKING**

Please see ITEM 4.

6. **TIMETABLE FOR 12% REDUCTION DEEP DIVES**

The Sub-Committee received a Report of the Chamberlain concerning the timetable for 12% reduction Deep Dive Reports to E&P.

**RESOLVED** – that the Committee noted the Report.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.



8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no items of urgent business.
9. **EXCLUSION OF THE PUBLIC**  
**RESOLVED** - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
10. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**  
**RESOLVED** - That the non-public minutes of the meeting held on 26<sup>th</sup> February 2021 be agreed as an accurate record.
11. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was no other business.

The meeting ended at 3.40 pm

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Chairman

Contact Officer: John Cater  
tel.no.: 020 7332 1407  
john.cater@cityoflondon.gov.uk

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<b>Committee:</b> Efficiency & Performance Sub Committee Establishment Committee – for information	<b>Date:</b> 16 June 2021 23 June 2021
<b>Subject:</b> Securing ‘flightpath’ savings and understanding service impacts: 2021/22 progress	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>All</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> The Town Clerk & Chief Executive and The Chamberlain	<b>For Information</b>
<b>Report author:</b> Sonia Virdee, Assistant Director - Strategic Finance, Chamberlain’s	

## Summary

The Court of Common Council on 4<sup>th</sup> March approved a general budgetary reduction of 12% against 2021/22 departmental budgets (or 6% in case of social care and children services), continuing to protect the most vulnerable services. This report takes a first look at how departments are progressing with their in-year savings to date.

In order to ensure the delivery of savings and understand the service impact the Efficiency & Performance Sub Committee agreed to scrutinise the following areas below.

- Delivery of Fundamental Review savings approved by Policy & Resources Committee; and where proposals have been moved out of year due to delays caused by COVID impacts.
- The Target Operating Model (TOM) implementation savings tacker
- Delivery of the 12% savings target, including scrutiny of any overspending committees or departments/institutions.

Establishment Committee will be scrutinising achievement of Target Operating Model Savings, the impact of flexible retirement policies and translation of vacancies into post permanent savings; alongside costs of the scheme.

Whilst savings are being achieved across the Corporation, additional costs are being incurred as the Corporation progresses through the new Target Operating Model (TOM). This report highlights the total expenditure to date and forecast for 2021/22, noting that costs remain within budget.

## Recommendation

- Members are asked to note the report.

## Main Report

### Background

1. As the new target operating model enters the second phase, departments are progressing under separate and staggered 'waves' to ensure a smooth transition across the City Corporation. During the period of transformation, Officers will be able to explore fully the opportunities for savings within the 12% budget reductions.
2. Resource Allocation Sub Committee (RASC) is keen to understand:
  - The service changes that have happened in 2020/21 as a result of the Fundamental Review and what has been agreed for future years, potentially through a 'parity' lens of the proportional budget cut from the Fundamental Review; and
  - Service changes that will happen as part of 2021/22 budget to stay within the 12% envelope allocated by RASC (approved by the Court of Common Council on 4 March), including likely service impacts of a COVID-secure return to work in the Square Mile and London more widely.
3. The Chamberlain's department is working with departmental management teams as they transition through the separate waves to ensure proposals are within budget envelopes; and compile an overview of the progress with Fundamental Review schemes and timeframes for securing TOM savings. Additionally, Officers will be building the picture of 2021/22 service impacts with Chief Officers and Heads of Finance as Service Committees and departments/institutions develop their thinking. The analysis will identify any proposed savings being put forward by Service Committees which would conflict with corporate priorities, could be disproportionately damaging, or could undermine the delivery of front-line services (for example, services to vulnerable people).
4. Finance Committee is keen to mitigate the risk to the sustainability of the Medium-Term Financial Plan, ensuring that the 'flightpath' savings remain on track, in particular:
  - Fundamental Review savings
  - 12% savings; part of which are savings from the TOM; and
  - COVID impacts on main income streams and service delivery, in particular from lower rental income and volatility on retained business rates.
5. In light of the above requirements, the Efficiency & Performance Sub Committee have agreed to scrutinise:
  - Delivery of Fundamental Review savings approved by Policy & Resources Committee; and where proposals have been moved out of year due to delays caused by COVID impacts.
  - The TOM implementation savings tacker.

- Delivery of the 12% savings target, including scrutiny of any overspending committees or departments/institutions.

## Update on overall savings target

6. This report takes a first look at the overall savings identified to date. Table 1 below provides a summary of total savings to be achieved against overall savings identified, totalling £10.918m (60% of over savings target).

