



Causes of return — 7,544 payment orders out of 18,400

LINDBERGH FORMATION — 16 rue de Maillé, 91310 Montlhéry, France · Companies register (RCS) Evry 817 946 114

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Three financial years reread, 73,800 documents · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The count covers what the authority produces, not what a person does.** No individual indicator is established: **in a department of six people, an indicator per post would identify the person.**

What the department executes each year

Type	Annual volume	Note
Payment orders	18,400	Split into 78 payment batches
Revenue orders	6,200	Four budgets
Total documents	24,600	€41m of actual expenditure
Invoices attached to call-off contracts	2,340	12 contracts in force

The four causes carrying 78 % of returns

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Cause of return to the spending department	Payment orders concerned	What the cause reveals	Proposed check
Certified-service document missing or insufficient	2,960	Leading cause of rejection by the assigned public accountant, by a wide margin	Check 1 — to open first
Posting outside the M57 chart of accounts	1,610	612 on a single pair of accounts: cleaning services posted as supplies	Check 2 — plus a written posting rule
Duplicate invoice	780	71 % on the twelve call-off contracts	Check 3
Incorrect VAT split	534	Almost all on the water and sewerage ancillary budgets	Check 4 — can wait until the first quarter
Subtotal of the four causes	5,884	78 % of the 7,544 returns	—
Other scattered causes	1,660	None exceeds 3 % on its own	Handled as they arise

The first three checks carry 5,350 of the 7,544 returns — 71 % of the back-and-forth. These are not forty-one different failures: **they are four checks missing at the entrance and redone at the exit, six days later on average.**

What the back-and-forth costs the municipality

Measure	Value	What it carries
Overall payment period	34 days	The rule applying to local authorities sets 30

Measure	Value	What it carries
Invoices paid beyond the deadline	1,140	Out of 18,400 payment orders
Late-payment interest paid out	€9,400	Public money that funded no service
Checking a batch of 312 documents	4 hours out of the batch's 6 h 40 — 60 %	Down to 1 h 12, that is 18 %

The dry run over the past financial year

What was replayed	Result	Reading
The four checks run over the year's 78 batches	5,884 documents stopped at the entrance	The same ones stopped today at the exit, six days earlier
Trial batch of 312 documents	25 stopped	22 of the 25 would have come back from the spending department ten days later

Bringing a check into service is signed by the head of the finance department — and that is what makes it enforceable against a spending department that would contest it. **The writing and the measuring are done; the decision takes one meeting.**

For the authority to settle

Order in which the four checks are opened, settled by the head of department: _____

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architecture chosen; roles and permissions are configured and accepted for the identities and systems actually connected; the events logged, their content, their retention period and who may access them are defined for the deployment chosen.