

SERVICE DELIVERY PLAN 2012/13

Risk, Audit & Fraud Division

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April 2012

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1.0 Overview of Division

The Risk, Audit and Fraud Division is an amalgamation of services in the Chief Executive's Directorate.

It consists of a wide range of functions with a common goal – to effectively support the management of risks across the Council.

Each area of the group deals with risk management, it is the focus that differs:-

- Business and project Risks
- Internal Control Risks
- Health and Safety Risks
- Occupational Health Risks
- Business Continuity Risks
- Emergency Planning Risks
- Insurable Risks
- Fraud Risks
- Corporate Governance Risks

Other than the insurance service, most functions are “back office” whereby our customers are internal to the council, across all directorates including schools.

Collectively the work of the Division contributes to the efficiency, effectiveness, governance and capacity of the council as a whole.

The total budget across the division is £4.6m per annum and the current full establishment is 29 F.T.E. staff.

The Risk, Audit & Fraud Division is made up of the following functions:

Internal Audit Service

Corporate Anti-Fraud Service

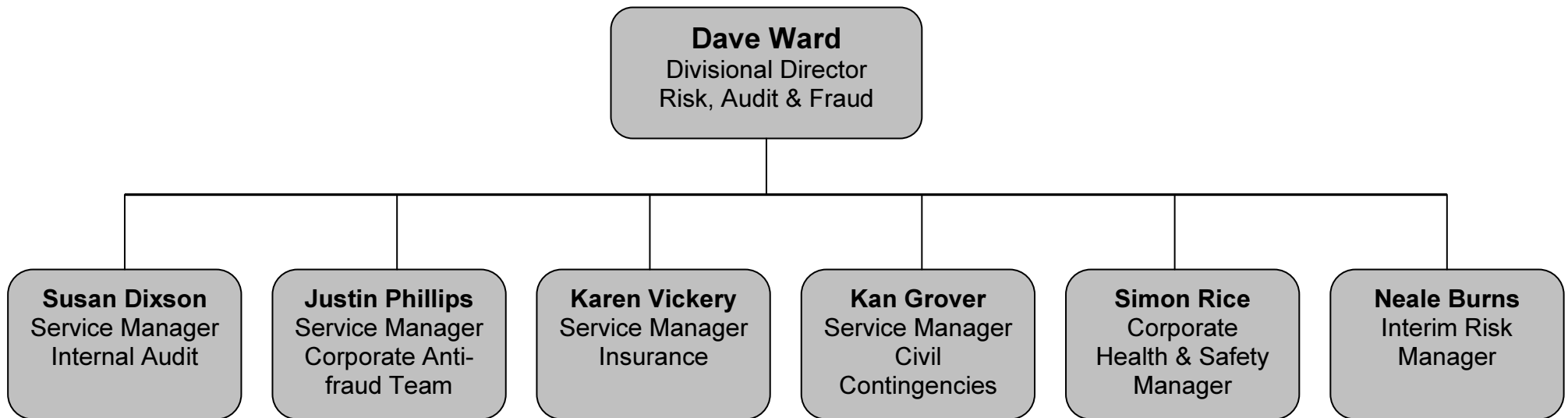
Insurance Service

Civil Contingencies Service (Business Continuity & Emergency Planning)

Health & Safety Service

Risk Management Service

Divisional Management Team



Backward Look - Achievements in 2011/12

- Internal Audit plan approved and delivered and regular report to GARMC
- AGS and mid / end of year reports prepared and approved and supported CGG
- Contributed to commissioning panel savings proposals
- Core financial systems reviews completed and relied upon by external auditors
- Phase 1 of assurance mapping
- Number of financial investigations including capital improvement plan monitoring
- High profile media and internal publicity on fraud cases
- Housing fraud initiative achieved significant successes
- Successful quarterly Blue Badge operations
- Achieved NFI data analysis exercise
- Benefit fraud targets achieved
- Purchased and rolled out a health and safety online self audit tool
- Agreed and the first year of a two year H&S improvement plan
- Restructured the H&S service
- Developed new accident / incident reporting tool and improved accident analysis reports
- Reinvigorated health and safety governance groups across the council
- Delivered the ERO core subject training programme
- Achieved the LFB emergency planning – minimum standards for London tranche 2 (MSLT2)
- New BECC set up and operational (M19)
- Delivered training at Gold level to CSB / CLG
- Delivered a series of multi-agency and cross council training exercises
- Commenced Olympic planning and training with cross council and multi-agency partners
- Commenced joint working exploration work with Barnet and Ealing council's on business continuity

