

## Summary of the metrics used to measure the progress to targets

### Table 1 – Annual savings

This shows the annual savings targets at the due diligence stage compared to the actual annual confirmed savings as at 31<sup>st</sup> August 2012. The forecast annual savings are what are expected for the remainder of the programme.

Year	Annual Savings Target at Due Diligence (£000)	Actual Confirmed Annual Savings (£000)	Forecast savings (£000)
1	723	323	323
2	3,657	2,663	3,181
3	7,029		7,000
4	9,133		9,100
5	9,589		9,600
<b>Grand Total</b>	<b>30,130</b>	<b>2,985</b>	<b>29,203</b>

**Table 2 – Fees summary**

This table sets out the fees that we expected to pay to Accenture and the actual fees paid up to 31<sup>st</sup> August 2012. It is split across the three different fee elements

<b>Year</b>		<b>Fees Target at Due Diligence (£000)</b>	<b>Fees Paid to Date (£000)</b>	<b>Forecast Annual Fees (£000)</b>
1	Fixed	1,415	1,415	1,415
	Variable – milestones	293	293	293
	Variable – savings	1,173	233	233
2	Fixed	2,018	1,315	2,018
	Variable – milestones	409	259	409
	Variable – savings	1,636	607	1,609
3	Fixed	1,326		1,326
	Variable – milestones	224		224
	Variable – savings	673		673
4	Fixed	1,278		1,278
	Variable – milestones	216		216
	Variable – savings	649		649
5	Fixed	611		611
	Variable – milestones	105		105
	Variable – savings	316		317
	<b>Grand Total</b>	<b>12,344</b>	<b>4,121</b>	<b>11,378</b>

**Table 3 – Cashflow actual and forecast**

This table summarises the forecast savings, forecast total fees and the forecast net position as at 31<sup>st</sup> August 2012.

<b>Year</b>	<b>*Forecast Savings (£000s)</b>	<b>*Forecast Total Fees (£000s)</b>	<b>Summary Cash Flow position (£000s)</b>
1	323	1,941	(1,619)
2	3,181	4,036	(855)
3	7,000	2,224	4,776
4	9,100	2,144	6,956
5	9,600	1,033	8,567
<b>Grand Total</b>	<b>29,203</b>	<b>11,378</b>	<b>17,826</b>

\* Year 1 figures are actuals, year 2 are actuals to end of August plus forecasts to end of February 2012.

## Table 4 – Year 1 individual projects

This table sets out the detail of how the £323,000 savings were achieved in the first year of the programme (1<sup>st</sup> March 2011 to 29<sup>th</sup> February 2012) compared to the targets for each of the projects.

### Savings Tracker year 1 (£000)

		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1 Forecast	Year 1 Target
		Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12		
<b>Construction</b>	<b>Status</b>	-	-	-	-	-	-	-	-	-	-	2	43	45	90
Phase 2 - FM Conway Rebate	complete	-	-	-	-	-	-	-	-	-	-	-	43	43	85
Phase 2 - PA Finlay Rebate	complete	-	-	-	-	-	-	-	-	-	-	2	-	2	4
<b>IT</b>		-	-	-	-	-	-	-	-	49	-	24	17	90	180
Mobile Telephony	complete	-	-	-	-	-	-	-	-	-	-	24	12	36	72
Fixed Telecoms - Daisy	complete	-	-	-	-	-	-	-	-	-	-	-	5	5	10
Phase 2 - Konica Minolta Rebate	complete	-	-	-	-	-	-	-	-	49	-	-	-	49	98
Print (Phase 1 "MFDs")	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Soft FM</b>		-	-	-	-	-	-	-	-	22	39	35	28	124	248
Water Credit	complete	-	-	-	-	-	-	-	-	-	9	-	-	9	17
Water On-Going	complete	-	-	-	-	-	-	-	-	-	2	0	0	2	4
Postal Services	complete	-	-	-	-	-	-	-	-	-	-	6	2	8	15
<b>Office supplies - paper &amp; stationery</b>	complete	-	-	-	-	-	-	-	-	-	21	7	7	35	69
<b>Office supplies - print cartridges</b>	complete	-	-	-	-	-	-	-	-	-	-	14	7	22	43
Cleaning Materials	complete	-	-	-	-	-	-	-	-	22	7	7	7	45	89
Phase 2 - Water 2 Credit (Epping Forest)	complete	-	-	-	-	-	-	-	-	-	-	-	2	2	4
Water On-Going 2 (Epping Forest)	complete	-	-	-	-	-	-	-	-	-	-	-	1	1	2
Furniture	complete	-	-	-	-	-	-	-	-	-	-	-	2	2	4
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>HR</b>		-	-	-	-	-	-	-	-	-	-	7	57	64	128
R&PNA	complete	-	-	-	-	-	-	-	-	-	-	-	12	12	23
Comensura - forward overtime	complete	-	-	-	-	-	-	-	-	-	-	7	3	10	20
Comensura Compliance	complete	-	-	-	-	-	-	-	-	-	-	-	23	23	46
Phase 1 - Comensura Rebate Q1 & Q2 2012	complete	-	-	-	-	-	-	-	-	-	-	-	19	19	39
Recruitment Advertising	removed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Courses	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Custody Medical Services	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupational Health	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>OTHER from DUE DILIGENCE FILE</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	128
R&M - Buildings	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	23
R&M - Highways	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	20
Phase 1 - Office Depot	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	46
Phase 1 - Greenham	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	39
Phase 3 (including Kent County Supplies = £9.5m)	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Taxi services	moved to year 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	71	39	67	145	323	773

