INTERNAL COVERING NOTE

ToBelinda CampbellContact Officer\$22From\$22Phone\$22Date6 March 2017Location\$22

### **Detailed Analysis of Children & Schooling IAS Activities**

### **Purpose**

The purpose of this Paper is to inform you of the \$47E that are underperforming based on their January-June 2016 Performance Reports and actions taken.

### **Analysis**

The analysis focused on Performance Reports of \$47E that reported as being Off Track against one or more of their Key Performance Indicators (KPIs) and Partly on Track for 75% or more of their KPIs for the Jan-June 2016 reporting period. Once Activities were identified, consideration was given to the provider's reasons for not meeting each KPI, the Grant Manager's assessment of performance reports and the recommendations for further action.

## s47E

## Of these:

- 23 were Off Track against one or more of their KPIs;
- 26 were Partly on Track against 75% or more of their KPIs; and
- 3 Activities contained both Off Track and Partly on Track KPIs (counted in Off Track category).

Activities identified as concerning were prioritised as follows:

- Priority 1: Activities at risk of not meeting funding agreement deliverables and outcomes. This group
  of Activities included those with no performance assessments, delayed or disrupted service delivery
  and activities flagged as potentially ceasing. These have been followed-up with the Grant Manager
  for an update on status, course of action and flagged for quarterly monitoring;
- Priority 2: Activities that had minor performance concerns and the organisation had proactively
  planned or implemented actions to address the concerns. The organisation's proposed actions were
  supported by the Grant Manager or the Grant Manager was working with the organisation to address
  the Activity concerns. These Activities will be monitored against their July to December 2016
  Performance Reports.
- **Priority 3**: Activities requiring no further action.

## **Findings**

A further analysis of the 46 Activities based on Grant Managers' assessments of performance reports revealed that there were 40 concerning Activities and six that required no further action as the Activity had ended on 30 June 2016 or all the KPIs were reported as being back On Tack.

### Priority 1 and 2 Activities

Findings showed that of the 40 concerning Activities identified using priority ratings above and grant manager's assessment reports and feedback, there were:

- 21 Priority 1 Activities, which included:
  - Six service failures. Of these, one Activity was terminated \$47E

     , one is awaiting Ministerial approval to engage a new service provider
     \$47E
     ), two have been identified as ceasing, \$47E

but is now, based on the grant manager's update, back On Track.

- > Seven variations that are at various stages of implementation. Reasons for the variations include changes to subcontracting arrangements, deliverables, project descriptions, gender target groups, age groups, partnership arrangements, extension of Activity end dates and funding reductions.
- One organisation \$47E
  relating to other Activities. The grant manager reported that the delivery of \$47E
  \$47E
  in partnership with \$47E
  is progressing well.
- The remaining seven highly concerning activities require follow up with Grant Managers regarding progress in addressing service delivery concerns with regard to staffing arrangements, project participation rates and improved service delivery.
- 19 Priority 2 Activities, These are being managed by the Grant Managers but performance will be monitored by the Performance and Reporting team over the next 6-12 months.

Further details on Priority 1 Activities are at **Attachment A.** 

#### Contributing factors leading to Priority 1 and 2 ratings

Major contributing factors that lead to a Priority 1 or 2 Activity rating included:

- s47E
- s47E
- s47E

Regions with a significant number of concerning Activities were: \$47E \$47E

#### **Observations**

The analysis was complicated by the following factors: s47E :

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## **Next Steps**

Children and Schooling Performance and Reporting Section will continue to work with Grant Managers to get updates on the status of Priority 1 Activities and will monitor future performance reports.

## Recommendation

It is recommended that you:

Note the Priority 1 Activities at **Attachment A**.

Noted /Please discuss

Performance and Reporting Section's intention to continue working with grant managers to update the status of Priority 1 Activities.

Noted /Please discuss

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6 March 2017

Programme Name	Organisation Name	Activity Title	Region	National Office Assessment	Results of National Office follow up
Priority One	Activities				
s47E				s47E	GM yet to advise of service delivery progress with GM
s47E				s47E  and questions the information provided against M1&2. GM is considering a variation to remove CS18 from the KPI reporting list.	GM yet to advise if variation has been executed
s47 E				GM identified poor performance against deliverables & withheld payment. Contact GM regarding the resolving of the contractual issues.	GM advised that a new subcontractor has been appointed by \$47E A variation is in place and is awaiting execution.  Payments are being reviewed before any further payments are released.
s47E				Poor performance Provider \$4 7E that culminated in the withholding of the two August 2016 payments.	GM to advise any progress on service delivery and withheld payments.

Programme Name	Organisation Name	Activity Title	Region	National Office Assessment	Results of National Office follow up
s47E				Activity identified for termination s47 and poor service delivery. Organisation has three Off Track KPI.	GM reported that \$47 is winding up service delivery and a novation is being planned for the contract to be managed by \$47E has invited tenders for the management of the two \$47E . They are waiting for the Ministers response
s47 E				GM is working with organisation to improve service delivery.	before implementing the Novation.  GM advised that Activity is progressing well but that the organisation has not been paid s47E  The Minister has also
				M1 Partly on Track \$47E  All other KPIs On Track.	granted the organisation a 12 month extension to register under the CATSI Act.
s47E				s47E  Although M1 is reported as On Track, S4  7E  Il the other KPIs are Off Track.	GM to advise if activity has ceased.
s47E				s47E	The new project end date has been extended to 30.6.2018.

Programme Name	Organisation Name	Activity Title	Region	National Office Assessment	Results of National Office follow up
s47 E				Org has 1 Off Track and 75% Partly on Track KPIs. All KPIs require follow-up. GM is working with the provider to meet the project objective and KPI's.  Discuss review of underspend funds with GM.	GM reported: Org has underspend of s47E . All planning and consultation work has been completed and project should be back on track. GM is waiting for performance report due week of 13 February to assess progress.
s47 E				The Activity has been identified for termination as \$47E withdrew registration of the \$47E	GM advised that the organisation has signed the voluntary service termination documents. GM will finalise FOFMs record.
s47 E				PM&C Regional Office staff met with the Provider to discuss the parts of the activity that have not been met and s47E  The July 2016 payment of s47E was released to the Provider. s47E	s47E
				and that unutilised funds are to be repaid to PM&C.	