- Achieved a 30% reduction in the cost of tenants contents insurance through a procurement exercise
- Achieved like for like premium savings of 16% on the property and liability insurance contracts through a procurement exercise
- Negotiated motor insurance premium savings of £110k
- Successfully restructuring the insurance service following a LEAN review
- Supported council services with insurance requirements for Academies services
- Successfully introduced “manage my Requests” to handle FOI and DPA enquiries across the council
- Delivered on-line and classroom based information management awareness training
- Responded to a number of information breaches to support directorate
- Significant progress with information asset registers
- Contributed to successful LEAN review of Iron Mountain records management
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3.0 Forward Look - Contextual Change for 2012/13

The ... Division must develop plans that are robust to the following changes in our internal and external context:

Context Change	Implications
	<ul style="list-style-type: none">• Supporting the organisation with complex risks at a time when resources are being reduced• Changing structure – council reorganisation, how we support the new arrangements• Academies – implications for service delivery• New schools financial standards will impact on how internal audit deliver their work to schools• Changing the appointment for external auditors may require support to the GARMC from internal audit• GARMC terms of reference and membership may change as reorganisation takes place• DWP fraud reorganisation initiative will change the way we approach benefit fraud investigation work• Identifying and delivering income through new ways of working and POCA• Responding to the challenges of the government housing fraud initiative• Joint working arrangements with other boroughs• 2012 is an Olympic year which has service implications for the civil contingencies team in particular• Increasing scrutiny (and fines) on information records by the Information Commissioners Office• Introduction of the Public Sector Network (PSN) which we will need to comply with

4.0 Strategic Objectives 2012/13

- Deliver the budget savings across the division
- Lead the performance & risk workstream of the public health integration project
- Supporting the assurance mapping and review of governance groups across the Council
- Supporting the integration of services in the new Resources Directorate
- Delivering the Academies Relationship Manager function
- Review the internal audit strategy for the organisation
- Developing and engaging Members particularly through GARMC
- Lead support for the GARMC Chair and programme of GARMC meetings
- Support the CIPFA review of financial management
- Deliver year 2 of the H&S improvement plan, focussing on cultural change
- Develop joint working protocols with Ealing / Herts / Others
- Support the recovery of statutory property maintenance inspections
- Leading on the local Olympic planning with multi agency partners to fit into the Olympic north zone and regional planning
- Finalise potential joint working arrangements with neighbouring boroughs including a review of Sunguard
- Develop and agree cross council initiatives to mitigate claims costs e.g. tree management

4.1 What We Will Stop Doing in 2012/13

- Providing a service to academies where no SLA is purchased
- Reduce number of classroom based H&S training, in favour of e-learning
- Delivering an IA & H&S service to the academies
- Providing an information risk management service

5.0 Budget Overview 2012/13

CHIEF EXECUTIVE								
Objective Analysis 2012-2013								
	Controllable Expenditure	Uncontrollable Expenditure	Total Expenditure	Grant	Recharges	Other	Total Income	Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000

Budget Breakdown

Department	Controllable Expenditure £000	Breakdown / Description

6.0 Consultation and Engagement

This section is new and should include the following:

- An overview of the consultation and engagement carried out in the last year which supports the development of this plan (internal and external) – as a narrative;
- An overview of the main consultation and engagement activity planned for the next year including dates, rationale and what the information is planned to be used for – please set out in the table below:-