**Table 5 – Year 2 projects and progress as at 31<sup>st</sup> August 2012**

This table shows the progress to the annual target for year 2 and includes the ongoing savings from the year 1 projects detailed above in Table 4

Year 2 Savings Tracker (£0000)		Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Year 2 Forecast	Year 2 Target
		Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13		
<b>Year 1 Savings Run Rate</b>		63	63	63	63	63	64	83	63	73	56	56	66	775	727
<b>Construction</b>		-	-	-	-	94	94	94	272	132	132	132	132	1,084	1,201
BR&M Implementation of current scope	G	-	-	-	-	94	94	94	162	111	111	111	111	891	1,013
Minor Projects & Refurbishments	G	-	-	-	-	-	-	-	62	21	21	21	21	146	188
Major Projects	G	-	-	-	-	-	-	-	47	-	-	-	-	47	-
Medium Projects	G	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and Children's Services R&M (Section 20)	G	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Highways R&amp;M</b>		-	-	-	-	130	146	138	138	138	138	138	138	1,103	1,149
Highways R&M	Complete	-	-	-	-	130	146	138	138	138	138	138	138	1,103	-
Schemes		-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>IT</b>		-	-	-	-	-	25	-	5	3	7	7	8	55	27
Print Phase 2	G	-	-	-	-	-	-	-	5	1	1	1	1	10	3
CCTV & ANPR	R	-	-	-	-	-	-	-	-	-	4	4	4	13	17
Fixed Telecoms CoLP + CoL	A	-	-	-	-	-	-	-	-	-	-	-	2	2	2
Network Cabling	A	-	-	-	-	-	-	-	-	1	1	1	1	6	6
Barbican Radio Microphones	Complete	-	-	-	-	-	25	-	-	-	-	-	-	25	-
<b>Soft FM</b>		-	-	-	-	-	2	1	13	21	21	21	21	99	87
Catering	G	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Car Parking Negotiation	G	-	-	-	-	-	2	1	10	10	10	10	10	54	16
Electric and Gas - Liquid Fuels	A	-	-	-	-	-	-	-	2	2	2	2	2	10	29
Electric and Gas - EDF Quarterly Meters	Removed	-	-	-	-	-	-	-	-	-	-	-	-	-	5
Electric and Gas - Invoice Consolidation	A	-	-	-	-	-	-	-	-	8	8	8	8	32	32
Pest Control	G	-	-	-	-	-	-	-	0	0	0	0	0	2	3
Water	Removed	-	-	-	-	-	-	-	-	-	-	-	-	-	2
Couriers	G	-	-	-	-	-	-	-	-	-	0	0	0	1	1
Water Coolers	G	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>HR</b>		-	-	-	-	-	-	-	11	4	4	9	9	37	33
Clothing, Uniforms and Safety Apparel	G	-	-	-	-	-	-	-	-	2	2	2	2	9	9
Training and Education	A	-	-	-	-	-	-	-	-	-	-	4	4	8	8
Occupational Health	A	-	-	-	-	-	-	-	11	2	2	2	2	20	16
Temporary Labour New Contract	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Property Professional Services</b>		-	-	-	-	-	-	-	-	-	3	3	10	16	16
PS - Engineering, Architects, CDM	G	-	-	-	-	-	-	-	-	-	3	3	10	16	16
<b>Other</b>		-	-	-	-	-	-	-	2	2	2	2	2	12	19
eMarketplace Product Rationalisation	A	-	-	-	-	-	-	-	2	2	2	2	2	12	19
		63	63	63	63	288	330	315	505	373	364	368	386	3,181	3,259