Summary Table	2021/22 £'000's
Savings - FR	2.718
Savings - TOM/12%	15.607
<b>Total Savings</b>	<b>18.325</b>
Total amount held from vacancies	2.104
Total amount held from flexible retirement	0.471
Total amount from other pay initiatives	0.818
Total amount from non-pay initiatives	8.178
Cost incurred via backfill for vacancies	(0.653)
<b>Total Savings identified</b>	<b>10.918</b>
Total Unidentified (or Overachieved) Savings	7.407

7. Whilst some departments have achieved their savings, the majority have achieved these through one off measures such as holding vacancies and flexible retirement, comprising of 24% of total savings achieved. These vacancies and flexible retirements are not necessarily permanent year on year post savings, until departments are able to confirm future structures through the TOM process. As departments go through the Design and Authority Board, Chamberlain's are translating what is achieved for this financial year (2021/22) and future years, presenting the information via deep dives to the Efficiency and Performance Sub Committee. Of the vacancies held and flexible retirements, costs of £0.654m have been incurred through backfills through either short-term or fixed-term contracts.
8. Other pay initiatives include savings from normal retirements, post reductions, and or changes in grades and are likely to be more permanent savings. However, as with all savings, these will be finalised through the deep dives and as departments go through the Design and Authority Board.
9. Non-pay initiatives include one-off savings as well as permanent on-going savings. The deep dives will be an opportunity to explore these further to ensure permanent savings are sustainable, through challenge and scrutiny. Also, an opportunity to identify changes in practice, new innovative ways of working.

10. The Design and Authority Board have since approved the design and delivery of the TOM structure for three departments: Comptrollers & City Solicitors; Director of Community and Children's Services; and City Surveyor. Chamberlain's have worked closely with the departments to translate the delivery of savings for this financial year (2021/22) and future years (see appendices 1 to 3). It is clear from the financial review, further work is still required to ensure full delivery of 2021/22 savings and subsequent years. Deep dive reports will be presented to the Efficiency and Performance Sub Committee with further information in accordance with the timetable.

## **Deep Dives**

11. Although overall scrutiny is being provided by the Efficiency and Performance Sub Committee, information for the delivery of savings is being requested by members from other committees, including Establishment Committee. In order to accommodate such requests and avoid duplication in work, Chamberlain's has taken the opportunity to review the information needed collectively with Town Clerk's and Surveyors. An overarching and expanded information capture template is being completed by departments, analysing the following:

- Progress of delivery of 12%, fundamental review and TOM
  - Including vacancies, post savings, flexible retirement;
  - Differentiating between one off savings and permanent changes.
- Impact on 21/22 budget, 23/23 budget and capturing key changes across the medium term; and
- Progress against the Departmental Business Plan, highlighting initiatives for increasing collaborative working.

12. The information return will provide a rounded view for the Deep Dives. Currently departments have all submitted their 2021/22 impacts, work on the medium-term assumptions has commenced in line with budget setting and business planning timetable.

13. Deep dives will be delivered as per the revised timetable in appendix 1 (original timetable enclosed for information in appendix 2). Revisions have been made to reflect:

- Risk: departments that have been more dependent on one off savings for 21/22; struggling to achieve the savings 'flightpath' or fundamental review proposals; pressures in delivering services on ground; or are experiencing delays through the TOM process;
- Timing of departments progressing through the TOM process and recruitment of Chief Officers; and
- Scrutiny provided elsewhere e.g. in-depth discussion at Policy and Resources on funding allocations between Academies and the three independent schools.

14. The main changes are to remove the three independent schools and insert Environment and Community and Children Services.

## Costs incurred in delivering the target operating model

15. At its meeting on 3<sup>rd</sup> December 2020, the Court of Common Council agreed the governance arrangements and timetable for the approval of the Corporation's new Target Operating model and Organisational Design. The approval of £1.5m transformation fund p.a. was agreed in the budget setting and medium-term financial plan at that point. This is over and above the amounts budgeted for under redundancy costs and costs for flexible retirement.

16. Table 2 below provides a breakdown of one-off costs relating to the target operating model totalling £6.623m, of which is spent or committed to date.