Consultation and Engagement Programme for ... Division 2012/13

Consultation or Engagement Activity	Planned start Date	Planned Completion Date	Rationale for the Activity	How is the information planned to be used?	Link to Service Plan Project

7.0 Divisional Service Plan – Health & Safety

Project Number, Name & Description	Expected Outcome	Performance Measures/Milestones	Priority Action?	By Whom (Lead)	By When	Transformation Link	Risk/Dependency	Workforce Implications	Service L&D Implications
Corporate Health & Safety Service 2 year improvement plan	Completion of plan by end of financial year	Dates set in tracker and quarterly reviewed by CHSG	High	Simon Rice	31 st Mar 2013		Resources - restructure	Involves all managers – cultural change	Recruitment & selection
Restructure – team to be in place	New permanent team in place	Internal advert March 2012. External advert (if necessary) April 2012. Interviews Mar/Apr/May. Appointments prior to Oct 2012.	High	Simon Rice	30 th Sept 2012		Need to balance interim staff with appointments for continuity / capacity	Interim staff	Equalities. Recruitment & selection
Provide and assess health and safety training against the requirements of the organisation	Programme in place to deliver organisation's health & safety training needs.	Identification of training needs (Actions from audit results) – May 2012. Review of current delivery of training – May 2012. (annual report) Proposal for future delivery to CHSG – July 2012. Continue to deliver programme in 2012	High	Simon Rice	31 st Dec 2012		Declining take-up, risk of loss of income	Properly trained workforce in relevant H&S matters	None

Risk assessment programme	Each service has identified and risk assessed the significant risks that are present in its work area and through its work activities and prepared a register for review at Directorate level, together with an action plan to address these issues.	Risk assessment programme to be rolled out using SHE software – Dec 2012. Risk assessment review to be conducted in DHSG / CHSG – Q4 meeting Mar 2013.	High	Simon Rice	31 st Dec 2012		Capacity	All managers	None
Continued policy review	Policy programme completed	Dates set in tracker and quarterly reviewed by CHSG	High	Simon Rice	31 st Mar 2013		Capacity	Corporate H&S group	None
Monitoring arrangements	Directorate and Corporate Health & Safety Groups to undertake effective monitoring of health and safety performance & ensure effective escalation of key risks	Agree KPI's e.g accident rates, audit scores, training completed etc at CHSG July 2012. Implement across groups for Oct 2012. Determine targets for 2013/14 – Jan 2013	Medium	Simon Rice	31 st Mar 2013			Directorate & Corporate leads	Performance monitoring / objective setting

Auditing and monitoring management arrangements for Health and Safety	Completion of directorate specific audits by all services together with physical completion of 10% of audits.	Service compliance audits completed by June 2012. 10% verification completed by Oct 2012. Directorate specific audits prepared by Dec 2012. Directorate specific audits completed by Mar 2013. Quarterly review by DHSG & CHSG.	High	Simon Rice	31 st Mar 2013		Dependent upon audit tool completion by managers	None	None
Management Review	The generation of annual and half yearly health & safety reports for submission to members and relevant stakeholders. An annual corporate review of health & safety performance.	Yearly and half yearly reports generated by May and Nov 2012 respectively and submitted to ECF/GARM/Cabinet	High	Simon Rice	31 st Mar 2013		Sound relations with TU's	ECF, GARMC, H&S leads	None
Promotion of health, safety and well being	Series of health promotion throughout 2012/13	Completion of health and safety promotions	Medium	Simon Rice	31 st Mar 2013		Occupational Health service	Santia, Procurement	None