Programme Name	Organisation Name	Activity Title	Region	National Office Assessment	Results of National Office follow up
s47E				Organisation has one Off Track KPI and more than 75% partly OnTtrack KPIs  There is no current PRA by the GM last assessment was dated 4.2.2016.  There is information that RO is preparing a Minute for the Programme Owner to fund a new service provider.	GM advised: The Regional Office is preparing a Minute for the Regional Manger s47E  and GM is looking at a variation of the funding agreement.
s47 E				Poor performance, organisation given 3 months to improve.  GM has recommended with holding funding until a site visit has been conducted.	GM advised that following a Funding Agreement variation, the s47E  and they are now on track to meet their KPIs
s47E				Organisation has 1 Off Track KPI and 75% Partly on Track KPIs. \$47E  A variation has been flagged for this service.	GM yet to provide information on:  1. Service delivery and participation rates;  2. Management of 2015-16 unspent funds as any 2015-16 unspent funds, retained are to reduce the 2016-17 Milestones  Payments; and  3. Activity variation when completed and content.
s47E				s47E	

Programme Name	Organisation Name	Activity Title	Region	National Office Assessment	Results of National Office follow up
s47 E				Project ceased on 30.6.2016. Note this provider as concern for future funding.	Although this activity has now ceased S47 E
s47 E				Following a meeting with the s47E on 14 October to discuss their failure to meet a number of KPIs. S47E requested a variation of the contract as they will no longer be working in partnership with s47E	GM yet to advise ifs47E terminated their agreement withs47E and if variation has been completed and how service delivery is now progressing.
s47E				Requires follow up on limited service delivery during 1 January to 30 June 2016. The project requires ongoing monitoring with a follow up visit during July 2016 to ensure varied schedule requirements have commenced and have been met.	GM yet to provide advice on service delivery progress.
s47E				s47E Organisation is failing against 4 out of 7 KPIs. s47E	and they are now considered as on track to meet their KPIs.

Programme Name	Organisation Name	Activity Title	Region	National Office Assessment	Results of National Office follow up
s47 E				Activity requires follow-up due to \$47E which has impacted on delivery of the project. 75% of KPIs Partly on Track.	GM yet to provide information regarding Activity's progress in regard to CS1.
s47E				75% of KPIs Partly on Track. Org states they are working hard to deliver the projects to the satisfaction of the department. s47E	GM yet to provide advice \$47E .

## **Activity Watchlist January to June 2016**

	Organisation Name	Activity Id	Activity Title	Activity End Date	Region	Activity Manager	Activity Priority Rating	National Office Assessment	National Office Recommendati on - orig	Concerns	Jul-Dec16 review recieved?	OT KPIs reported	PR Comments (March/April 2017)	Follow up	Outcome
s4 7E				30/06/2017	s47E	\$22		The organisation reports against M1&M2, CS3, CS2, CS3,RAS16. s47E	next performance report.	Participation concerns, decrease in target numbers, could be pared with another programme	Yes		No separate PRA attached in FOFMS. FOFMS Review Results: The provider is on track to meeting their contractual obligations all performance indicators for this reporting period have been addressed s47E  Report accepted and payment to be released.		NFA
PRIORITY THI	REE ACTIVITIES														
	s47E	s47E	s47E	31/12/2017	s47E	s22		All KPIs on track.	All KPIs on track.		Yes		Thes47E has experienced delays since the commencement of the contract period. As a result the October 2016 payment has not been released to the organisation.		Left message of s47E 29.3.17

	s47E			31/12/2016	s47E	s22		satisfactory met all KPIs (M2, M1, CS1, CS7, CS18 all pass.). GM will monitor Organisations project work stages to ensure project stays on track within allocated budget timeframes.	has satisfactory met all KPIs (M2, M1, CS1, CS7, CS18 all pass.). GM will monitor	_	Yes		report has been reviewed and is recommended as a pass. The Delegate approved the recommendation on 24/1/17	NFA	NFA
	s47E			31/12/2017	s47E	s22	3	All KPIs on track.	NFA.		Yes			Email sent 30.3.17:	Follow up with GM
S4 7E  Activities to p	potentially add t	to the Watchlist		31/12/2016	s47E	s22	3	Activity has ended	NFA.		Yes		Found satisfactory -small grant	NFA	Remove from list
	Organisation Name		Activity Title	Activity End Date		Manager	_	Assessment	National Office Recommendati on - orig			reported	PR Comments (March/April 2017)	Follow up	Outcome
s4 7E				31/12/2016	s47E	s22					Yes	CS7	Funding to organisation has ceased. s47E	No	NFA

s4 7E s47E	31/12/2017 s47E	s22			Yes		CS18, REC1, M2	surplus of about	PRA re service extension and underspend.	
5172	31,12,2317 5 11 2				163		CS17, M2	tabs completed despite PR entered in FOFMs on 16.1.2017		response
s47E	31/12/2017 s47E	s22			Yes	CS16				
s4 7E	31/12/2017 s47E	s22			Yes				Compare next PRA	Compare next PRA
s47E	31/12/2017 s47E	s22			Yes	M2		s47E  s4 7E  notified the s47E in November that they were rated \$47E  The provider has met the project outcomes for this reporting period.	NFA	NFA

s4 7E		30/06/2017	s47E	s22			Yes	M1		GM noted: The performance report responses are somewhat limited however, the evidence provided demonstrates the services that are being delivered and outcomes are being achieved. 2 of the 5 staff are Indigenous		NFA
s4 7E		31/12/2017	s47E	s22			Yes		CS6, CS7,	No PRA in FOFMs or Review tabs completed despite PR entered in FOFMs on 16.1.2017		Follow up with GM
s4 7E		31/12/2017	s47E	s22			Yes	CS5		Review states: Performance report assessed and approved. \$47E  . All other KPIs rated as pass.	No	NFA
s47E		31/12/2017	s47E	s22			Yes		CS18, M1		Compare next PRA	Compare next PRA

s47E	31/12/2017 s47E	s22		Yes	s M1	however requires further	agreed	Follow up with GM
s4 7E	31/12/2017 \$47E	s22		Yes	S	not been on track, and s47E was requested to submit a new project proposal. On 6 February a change in project scope was approved by the RM for; s47E	agreed	Follow up with GM
						s47E from thes4  Topic to budget to support the new project proposal.  The variation is in draft and due to be finalised by 24/2.		
s4 7E	31/12/2017 s47E	s22		Yes	cS11,	All KPIs are rated as pass by the GM even \$47E	No	NFA

s47E		31/12/2017	s47E	s22			Yes	CS18		The centre manager has responded to the KPIs that required follow up in a letter \$47E		Compare next PR
s4 7E		31/12/2017	s47E	s22			Yes	CS5				Compare next PRA
s4 7E		30/12/2016	s47E	s22			Yes	CS13		Activity has ended and there is no final PRA in FOFMS	No	NFA
s47E		31/12/2018	s47E	s22			Yes		M1, M2			Follow up in Progress with s47E