<b>TOM costs</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Total</b>
<b>Budgets</b>	<b>0.155</b>	<b>6.42</b>	<b>5.39</b>	<b>11.963</b>
<b>TOM Programme Team</b>	0.094	1.390	1.212	<b>2.696</b>
<b>Termination costs</b>	-	0.313	0.547	<b>0.860</b>
<b>Flexible retirements</b>	-	2.800	-	<b>2.800</b>
<b>Other non-pay</b>	0.040	0.131	0.096	<b>0.267</b>
<b>Total Costs</b>	<b>0.134</b>	<b>4.634</b>	<b>1.855</b>	<b>6.623</b>
<b>Underspend</b>	0.021	1.787	3.532	5.340

17. £3.9m and £1m budget was set aside for redundancy costs and flexible retirement respectively for 2020/21. With the delivery of TOM continuing into 2021/22, request to carry forward the underspend of £1.787m will be sought under the correct governance. 2021/22 budget includes the carry forward amounts plus budgeted amounts of £1.0m and £1.1m under redundancy costs and flexible retirement. It is expected these amounts will be committed as and when departments go through their transition.

18. The additional spend of £0.021m in 2020/21 above the transformation fund budget has been off set against the approved carry forward request from 2019/20. For the financial year 2021/22 the costs remain within budget.

## Conclusion

This paper sets out, for Member comment: progress on savings achieved; revised timetable plus information on additional costs incurred under the new target operating model.

Appendix 1 – Summary of savings achieved for Director of Community and Children's Services, City Surveyor and Comptrollers & City Solicitors  
Appendix 4 – Revised Deep Dive Timetable  
Appendix 5 – Original Deep Dive Timetable, submitted on 30<sup>th</sup> March

Sonia Virdee  
Assistant Director - Strategic Finance, Chamberlain's  
E: [sonia.virdee@cityoflondon.gov.uk](mailto:sonia.virdee@cityoflondon.gov.uk)

Hayley Hajduczek  
Corporate Strategy & Performance Officer, Town Clerk's  
E: [hayley.hajduczek@cityoflondon.gov.uk](mailto:hayley.hajduczek@cityoflondon.gov.uk)



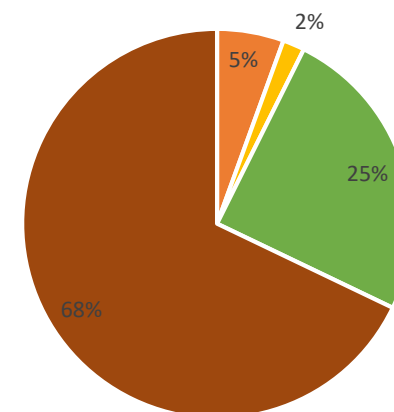
## Appendix 1

Department of Community & Children's Services (including libraries, education board and Barbican residential)

Summary Table	21/22	22/23	23/24	24/25	25/26
Savings - FR	541,000	566,000	566,000	566,000	566,000
Savings - TOM/12%	1,228,000	1,237,000	1,237,000	1,237,000	1,237,000
<b>Total Savings</b>	<b>1,769,000</b>	<b>1,803,000</b>	<b>1,803,000</b>	<b>1,803,000</b>	<b>1,803,000</b>
FR savings delivered					
FR Savings Planned					
TOM/12% saving delivered					
Vacancies	98,000	107,000	107,000	107,000	107,000
Flexible Retirement	32,000	37,000	37,000	37,000	37,000
Other Pay Initiatives	438,000	221,000	221,000	221,000	221,000
Non-pay initiatives	1,201,000	917,000	1,058,000	1,058,000	1,023,000
Cost incurred via backfill	149,000	-	-	-	-
<b>Total Savings</b>	<b>1,620,000</b>	<b>1,282,000</b>	<b>1,423,000</b>	<b>1,423,000</b>	<b>1,388,000</b>
<b>Total Unidentified (or Overachieved) Savings</b>	<b>(149,000)</b>	<b>521,000</b>	<b>380,000</b>	<b>380,000</b>	<b>415,000</b>

Breakdown of 21/22 Savings

■ Vacancies
 ■ Flexible Retirement
 ■ Other Pay Initiatives
 ■ Non-pay initiatives

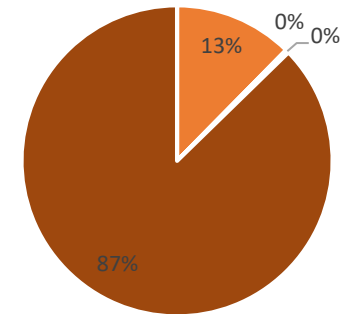


## City Surveyors

Summary Table	21/22	22/23	23/24	24/25	25/26
Savings - FR	601,000	1,031,000	1,031,000	1,031,000	1,031,000
Savings - TOM/12%	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
<b>Total Savings</b>	<b>4,201,000</b>	<b>4,631,000</b>	<b>4,631,000</b>	<b>4,631,000</b>	<b>4,631,000</b>
FR savings delivered					
FR Savings Planned	75	75	75	75	75
TOM/12% saving delivered					
Vacancies	493,163	493,163	493,163	493,163	493,163
Flexible Retirement	-	-	-	-	-
Other Pay Initiatives	13,000	13,000	13,000	13,000	13,000
Non-pay initiatives	3,477,000	3,477,000	3,477,000	3,477,000	3,477,000
Cost incurred via backfill	-	-	-	-	-
<b>Total Savings</b>	<b>3,983,163</b>	<b>3,983,163</b>	<b>3,983,163</b>	<b>3,983,163</b>	<b>3,983,163</b>
Total Unidentified (or Overachieved) Savings	217,837	647,837	647,837	647,837	647,837