Service Level Agreement	Provision of service to schools that have purchased SLA. Understanding from schools that have not purchased SLA of service that will be provided.	Delivery of service to schools throughout 2012/13 Letter to non SLA schools Apr 2012 explaining legal position.	Medium	Simon Rice	31 st Mar 2013		Dependant on successful transition to improved team	All schools	None
Monitoring and delivery of the Occupational Health Service and the Employee Assistance Programme	Continued delivery of Occ. Health & EAP.	Determine whether or not to remain with Santia –Apr 2012. Service provider in place Sept 2012 for Occ. Health. Service provider in place April 2012 & 2013 for EAP.	High	Simon Rice	Sept 2012 April 2012 & 13		TUPE risks, risk of procurement challenge, service improvement required	Santia, Procurement, A.N. Other provider from September 2012	Procurement knowledge / EU Regs
Support to services throughout Harrow Council through advice and training	Directorate facing health and safety advisers to provide support/ training	Completion of recruitment – Sep 2012.	High	Simon Rice	31 st Mar 2013		Restructure – need to attract quality candidates	None	Business partnering skills
Incident management & the collation of incident data and provision of appropriate statistics	Continued investigation of major incidents and generation of quarterly/ half yearly & yearly incident statistics	Generation of quarterly/ half yearly & yearly incident statistics	High	Simon Rice	31 st Mar 2013		Dependant upon effective management of H&S in all directorates	None	None

Further development in the H & S management of property	Effective landlord model to be implemented and H & S effective audit completion of statutory inspection regime	Audit completion of system Jul 2012 and escalation of key risks.	High	Simon Rice	31 st Mar 2013			Corporate property services	None
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7.0 Divisional Service Plan – Civil Contingencies Service

Project Number, Name & Description	Expected Outcome	Performance Measures/Milestones	Priority Action?	By Whom (Lead)	By When	Transformation Link	Risk/Dependency	Workforce Implications	Service L&D Implications
Deliver the ERO core subject training programme	ERO core subject training	ERO monthly training programme 2012		Kan Grover	Mar 13		ERO attendance	ERO's	Facilitation skills
Achieve the LFB emergency planning – Minimum Standards for London Olympics (MSL(O))	Minimum Standards for London Olympics (MSL(O))	Minimum Standards for London Olympics (MSL(O)) – Review by West London Sub Regional Resilience Forum		Kan Grover / Kimberly Hambly	Jul 12		Dependency on Facilities Management	Facilities Management	None
Set up new BECC and operational test (M19)	New BECC operational	Operational test during London wide Exercise Altius		Kan Grover / Darshna Patel	Jul 12		Dependency on Facilities Management	Facilities Management	None
Deliver training at Gold level to CSB / CLG	CSB & CLG trained at Gold level	CSB & CLG Training session feedback form		Kan Grover	Feb 13		CLG attendance required	CLG & CSB	Facilitation skills
Deliver a series of multi-agency and cross council training exercises	Multi-agency and cross council training exercises	Feedback forms from multi agency partners at Borough Resilience Forum		Kan Grover / Darshna Patel	Nov 12			Multiple partners & ERO's	None

Commence Olympic planning and training with cross council and multi-agency partners	Olympic planning and training with cross council and multi-agency partners	Feedback forms from multi agency partners at Borough Resilience Forum		Kan Grover / Darshna Patel	Jul 12		Dependancy on partners and effective national plans. High risk	All nominated responders & volunteers	None
Commence joint working exploration work with Barnet and Ealing council's on business continuity	Explore joint working with Barnet and Ealing council's on business continuity	Notes from meetings with counterparts in Ealing and Barnet		Kan Grover / David Ward	Oct 12			None	None
Lead on the preparation of a multi-agency flood plan for the Environment Agency to link with London and National flood plans	Multi-agency flood plan for Harrow	Accreditation from Environment Agency		Kan Grover / Kimberly Hambly	Apr 12		Capacity during Olympics	None	None

Lead on the local Olympic planning with multi agency partners to fit into the Olympic north zone and regional planning	Local Olympic plans and procedures	Olympic Planning Group minutes and agenda		Kan Grover / John Edwards	Jul 12		High risk	All nominated leads / volunteers	None
Responding to any Olympic major incidents	Respond to an incident during the Olympics	Debrief following an incident		Kan Grover / Darshna Patel	Sep 12		High risk. Dependancy on ERO availability over summer hols	ERO's, Corporate Directors, all nominated volunteers, all directorates	None