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s47E		31/12/2018 S4	47E	s22			Yes				s47E	
									M2	"the Provider continues to		
										implement strategies to		
										improve service delivery and		
										s47E		
										. I therefore		
										recommend approval of the		
										Interim S47E		
4==										475	_	
s47E		21/12/2018 54	4/E	s22			Yes	REC1				Compare next PR
											PR	
										1		
										014		
										. GM		
										noted: satisfied that s47E		
										is making adequate progress		
										delivering the project and		
										meeting outcomes,		
										objectives, and key		
										performance indicators.		
s4	_	30/04/2018 s <sup>4</sup>	47E	s22			Yes		CS1, CS3,	Three KPIs identified for	Compare next	Compare next
s4 7E		30/04/2018 s4	47E	s22			Yes				Compare next PRA.	
s4 7E		30/04/2018 S4	47E	s22			Yes		CS5, CS11,	follow up.GM PRA states all	PRA.	Compare next PRA.
s4 7E		30/04/2018 S4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting	PRA.	
s4 7E		30/04/2018 s4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from	PRA.	
s4 7E		30/04/2018 s4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to	PRA.	
s4 7E		30/04/2018 s4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from	PRA.	
s4 7E		30/04/2018 s4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of	PRA.	
s4 7E		30/04/2018 s <sup>2</sup>	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and	PRA.	
s4 7E		30/04/2018 s <sup>4</sup>	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this	PRA.	
s4 7E		30/04/2018 s <sup>4</sup>	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or	PRA.	
s4 7E		30/04/2018 s4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this	PRA.	
s4 7E		30/04/2018 s4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or	PRA.	
s4 7E		30/04/2018 s4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E  s47E spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E  s47E spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to utilise funding for	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E  s47E spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E  s47E spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to utilise funding for	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E  s47E spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to utilise funding for	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E  s47E spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to utilise funding for	PRA.	
s4 7E		30/04/2018 \$4	47E	\$22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E  s47E spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to utilise funding for development s47E	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E  s47E spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to utilise funding for	PRA.	
s4 7E		30/04/2018 \$4	47E	s22			Yes		CS5, CS11, M1	follow up.GM PRA states all KPIs on track and org getting positive feedback from s47E . PMC to seek confirmation of recruitment outcome and schedule visit to meet this person (s47E and/or s47E ).s47E  s47E spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to utilise funding for development s47E	PRA.	



INTERNAL COVERING NOTE

ToBelinda CampbellContact Officer\$22From\$22Phone\$22

 Date
 18 April 2017
 Location
 Performance and Reporting Section

## **Detailed Analysis of Children & Schooling IAS Activities**

#### **Purpose**

The purpose of this Paper is provide an update on \$47E that are underperforming based on their July to December 2016 Performance Reports. and recommended actions.

#### **Analysis**

The Activity analysis includes a comparison of 40 underperforming Activities from the January to June 2016 period against performance in the July to December 2016 period as well as 33 new Activities identified as underperforming in the July to December period based on KPI data. Results are provided in **Attachment A.** 

#### **Findings**

#### January to June 2016 Performance Review

A follow up with Grant Managers identified 9 of the 40 Activities from the January to June period as still underperforming. The main issues for this are:

- outstanding novation
- possible variations identified
- lack of clarity around Activity termination
- s47E

## The July to December 2016 Performance Reports

were identified for follow up and closer monitoring:

A review of these reports identified 9 activities that required follow up from the previous reporting period and 33 new activities that required analysis.

Note: One of the 9 Activities identified with ongoing performance concerns \$.47E

) and two new underperforming Activities from the July to December period,

S.47E and the S.47E S.47E which were to end on 30 June 2017, have been recommended for a 6 month contract extension beyond 30 June 2017

The 33 new activities include 20 Activities reported as being Off Track against one or more of their KPIs and the 13 Activities identified as being Partly on Track against 75 per cent or more of their KPIs.

While the majority of Activities reported as being off track against one KPI, three Activities reported as being Off Track against all of their KPIs. These Activities are: \$47E

s47E; and the S.47E who deliver the S.47E in s47E . these two Activities appear to have made little progress against their deliverables as they reported as being off track against their KPIs for the January 2016. 20 Twenty of these Activities

10 Activities for follow up with Grant Managers as variations and performance concerns have been identified and performance assessments S47E

**Comment** [§2 ]: What are the organisations and what KPIs are they not delivering against?

**Comment** §22 : How can a novation be performance outcome?

Comment [s2 ]: Is that what the KPI Performance Report or assessment say?

**Comment** §22: Do you mean that there are 42 activities that are underperforming and that these include 9 from the previous reporting period.

Comment [s2]: In the last two reporting periods?

What are the concerns What are they not achieving What does the GM say

Comment [s22 Which 20?

**Comment** [62]: Are variations a problem? If they are because of performance, what are they varying

s47E

s 4 7

#### **Observations**

A review of underperforming Activities over a 12 month period indicates that there are:

s47E

s 4 7 E

- Activities that have M2 reported as Partly on Track or Off Track seem to be more strongly correlated to underperformance. This KPI has been reported by service providers as concerning in 15 out of the 19 Activities listed for increased monitoring over the past 12 months.
- Activity performance reviews should be considered when determining whether an Activity is a good investment and whether it should be continued post 31 December 2017.

## **Next Steps**

s47E

- continue to monitor underperforming Activities and liaise closely with grant managers to see what is being done to manage underperformance
- provide you with regular updates as ????

## Recommendation

It is recommended that you:

Note the underperforming Activities at Attachment A.

Noted /Please discuss

s22

18 April 2017

Comment [62]: This is not a performance issue.

Should we include somewhwere which KPIs seem to be the ones that provides are not meeting – either off track or POT?

Comment [s22]: This is good but lets reference the main KPIs that are not being met.

Comment [s22]: Wehre does te numer 19 come from?

Comment [s22]: This may need to be a separate thing and could be put together with the first dot point.

## Activities underperforming since January to June 2016

Region	Programme Name	Organisation Name	Activity Title	Key Performance In	ndicators	Results and Recommendation
	Name	Ivaille		Jan to June 2016)	July to December2016	
s47E				Partly on Track: 5 (M1, CS1, 5, 8,16) Off Track: 1 (M2)	PR due 16.1.2017 no PR or PRA in FOFMS	is working well and needs supporting in this very remote locality.
						Variation approved in FOFMS on 9.2.2017.  Org has been recommended for a 6mth contract extension post 30 JUNE 2017 at S47E  Monitor Activity progress
s47E				1 Partly on Track (M2). GM questions reporting of M1 and CS18 as on track.	All KPIs are rated as fail by GM	followed through on GM suggestions to apply for Community Led funding. The sustainability of this Activity has been discussed since October 2016. The GM is working with the organisation to progress a variation to the activity and recommends ceasing this activity if an alternative service delivery model cannot be agreed. No KPIs have been met for this reporting period and GM has requested that no milestone payments be released.  Follow up ceasing of activity with GM.
s47E				S.CC1 Off Track, Org unable to provide timely reports.	PR received on 16.1.17 3 of 6 KPIs Partly on Track (CS1, SCC1,M2)	s22 advised s47 is still s47E s47E s47 Regional Office is working with s47E in relation to a breach of the s47 agreement.  Follow up outcome of s47E and breach with GM