## Breakdown of 21/22 Savings

- Vacancies
- Flexible Retirement
- Other Pay Initiatives
- Non-pay initiatives

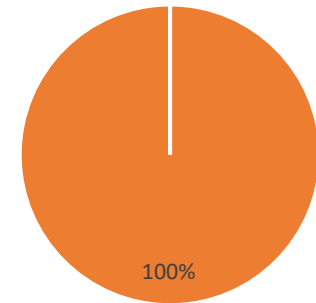


## Comptroller and City Solicitor

Summary Table	21/22	22/23	23/24	24/25	25/26
Savings - FR	375,000	375,000	375,000	375,000	375,000
Savings - TOM/12%	101,000	101,000	101,000	101,000	101,000
<b>Total Savings</b>	<b>476,000</b>	<b>476,000</b>	<b>476,000</b>	<b>476,000</b>	<b>476,000</b>
FR savings delivered					
FR Savings Planned	-	-	-	-	-
TOM/12% saving delivered					
Vacancies	101,000	-	-	-	-
Flexible Retirement	-	-	-	-	-
Other Pay Initiatives	-	-	-	-	-
Non-pay initiatives	-	-	-	-	-
Cost incurred via backfill	-	-	-	-	-
<b>Total Savings</b>	<b>101,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Total Unidentified (or Overachieved) Savings	375,000	476,000	476,000	476,000	476,000

## Breakdown of 21/22 Savings

- Vacancies
- Flexible Retirement
- Other Pay Initiatives
- Non-pay initiatives



## Appendix 2

### Revised Deep Dive Timetable

Category	Item	Week Commencing
E&P Deep Dive	E&P Deep Dive Savings Report - Overall Figures to be presented	16 June 2021
E&P Deep Dive	E&P Deep Dive Savings Report - City Surveyors	16 July 2021
E&P Deep Dive	E&P Deep Dive Savings Report - Innovation & Growth	16 July 2021
E&P Deep Dive	E&P Deep Dive Savings Report - Overall Figures (all departments)	06 October 2021
E&P Deep Dive	E&P Deep Dive Savings Report -Community and Children's Services	06 October 2021
E&P Deep Dive	E&P Deep Dive Savings Report - Barbican Centre	06 October 2021
E&P Deep Dive	E&P Deep Dive Savings Report - Environment	23 November 2021
E&P Deep Dive	E&P Deep Dive Savings Report - COLP	23 November 2021
E&P Deep Dive	E&P Deep Dive Savings Report - Chamberlain's	Jan - TBC
E&P Deep Dive	E&P Deep Dive Savings Report - Deputy Town Clerk	Jan - TBC
E&P Deep Dive	E&P Deep Dive Savings Report - GSMD	Jan - TBC
E&P Deep Dive	E&P Deep Dive Savings Report - Chief Operating Officer	Feb - TBC
E&P Deep Dive	E&P Deep Dive Savings Report - Overall Figures (all departments)	Feb - TBC

## Appendix 3 – Original Deep Dive Timetable

Meeting Date	Proposed Departmental Deep Dive
27-May	<ul style="list-style-type: none"> <li>Overall figures to be presented and template for departmental deep dives</li> </ul>
07-Jul	<ul style="list-style-type: none"> <li>Innovation &amp; Growth</li> <li>City Surveyors</li> </ul>
06-Oct	<ul style="list-style-type: none"> <li>Update on overall figures (all departments)</li> <li>Guildhall School of Music &amp; Drama - update as requested</li> <li>Barbican Centre - update as requested</li> </ul>
23-Nov	<ul style="list-style-type: none"> <li>Update on all 3 schools</li> <li>City of London Police</li> </ul>
January date TBC	<ul style="list-style-type: none"> <li>Chamberlain's</li> <li>Deputy Town Clerk</li> </ul>
February date TBC	<ul style="list-style-type: none"> <li>Chief Operating Officer</li> <li>Update on overall figures (all departments)</li> </ul>

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of the Local Government Act 1972.

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