7.0 Divisional Service Plan – Insurance service

Project Number, Name & Description	Expected Outcome	Performance Measures/ Milestones	Priority Action?	By Whom (Lead)	By When	Transformation Link	Risk/ Dependency	Workforce Implications	Service L&D Implications
Re-tendering of Motor, Terrorism, and Crime insurance, and Engineering Inspection contract through the Insurance London Consortium (ILC)	New contracts in force effective from 1 April 2013	New contracts in force effective from 1 April 2013 Renewal of contracts within current premium expenditure level		KV	1/4/13		Procurement challenge Increased premiums resulting from market hardening	None	None
Leaseholder consultation through the ILC for the re-tendering of leasehold buildings insurance in 2013	Leaseholder approval to enter into contract Compliance with Section 20 Notice of Landlord and Tenant Act 1985	Completion of leaseholder consultation by December 2012		KV	1/4/13		Procurement challenge Increased premiums resulting from market hardening	None	None

Develop cross Council initiative for the mitigation of tree root claims against the Council	Agreed protocol with Community & Environment approved by Cabinet	Responses from Public Realm within agreed timescales Reduction in claims expenditure of 5%		KV	Dec 2012		Increased claims costs resulting from failure to agree protocol or failure of department to adhere to agreed protocol	None	None
Online claims reporting	Online claims reporting module implemented and rolled out to schools, fleet managers, and other internal departments	Online reporting of claims by schools and internal departments		KV	Sep 2012		Failure to secure support / agreement from Capita and/or Procurement	Reduction in administrative workload in the section	On the job training by JCAD
Marketing drive of Tenant's Contents Insurance Scheme	Increased take up of the scheme by Council tenants	Increase take up of scheme from existing level of 11.5%		Insurance Team	July 2012		Economic climate leads to contraction of existing scheme numbers.	None	None

Reduction in the use of external claims handling partners	Fewer claims notified to external claims handling partners resulting in reduced expenditure on handling fees	Reduction in expenditure on external claims handling fees of 5%		Insurance Team	1/4/13		Economic climate results in increased fraudulent claims against the Council requiring instructions to external handlers	Additional workload for the section offset by recruitment to the vacant Insurance Officer post	None
Joint working exploration work with Barnet	Evaluation of whether cost savings can be achieved through joint working initiative	Completion of feasibility study		KV	Sep 2012		Failure to identify synergies between Harrow & Barnet Lack of appetite for joint working from Barnet	Dependent on outcome of study	None
Ascertain the Council's exposure in respect of potential MMI liabilities	Awareness of the Council's potential financial exposure	Report produced by H J C Actuarial Consulting on the extent of the Council's potential MMI liabilities		KV	July 2012		Failure to locate sufficient historical data for actuarial evaluation	None	None

Claims handling	Handling of all claims within the agreed services standards implemented as a result of the LEAN review	Weekly monitoring through LACHS Completion of LEAN reporting template		Insurance Team	Ongoing		Staff shortage results in failure to adhere to agreed performance levels	None	None
Insurance renewals	Policies renewed in line with existing long-term agreements	Policies renewed by 1 April 2013		KV	1/4/13		Increased premiums resulting from worsening of claims experience	None	None
Recruitment of Insurance & Risk Officer	Vacancy filled	Interviews April 2012 Position filled no later than June 2013		KV	June 2013		Unsuitable applicants leading to inability to fill vacancy Successful applicant subject to notice period in excess of one month resulting in delay in filling post	Increased capacity	On the job training for post holder

Leaseholder insurance renewals	Insurance details sent to all leaseholders	Documents sent to all leaseholders (1100) in April 2012		KV	April 2012		Dependency on leasehold service team to provide current listing of leaseholders	Additional burden on Insurance Team	None
Completion of phase 2 of LEAN review	Implementation of recommendations arising through phase 2 of the LEAN review	Consultation completed end March 2012 New structure in place by end June 2012		KV	June 2012		Delay in recruitment to vacant post coincides with implementation of phase 2 of LEAN review resulting in additional burden on the team and possible failure to meet prescribed performance levels.	Reduction of one FTE	None