## Activities underperforming since January to June 2016

Region	Programme Name	Organisation Name	Activity Title	Key Performance In	ndicators	Results and Recommendation		
				Jan to June 2016) July to December2016				
s47E				M2 Partly on Track. All other KPIs on Track	GM noted a number of significant compliance and performance issues during 201684 7 E	The S47E subcontract was terminated on the 7th October  The January 2017 payment will be made if satisfactory performance is determined at the monitoring visit. 2 variations completed for organisation regarding funding, KPIs and monitoring. GARP update to reflect increased risk. Second variation still to be signed by S47E as new subcontractor has been approved.  Monitor progress on 2 <sup>nd</sup> variation and compare performance against next PR		
s47E				M2 Partly on Track. All other KPIs on Track	100% of KPIs Partly on Track (M1, M2, CS1,Cs5)	s47E has experienced delays since the commencement of the contract. As a result the October 2016 payment has not been released to the organisation. Follow up service delivery concerns with Grant Manager. Left message on s22 phone to call on 29.3.17, Email sent 10.4.17.		
s47E				1 Off Track (M1), Partly on Track (M2, CS5, CS18) all require follow-up.	PR due 15.2.17	Continue following up with Grant Manager  No PR or PRA in FOFMs Grant Manager advised no reports received to date despite numerous phone calls and letters April payment is to be withheld.  Follow up with Grant Manager in May		
s47E				3 Off Track (M2, CS5 & 11). It was decide to end the funding contract s47E	PR due on 30.1.17.	No PR or PRA in FOFMS or Novation. Grant Manager advised Novation is still in progress.s22 to provide Grant Manager with a copy of Minute once signed off by the Minister. Brief Number is \$47E  Follow up with Grant Manager in May		

## **Activities underperforming since January to June 2016**

Region	Programme Name	Organisation Name	Activity Title	Key Performance II	ndicators	Results and Recommendation
				Jan to June 2016)	July to December 2016	
s47E				M1 off track. All other KPIs on track.	GM noted: follow-up required for M1, M2, CS7, CS9, CS12 even though all reported as on track.	Grant Manager has advised that payment will not be released until more detailed information is available and the project schedule description and KPIs have been discussed with the coordinator.  Follow up with Grant Manager in May as GM has concerns with the level of performance reporting.
s47E				3 Partly on Track (M1, CS15, CS18). 1 Off Track (CS5) s47E	Partly on Track (M2)	No PRA in FOFMS. Follow up PRA with GM Email sent 30.3.17 & 10.4.2017

## New watch list activities based on July to December 2016 Performance Reports

Region	Programme Name	Organisation Name	Activity Title	KPIs	Results and follow up
s47E				Off track against M1	s47E  , the GM reports that it has met all KPI's and that it has achieved its milestone for this period. s47E  The Activity was recommended for a 6 month Extension to continue at 2016-17 funding levels47E  Follow up progress with Grant Manager
s47E				80% of KPIs Partly on Track	The performance report shows that the s47E is on track however the s47E is not on track. Grant Manager will meet with the provider to discuss strategies for ensuring this project remains on track. The next payment will be delayed until after this meeting.  Follow up with Grant Manager in May
s47E				s47E	ther challenges included distances travelled by s47 employees' and their unfamiliarity with adhering to work schedules and timetables. s47 training for s47E employees and other community members was planned for February to increase understanding, skills and level of engagement with the s47E roles.  Follow up with Grant Manager as there is no Performance Report Assessment in FOFMs
s47E				75% of KPIs are Partly on Track (M2)	Grant Manager rated all KPIs as pass as the Provider is implementing strategies to improve \$47E  The Activity is not expected to \$47E  Follow up performance against KPIs with Grant Manager in May

## New watch list activities based on July to December 2016 Performance Reports

Region	Programme Name	Organisation Name	Activity Title	KPIs	Results and follow up
s47E				75% of KPIs Partly on Track (M2)	A draft variation is underway as the S47E project has not been on track, and S47E was requested to submit a new project proposal. On 6 February a change in project scope was approved by the RM for; S47E service locations of S47E  from the S47E  project budget to support the new project proposal.  Follow up progress of variation with Grant Manager
s47E				M1 Off Track.	Grant Manager noted the performance report responses are limited however, the evidence provided demonstrates that services are being delivered and outcomes are being achieved. 2 of the 5 staff are Indigenous.  They have been granted a 6 months extension- as RO s47E
s47E				M1 Off Track	Follow up status of this service in October with Grant Manager.  Grant Manager noted progress however further planning and appointment of a dedicated Project Manager is required to ensure the project reaches its full potential. The \$47 is thorough and detailed however consideration needs to be given to the implications raised. The next payment of \$47E is to be withheld until a variation is agreed and an interim financial statement has been provided. \$47E  Follow up variation status with Grant Manager in May

## New watch list activities based on July to December 2016 Performance Reports

Region	Programme Name	Organisation Name	Activity Title	KPIs	Results and follow up
s47E				100% of the KPIs Partly on Track (M2)'	Milestone Payment agreed. Grant Manager reports satisfactory progress against all KPI's despite 100% of the KPIs only being reported as 'partly on track'. Org has had problems recruiting suitable staff. Now have new project officer who has submitted monthly report and project plan. \$47E  at the end of March. \$4 has been identified for close monitoring and monthly reports and service visits.
					Follow up on progress against KPIs with Grant Manager in May
s47E				86% of KPIs Partly on Track (M2)	PR entered in FOFMs on 16.1.2017 but no PRA or review fields completed  Follow up PRA with Grant Manager email sent on 31.3.17 and again on 10.4.2017
s47E				100% of KPIs Partly on Track(M2)	The provider has not met the project outcomes and no longer has the capacity to deliver the project. This is due to reduced staffing capacity. The contract will end via mutual agreement.  Follow up with Grant Manager if Activity was been terminated in May

## Analysis of underperforming \$47E

#### **Purpose**

This report provides an analysis of \$47E that were identified as underperforming, based on their KPI performance, for the July to December 2016 reporting period and an update on the 40 underperforming activities identified during the January to June 2016 reporting period.

## <del>lethodology</del>Background

s47E

Reports thought the IAS six monthly Performance Review cycle.

For the July to December 2016 reporting period, 714 Activities submitted performance reviews. S4 7E

Comment [s 1]: not all activities are required to submit a performance report and not at the same time. \$47E

The paper James did on the CS IAS KPI narrative will give you a breakdown.

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#### Methodology

The analysis considered Performance Reports of C&S Activities that self-assessed as being Off Track against one or more of their KPIs (20) and Partly on Track for 75% or more of their KPIs (13), Activities that that reported 4 or more KPIs Partly on Track (13) and the 66 Activities that reported KPI M2 (compliance) as Partly on Track and the 40 Activities identified in the January to June reporting period. In total 152 Activities were considered in this analysis.

Performance Report Assessments and feedback from Grant Managers were also taken into account to determine which of the underperforming Activities were of greater concern and at risk of not delivering and meeting their deliverables.

#### **Findings**

## July to December 2016 Performance Outcomes

Of the 714 Performance Reviews that were submitted for the July to December 2016 reporting period 112 Activities (15.7%) were identified as underperforming and not meeting their KPIs. Of these:

#### **Off Track Activities**

20 Activities were identified as Off Track against one or more of their KPIs. Further analysis of these Activities, determined that three Activities are of concern and not meeting their deliverables: These Activities are: However the majority were Off Track against only one KPI. There were three exceptions:

> s47E delivered bys47E , off track against 3 KPIs

> s47E , delivered

, off track against 6 KPIs bys47E

**>**-s47E was off track against 6 KPIs.

#### Partly on Track Activities

13 Activities were identified as Partly on Track against 75% or more of their KPIs. Four Activities were Partly on Track for all their KPIs. These Activities included:

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Comments 2 2]: Which region

Comment § 2 3]: What is the name of the organisation?

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s 4 7 E

13 Activities were Partly on Track against 4 or more KPIs (not included above).

• 66 Activities reported KPI M2 (compliance with funding agreement) as Partly on Track.

3 Activities contained both Off Track and Partly on Track KPIs (counted in Off Track category)

### **Discussion of findings**

1. Off Track and Partly on Track Activities

Looking only at the 46 Off Track and Partly on Track Activities identified as underperforming in the July to December 2016 reporting period, 21 Activities required further follow up as:

7 Activities were identified as Priority 1 and required follow up with grant\_Grant\_managers
 Managers as:

> s47E

the Gerant Mmanager is planning to vary the funding agreement: \$47E

the Gerant Memanager has identified serious Activity concerns in regard to \$47E not met project outcomes) -\$47E (staff recruitment).

- 18 Activities were identified as Priority 2 as the effectiveness of strategies to manage underperformance required follow up in the January to June 2017 reporting period in regard to service extensions, staff recruitment and retainment and project participation rates.
- The 21 remaining Activities consisted of 9 Activities previously identified in the January to June reporting period and 12 activities S47E

2. Activities reporting M2 as Partly on Track

Looking at the 66 Activities that reported M2 as Partly on Track, 44 Activities were included for further analysis as 22 of these Activities had already been included in the analysis of the Off Track and Partly on Track KPIs. Further analysis identified 32 Activities for further follow up of these 12 Priority 1 Activities were identified and 20 Priority 2 Activities.

Reasons for a Priority 1 finding included:

- No performance assessment report in FOFMS for 7 Activities-
- changes required to funding agreement to extend activity end date (1).
- > Grant Manager identified ongoing service delivery issues (3).
- Reasons for Priority 2 finding included:
  - Lack of supporting information for Grant Manager's assessment of the Activity as pass.
  - Grant Manager identified Performance Report as unsatisfactory.
  - Grant Manager has identified that the organisation is working to improve their performance against KPIs.

3. Follow up of January to June 2016 underperforming Activities

**Comment** [§2 ]: Can you re do this para in line with the Off Track one above

Comment [s2]: Not sure what this means

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Comment §22 ]: Are these a concern. What are the issues

Comment § 2 8]: Are these names in the Off Track Activities above

Comment [s2]: You mention above that 66 KPI M2 Activities are 'Underperforming'

#### s47E

Of these, 40 Activities Activities were identified for closer performance monitoring and comparison with progress in their July to December 2016 Performance Reports. Improved performance has been demonstrated in 19 Activities which are now on track to meet their KPIs while Review-21 (52.5%) Activities are still underperforming, 11 Priority 1 Activities and 10 Priority 2 Activities. The main reasons can be attributed to:

Provider's failure to action agreed strategies to address underperformance \$47E

- <u>Performs-Performance</u> reports lacked evidence to demonstrate improvements in underperforming KPIs
- Process to address Activity concerns not completed at the contract management level e.g.
   Variation or Novation is still in progress
- Grant Manager continues to be concerned about underperformance

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4. Summary of finding across all three groups

#### s47E

there are:

- 30 Priority One Activities, consisting of **one or more** of the following criteria:
  - planned contract extensions despite underperforming (3)
  - planned funding agreement termination/variation/novation (4)

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- No Performance Report Assessments (12)
- Service delivery concerns (11)
- 3 Activities from the January to June <u>reporting</u> period failed to submit performance reports. They are: \$47E
- 48 Priority Two Activities were identified for progress comparison with their next Performance Report. These consist of:
  - > 12 Activities with provider identified strategies to address under performance
  - > 29 Underperforming Activities actively managed by Grant Managers
  - > 7 Activities lacking Performance Report Assessments
- 74 Activities requiring no further action consisting of:
  - 22 Activities considered under other categories (M2)
  - 47 Activities where under performance concerns have been addressed to the satisfaction of the Grant Manager
  - 5 Activities that have ended.

## Conclusion

1. s47E

Comment [522]: What have we done about these

Comment [s22]:

**Comment** [§22]: Spell out acronym in full.

Comment [s22 ]:

- 4. Major KPI contributing factors that lead to a Priority 1 or 2 Activity rating include:
  - (a) Activities reporting M1and CS 16 as Off Track or Partly on Track: This is frequently related to a lack of Indigenous and/or appropriately skilled staff to deliver the project. A further reason for under performance against these KPIs was the organisation's inability to recruit or retain Indigenous and suitably skilled or experienced staff or staff not understanding project reporting requirements.
  - (b) Activities reporting M2 as Off Track or Partly on Track: This was linked to organisations' inability to provide timely satisfactory performance reports, poor data reporting and record keeping. This KPI although self-assessed by service providers \$47E

Comment [s22]: But are they delivering against other KPIs

(c) Activities reporting C2, CS5, CS7, CS18, CS11. S47E

hese KPIs are linked to poor target group engagement, participation or attendance rates. Under performance in these KPIs was frequently linked to an inability to successfully engage the client target group, maintain client interest in the project, lack of staff to deliver the project, poor staff engagement with the client group and/or sufficient Indigenous clients in a particular location to sustain the service.

### Observations

The analysis was complicated by the following factors:

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#### Next Steps

Children and Schooling Performance and Reporting Section will:

- 1. s47E
- 2. Continue to monitor underperforming Activities and work closely with Grant Managers to facilitate management of under- performing Activities.
- Continue to contact Grant Managers for updates on concerning Activities and Performance Assessment Reports.

## Analysis of underperforming \$47E

## Purpose

This report provides an analysis of \$47E that were identified as underperforming, based on their Key Performance Indicator (KPIs) performance reports for the July to December 2016 reporting period and an update of underperforming activities identified during the January to June 2016 reporting period.