7.0 Divisional Service Plan- Risk Management

Project Number, Name & Description	Expected Outcome	Performance Measures/Milestones	Priority Action ?	By Whom (Lead)	By When	Transformation Link	Risk/Dependency	Workforce Implications	Service L&D Implications
Embed the new risk management strategy	Risk aware organisation not risk averse	Registers in place & up to date. No surprises		NB	October 2012		Cultural shift, dependant on buy in	CRSG, risk champions	None
Refresh & update the annual strategy	Improved process, clearer understanding & more effective risk management at all levels.	Including project risk registers and risk registers maintained in collaborative arrangements.		NB	Cabinet - October 2012			None	None
Embed & develop the annual risk appetite statement	Risk aware organisation not risk averse. Full compliance with the UK Corporate Governance Code	Directorate & corporate statements produced		NB	January 2013			CRSG, Risk Champions	None
Develop GARMC Lead member role in risk management	Risk aware organisation not risk averse. Full compliance with the UK Corporate Governance Code. Member ownership.	Positive feedback and sponsorship of risk management initiatives		NB	March 2013		Dependant on GARMC volunteer	None	None
Deliver a work plan and training plan for CRSG	Effective network of risk champions in the organisation	Work and training plans achieved		NB	March 2013			Risk champions	None

Integrate Service into performance	Streamlined links with performance and risk monitoring	Integration achieved and successful.		DW, AD, NB, LD	August 2012		Subject to Resources restructure	Performance team	Performance management / objective setting
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7.0 Divisional Service Plan –CAFT

Project Number, Name & Description	Expected Outcome	Performance Measures/Milestones	Priority Action ?	By Whom (Lead)	By When	Transformation Link	Risk/Dependency	Workforce Implications	Service L&D Implications
Deliver Housing/Council Tax Benefit sanctions	40 sanctions including 15 successful prosecution	Quarterly output of 12 sanctions		Justin Phillips	April 2013	No	Suitable cases	Housing benefits / Council tax	None
Housing Tenancy Fraud	Identification of 12 housing tenancies subject to misuse and targeted for possession action	Tenancies subject to misuse identified and surrendered or possession action sought. Notional costs of freed tenancies (£18,000) per unit		Justin Phillips	April 2013	No	Grant funding, Housing Management and Legal Services possession action	Housing service	None

Blue badge proactive fraud drives in conjunction with Councils 'Weeks of Action' programme	Identification of blue badge misuse and associated follow up sanctions	Delivery of a fraud drive in each quarter		Justin Phillips	April 2013	No	Safer Neighbourhood Team resources	Safer Neighbourhood Team	None
Fraud risk audit of Direct Payment cases (DP)	Identification of direct payment fraud/financial irregularity	DP fraud risks/losses identified and stemmed, losses recovered		Justin Phillips	April 2013	No	Co-operation of Reablement Team in accessing data	Reablement Team	None
Fraud risk audit of Disabled Facility Grant cases (DFG)	Identification of DFG fraud/financial irregularity	DFG fraud risks/losses identified and stemmed, losses recovered		Justin Phillips	April 2013	No	Co-operation of DFG Team in accessing data	DFG Team	None
Fraud risk audit of Insurance cases	Identification of Insurance fraud/financial irregularity	Insurance fraud risks/losses identified and stemmed, losses recovered		Justin Phillips	April 2013	No		Insurance team	None
Proceeds of Crime Act 2002 (POCA)	Identify and pursue 8 suitable cases to recover criminal proceeds	10K recovered		Justin Phillips	April 2013	No	Availability of appropriate cases and Brent Trading Standards Financial Investigation Unit	Brent Trading Standards	POCA Legislation & case studies