#### Methodology

s47E

## s47E

<u>Thisof C&S Activities that</u> included <u>20 Activities</u> that reported Off Track KPIs, 13 Activities that reported 75 per cent or greater Partly on Track KPIs, 13 Activities that reported 4 or more Partly on Track KPIs and 46 Activities reporting M2 as Partly on Track (compliance against funding agreement).

The analysis also considered the 40 underperforming Activities identified in the January to June 2016 reporting period.

Note: where an underperforming Activity fell into numerous categories it was counted only once.

- Activities reported as Off Track against one or more of their KPIs (20)
- Activities reported as Partly on Track for 75% or more of their KPIs (13)
- Activities that reported 4 or more KPIs Partly on Track (13)
- 66 Activities that reported KPI M2 (compliance) as Partly on Track and
- 40 Activities identified ininform the January to June 2016 reporting period.

Performance Report Assessments and feedback from Grant Managers were also taken into account to determine which of the underperforming Activities were of greatest concern and at risk of not delivering and meeting their deliverables.

## **Findings**

July to December 2016 Performance Outcomes

s47E

These Activities consisted of:

Activities with one or more Off Track KPIs

20 Activities were identified as Off Track against one or more of their KPIs. 18 of these tHowever-Activities were Off Track against only one KPI. However the remaining two:7

The re were two exceptions:

**Comment** [§2]: Added number of potential reports

Comment § 22 ]: not all activities are required to submit a performance report and not at the same time. § 47E

The paper James did on the CS IAS KPI narrative will give you a breakdown.

Comment s22 ]: What percentage are these?

Comment S22 : Not sure we can say this

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- \$47E delivered by \$47E \_ was identified in the previous reporting period and now reports 70ff Track against 3 KPIs (difficulty in filling Indigenous positions and meeting baseline targets leading to compliance concerns) and
- s47E
   was Off Track against 6 KPIs (not identified previously, concerns relate to meeting Indigenous employment, participation, case management and completion targets and consequently non-compliant).

12 of the 20 Activities identified above require follow up. This number includes four Activities identified in the January to June 2016 reporting period (including the \$47E) ) to determine if performance management strategies have been successful.

## Activities with at least 75% or 4 or more Partly on Track KPIs

26 Activities were Partly on Track against at least 75% or with 4 or more of their KPIs. 13 of these Activities require follow up. The main reasons for underperformance appear to be failure to meet staffing or client participation rates or improve on client outcomes. Four Activities are reported as Partly on Track against all their KPIs: grant manager assessments and feedback shows that they are being managed and underperformance is being addressed with only four Four Activities were Partly on Track for all their KPIs. that are of concern. The Activities included

• s47E

13 Activities were Partly on Track against 4 or more KPIs (not included above).
 Activities Partly on Track against KPI M2 Analysis

In addition to the Off Track and 75% Partly on Track Activities, 46 Activities reporting KPI M2 as only Partly on Track were analysed. Concerns were noted in 14 of these Activities whiles47E

concerns related to: staff recruitment and retention, poor target group participation, delayed service implementation or service not provided in all sites, failure to meet reporting deadlines, poor quality of performance reports and underspends......... 29 of these Activities require follow up by the Performance and Reporting team.

### Follow up of January to June 2016 underperforming Activities

During the January to June 2016 reporting period 40 Activities were identified as underperforming and requiring follow up. Grant Managers have successfully implemented strategies to address underperformance in 24 Activities and these are now On Track to meet their KPIs<sub>7-2</sub>

Currently 11 Activities require further follow up as underperformance is continuing, e.g. service or client targets not met, slow progress in implementing remedies and/or lack of Performance Assessment Reports.

## 6 Month Contract Extensions

3-Three of the underperforming Activities were recommended for a 6 month contract extension post from 1 July to 31 December 2017. These are:

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Comment [§2]: The 75% is calculated on the number of KPIs that organisation reports against e.g. if an organisation has 4 out of 6 KPIs Partly on Track they only have 66% Partly on Track KPIs and this falls outside the 75% category

**Comment** [§22 : What is the issue with these and why are they not in the 75% group

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Comment [s2 :

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Comment §22 : KPI analysis report refers to 66

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Comments22

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Comment s22 ]: What have we done about these

• s47E

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#### Conclusion

1. s47E

to ensure effective strategies are implemented to address underperformance. They made up of the 12 Activities reported with Off Track KPIs, 13 Activities reported with Partly on Track KPIs, 29 Activities that reported M2 as Partly on Track and 11 Activities from the January to June 2016 reporting period that still continue to underperform.

2. s47E

- 4. Major KPI factors contributing to Activity underperformance include:
  - (a) Activities reporting M1and CS16 as Off Track or Partly on Track: This is frequently related to a lack of Indigenous and/or appropriately skilled staff to deliver the project. A further reason for underperformance against these KPIs was the organisation's inability to recruit or retain Indigenous and suitably skilled or experienced staff or staff not understanding project reporting requirements.
  - (b) Activities reporting M2 as Off Track or Partly on Track: \$47E

Comment [622 ]: But are they delivering against other KPIs

Comment S22 ]: Response

(c) Activities underperforming on C2, CS5, CS7, CS18, CS11. These KPIs are linked to poor target group engagement, participation or attendance rates. Underperformance in these KPIs was frequently linked to an inability to successfully engage the client target group, maintain client interest in the project, lack of staff to deliver the project, poor staff engagement with the client group and/or insufficient Indigenous clients in a particular location to sustain the service.

## **Observations**

1. s47E

## **Next Steps**

## s47E

- 2. Continue to monitor underperforming Activities and work closely with Grant Managers and Section Managers to facilitate management of under–performing Activities.
- 3. Continue to contact Grant Managers for updates on concerning Activities and Performance Assessment Reports.

## Analysis of underperforming \$47E

## **Purpose**

This report provides an analysis of \$47E that were identified as underperforming, based on their Key Performance Indicator (KPIs) performance reports for the July to December 2016 reporting period and an update of underperforming activities identified during the January to June 2016 reporting period.

#### Methodology

s47E

<u>Thisof C&S Activities that</u> included <u>20 Activities</u> that reported Off Track KPIs, 13 Activities that reported 75 per cent or greater Partly on Track KPIs, 13 Activities that reported 4 or more Partly on Track KPIs and 46 Activities reporting M2 as Partly on Track (compliance against funding agreement).

The analysis also considered the 40 underperforming Activities identified in the January to June 2016 reporting period.

Note: where an underperforming Activity fell into numerous categories it was counted only once.

- Activities reported as Off Track against one or more of their KPIs (20)
- Activities reported as Partly on Track for 75% or more of their KPIs (13)
- Activities that reported 4 or more KPIs Partly on Track (13)
- 66 Activities that reported KPI M2 (compliance) as Partly on Track and
- 40 Activities identified ininform the January to June 2016 reporting period.

Performance Report Assessments and feedback from Grant Managers were also taken into account to determine which of the underperforming Activities were of greatest concern and at risk of not delivering and meeting their deliverables.

## **Findings**

s47E

These Activities consisted of:

Activities with one or more Off Track KPIs

20 Activities were identified as Off Track against one or more of their KPIs. 18 of these tHowever-Activities were Off Track against only one KPI. However the remaining two:7

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**Comment** [§2]: Added number of potential reports

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Comment s22 ]: What percentage are these?

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- \$47E delivered by \$47E \_ was identified in the previous reporting period and now reports 70ff Track against 3 KPIs (difficulty in filling Indigenous positions and meeting baseline targets leading to compliance concerns) and
- Alternative pathways for Indigenous children in schooling and employment delivered byS47E
  was Off Track against 6 KPIs (not identified previously, concerns relate to meeting Indigenous
  employment, participation, case management and completion targets and consequently noncompliant).

12 of the 20 Activities identified above require follow up. This number includes four Activities identified in the January to June 2016 reporting period (including the \$47E) ) to determine if performance management strategies have been successful.

## Activities with at least 75% or 4 or more Partly on Track KPIs

26 Activities were Partly on Track against at least 75% or with 4 or more of their KPIs. 13 of these Activities require follow up. The main reasons for underperformance appear to be failure to meet staffing or client participation rates or improve on client outcomes. Four Activities are reported as Partly on Track against all their KPIs: grant manager assessments and feedback shows that they are being managed and underperformance is being addressed with only four Four Activities were Partly on Track for all their KPIs. that are of concern. The Activities included

• s47E

13 Activities were Partly on Track against 4 or more KPIs (not included above)
Activities Partly on Track against KPI M2 Analysis

In addition to the Off Track and 75% Partly on Track Activities, S47E

staff recruitment and retention, poor target group participation, delayed service implementation or service not provided in all sites, failure to meet reporting deadlines, poor quality of performance reports and underspends.............................. 29 of these Activities require follow up by the Performance and Reporting team.

### Follow up of January to June 2016 underperforming Activities

During the January to June 2016 reporting period 40 Activities were identified as underperforming and requiring follow up. Grant Managers have successfully implemented strategies to address underperformance in 24 Activities and these are now On Track to meet their KPIs<sub>7-2</sub>

Currently 11 Activities require further follow up as underperformance is continuing, e.g. service or client targets not met, slow progress in implementing remedies and/or lack of Performance Assessment Reports.

## 6 Month Contract Extensions

3-Three of the underperforming Activities were recommended for a 6 month contract extension post from 1 July to 31 December 2017. These are:

• s47E

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Comment [62]: The 75% is calculated on the number of KPIs that organisation reports against e.g. if an organisation has 4 out of 6 KPIs Partly on Track they only have 66% Partly on Track KPIs and this falls outside the 75% category

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Comment<sub>S2</sub> ]:

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Comments 22 ]: KPI analysis report refers to 66

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• s47E

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#### Conclusion

1. s47E

to ensure effective strategies are implemented to address underperformance. They made up of the 12 Activities reported with Off Track KPIs, 13 Activities reported with Partly on Track KPIs, 29 Activities that reported M2 as Partly on Track and 11 Activities from the January to June 2016 reporting period that still continue to underperform.

s47E

- 4. Major KPI factors contributing to Activity underperformance include:
  - (a) Activities reporting M1and CS16 as Off Track or Partly on Track: This is frequently related to a lack of Indigenous and/or appropriately skilled staff to deliver the project. A further reason for underperformance against these KPIs was the organisation's inability to recruit or retain Indigenous and suitably skilled or experienced staff or staff not understanding project reporting requirements.
  - (b) Activities reporting M2 as Off Track or Partly on Track: \$47E

Comment S2 14]: But are they delivering against other KPIs

Comment S22 ]: Response

(c) <u>Activities underperforming on C2, CS5, CS7, CS18, CS11.</u> These KPIs are linked to poor target group engagement, participation or attendance rates. Underperformance in these KPIs was frequently linked to an inability to successfully engage the client target group, maintain client interest in the project, lack of staff to deliver the project, poor staff engagement with the client group and/or insufficient Indigenous clients in a particular location to sustain the service.

## Observations

s47E

## **Next Steps**

s47E will:

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- 2. Continue to monitor underperforming Activities and work closely with Grant Managers and Section Managers to facilitate management of under–performing Activities.
- 3. Continue to contact Grant Managers for updates on concerning Activities and Performance Assessment Reports.

# Analysis of underperforming \$47E

#### **Purpose**

This report provides an analysis of \$47E that were identified as underperforming, based on their Key Performance Indicator (KPIs) performance reports for the July to December 2016 reporting period and an update of underperforming activities identified during the January to June 2016 reporting period.

#### Methodology

s47E

s47E This

included 20 Activities that reported Off Track KPIs, 13 Activities that reported 75 per cent or greater Partly on Track KPIs, 13 Activities that reported 4 or more Partly on Track KPIs and 46 Activities reporting M2 as Partly on Track (compliance against funding agreement).

The analysis also reviewed the 40 underperforming Activities identified in the January to June 2016 reporting period.

Note: where an underperforming Activity fell into numerous categories it was counted only once.

Performance Report Assessments and feedback from Grant Managers were also taken into account to determine which of the underperforming Activities were of greatest concern and at risk of not delivering and meeting their deliverables.

**Attachment A** provides details of Activities underperforming, including Grant Manager Performance Report Assessments as well as strategies to address underperformance.

#### **Findings**

#### July to December 2016 Performance Outcomes

s47E

These Activities consisted of:

#### Activities with one or more Off Track KPIs

Of the 20 Activities identified as Off Track against one or more of their KPIs 11 require follow up with Grant Mangers and monitoring to ensure performance management strategies are effective. .

# Activities with at least 75% or 4 or more Partly on Track KPIs

Of the 26 Activities identified as Partly on Track against at least 75% or with 4 or more of their KPIs, 13 require follow up with Grant Managers and monitoring to gauge improvement. The main reasons for underperformance appear to be failure to meet staffing or client participation rates or improve on client outcomes.

#### Activities Partly on Track against KPI M2

In addition to the Off Track and 75% Partly on Track Activities, 46 Activities reporting KPI M2 as Partly on Track. Analysis of these identified that the Partly on Track ratings related to issues around staff recruitment

and retention, poor target group participation, delayed service implementation or services not being provided in all required sites, failure to meet reporting deadlines, and underspends.

While the majority on reasons for not meeting M2, based on reasons provided in Performance Reports and Grant Managers Assessments, do not pose a risk to service delivery and performance, 25 Activities will be followed up and monitored to require follow up with Grant Managers and will be assess improvement over at the next reporting period.