NFI data matching exercise preparation work	Data subject privacy notices reviewed, data extracted and uploaded securely to Audit Commission as per specification and to deadline	Data subject privacy notices compliant with Information Commissioner Guidance and data uploaded securely		Justin Phillips	Oct 2012	No	Co-operation of various service areas	Cross Council key leads	None
Income opportunities/generation	Identification of income through administrative penalties, fines and HB overpayment recovery through fraud work	10K recovered		Justin Phillips	April 2013	No	Availability of appropriate cases	Housing benefits team	None
LEAN review of fraud investigation processes	Improved case management and increased positive outcomes	Improved success rate on fraud investigations		Justin Phillips	June 2012	No	LEAN resources and management information	LEAN team	LEAN methodology
Review, shape and implement Corporate fraud e-learning tool	Training tool implemented and rolled out	Implementation		Justin Phillips	September 2012	No	Software availability	Procurement team	Market research

8.0 Equality Impact Assessment Programme

This section is new and should include what Equality Impact Assessments are required to be completed in the Division and by when (linked to section 7 projects)

Project	Officer responsible for EqIA	Target completion date
Review of governance groups	DW	March 2013
New LEAN process for CAFT	JF	September 2012
DWP National fraud policy	DWP	March 2013
Revised H&S policies (various)	DW	Ongoing as consulted upon
EqIA of IMT / IT Client Team merger	CC	April 2012

[footnote ref to guidance]

NB: There is a separate section in the Performance Scorecard (section 8) where the measures being used to assess progress against the Equality Objectives should be captured.

9.0 Divisional Performance Scorecard

NI ref. if any	Indicator description	Polarity ^(a)	Related to Equality Objectives ^(b)	CBS ^(c)	Performance	Target	Performance	Target	Performance	2012 Target Q1	2012 Target Q2	2012 Target Q3	2012 Target Q4
					2009/10	2009/10	2010/11	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15
HS 1	H&S Improvement Plan tracker on target									90%	90%	95%	100%
HS 2	Schools SLA take up and revenue generated								£95K	£95K	£100K	£105K	£110K
HS 3	Self-assessment follow-up audits complete (10%)									0	0	15	30
CC 1	Delivery of the Emergency Response Officer core subject training programme (training sessions delivered)									2	4	6	8
CC 2	Minimum standards for London Tranche 2 achieved									100%	100%	100%	100%
CC 3	Olympic response plans in place and tested in-line with pan London programme									100%	100%	100%	100%
CC 4	CSB incident debrief reports – actions complete									90%	90%	90%	90%
INS 1	Increase in take up of Tenants Contents Insurance Scheme									11.5%	11.7%	11.8%	12%
INS 2	5% Reduction in expenditure on external claims handler fees									N/a	N/a	N/a	£34,800

^a Whether good performance is represented by a high figure (▲) or low figure (▼)

^b See Council's draft Equality Objectives - ticking this box will indicate that the associated measure can/should be used to measure achievement of one of the 8 Equality Objectives.

^c Whether measure appears in the Corporate Balanced Scorecard

NI ref. if any	Indicator description	Polarity (°)	Related to Equality Objectives (°)	CBS (°)	Performance	Target	Performance	Target	Performance	2012 Target Q1	2012 Target Q2	2012 Target Q3	2012 Target Q4
					2009/10	2009/10	2010/11	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15
INS 3	Claims payments made compared to original amount claimed.								New	80%	80%	80%	80%
RM 1	Corporate risk register reviewed and updated quarterly									100%	100%	100%	100%
RM 2	Number of risks above the stated risk appetite line for 3 or more consecutive quarters									0	0	0	0
RM 3	Number of corporate issues materialised which were not captured on the corporate risk register									0	0	0	0
CA FT1	No of benefit fraud sanctions achieved in quarter									?	?	?	?
CA FT2	No of corporate fraud sanctions achieved in quarter									?	?	?	?
CA FT3	Income received against MTFS target									£5K	£10K	£15K	£20K
IA1	IA Recommendations agreed for implementation									95%	95%	95%	95%
IA2	Final reports issued on / ahead of time									85%	85%	85%	85%
IA3	Projects completed within budgeted time allowance									85%	85%	85%	85%