### Follow up of January to June 2016 underperforming Activities

During the January to June 2016 reporting period 40 Activities were identified as underperforming and requiring follow up. Analysis of the July – December 2016 Performance Reports for these Activities shows that Grant Managers have successfully implemented strategies to address underperformance in 24 Activities while a further five activities have ceased. 11 of these Activities continue to underperform and are not meeting their KPIs. Reasons for underperforming are due primarily to issues with service or client targets not met, slow progress in implementing proposed performance improvement strategies and staffing.

#### **6 Month Contract Extensions**

Three of the underperforming Activities were recommended for a 6 month contract extension from 1 July to 31 December 2017. These are:

s47E

#### **Conclusion**

- 1. s47E
- 2. s47E
- 3. Major factors contributing to Activity underperformance against KPIs include:
  - (a) Activities reporting M1and CS16 as Off Track or Partly on Track: This is frequently related to a lack of Indigenous and/or appropriately skilled staff to deliver the project. A further reason for underperformance against these KPIs was the organisation's inability to recruit or retain Indigenous and suitably skilled or experienced staff or staff not understanding project reporting requirements.
  - (b) Activities reporting M2 as Off Track or Partly on Track: \$47E
  - (c) Activities underperforming on C2, CS5, CS7, CS18, CS11. These KPIs are linked to poor target group engagement and / or low participation or attendance rates. Underperformance in these KPIs was frequently linked to an inability to successfully engage the client target group, maintain client interest in the project, lack of staff to deliver the project, poor staff engagement with the client group and/or insufficient Indigenous clients in a particular location to sustain the service.

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s47E

# **Next Steps**

s47E will continue to work closely with Grant Managers and Section Managers to address underperforming Activities and monitor improvement.

# Analysis of underperforming \$47E

#### **Purpose**

This report provides an analysis of \$47E that were identified as underperforming, based on their Key Performance Indicator (KPIs) performance reports for the July to December 2016 reporting period and an update of underperforming activities identified during the January to June 2016 reporting period.

# Methodology

s47E

This

included 20 Activities that reported Off Track KPIs, 13 Activities that reported 75 per cent or greater Partly on Track KPIs, 13 Activities that reported 4 or more Partly on Track KPIs and 46 Activities reporting M2 as Partly on Track (compliance against funding agreement).

The analysis also reviewed the 40 underperforming Activities identified in the January to June 2016 reporting period to determine if performance had improved.

Note: where an underperforming Activity fell into numerous categories it was counted only once.

Performance Report Assessments and feedback from Grant Managers were also taken into account to determine which of the underperforming Activities were of greatest concern and at risk of not delivering and meeting their deliverables.

**Attachment A** provides details of Activities underperforming, including Grant Manager Performance Report Assessment outcomes as well as strategies to address underperformance.

# **Findings**

#### July to December 2016 Performance Outcomes

s47E

These Activities consisted of:

#### Activities with one or more Off Track KPIs

Of the 20 Activities identified as Off Track against one or more of their KPIs 11 require follow up with Grant Mangers and monitoring to ensure performance management strategies are effective.

# Activities with at least 75% or 4 or more Partly on Track KPIs

Of the 26 Activities identified as Partly on Track against at least 75% or with 4 or more of their KPIs, 13 require follow up with Grant Managers and monitoring to gauge improvement. The main reasons for underperformance appear to be failure to meet staffing or client participation rates or improve on client outcomes.

#### Activities Partly on Track against KPI M2

In addition to the Off Track and 75% Partly on Track Activities, 46 Activities reporting KPI M2 as Partly on Track were reviewed. Analysis of these identified that the Partly on Track ratings related to issues around

staff recruitment and retention, poor target group participation, delayed service implementation or services not being provided in all required sites, failure to meet reporting deadlines, and underspends.

While most of the Activities not meeting M2, based on reasons provided in Performance Reports and Grant Managers Assessments, do not pose a risk to service delivery, 25 Activities will be monitored and followed up with Grant Managers to assess improvement over at the next reporting period.

#### Follow up of January to June 2016 underperforming Activities

During the January to June 2016 reporting period 40 Activities were identified as underperforming. Analysis of the July – December 2016 Performance Reports for these Activities shows that Grant Managers have successfully implemented strategies to address underperformance for 24 Activities while a further five Activities have ceased. 11 of these Activities continue to underperform and are not meeting their KPIs. Reasons for underperforming are due primarily to issues with service or client targets not met, slow progress in implementing proposed performance improvement strategies and staffing.

#### 6 Month Contract Extensions

Three of the underperforming Activities were recommended for a 6 month contract extension fro	om
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### **Conclusion**

- 3. Major factors contributing to Activity underperformance against KPIs include:
  - (a) Activities reporting M1and CS16 as Off Track or Partly on Track: This is frequently related to a lack of Indigenous and/or appropriately skilled staff to deliver the project. A further reason for underperformance against these KPIs was the organisation's inability to recruit or retain Indigenous and suitably skilled or experienced staff or staff not understanding project reporting requirements.
  - (b) Activities reporting M2 as Off Track or Partly on Track: \$47E
  - (c) Activities underperforming on C2, CS5, CS7, CS18, CS11. These KPIs are linked to poor target group engagement and / or low participation or attendance rates. Underperformance in these KPIs was frequently linked to an inability to successfully engage the client target group, maintain client interest in the project, lack of staff to deliver the project, poor staff engagement with the client group and/or insufficient Indigenous clients in a particular location to sustain the service.

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s47E

# **Next Steps**

s47E will continue to work closely with Grant Managers and Section Managers to address underperforming Activities and monitor improvement.

# Analysis of underperforming \$47E

#### **Purpose**

This report provides an analysis of \$47E that were identified as underperforming, based on their Key Performance Indicator (KPIs) performance reports for the July to December 2016 reporting period and an update of underperforming activities identified during the January to June 2016 reporting period.

# Methodology

s47E

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The analysis also reviewed the 40 underperforming Activities identified in the January to June 2016 reporting period to determine if performance had improved.

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Performance Report Assessments and feedback from Grant Managers were also taken into account to determine which of the underperforming Activities were of greatest concern and at risk of not delivering and meeting their deliverables.

**Attachment A** provides details of Activities underperforming, including Grant Manager Performance Report Assessment outcomes as well as strategies to address underperformance.

#### **Findings**

#### July to December 2016 Performance Outcomes

s47E

These Activities consisted of:

#### Activities with one or more Off Track KPIs

Of the 20 Activities identified as Off Track against one or more of their KPIs 11 require follow up with Grant Mangers and monitoring to ensure performance management strategies are effective.

#### <u>Activities with at least 75% or 4 or more Partly on Track KPIs</u>

Of the 26 Activities identified as Partly on Track against at least 75% or with 4 or more of their KPIs, 13 require follow up with Grant Managers and monitoring to gauge improvement. The main reasons for underperformance appear to be failure to meet staffing or client participation rates or improve on client outcomes.

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In addition to the Off Track and 75% Partly on Track Activities, 46 Activities reporting KPI M2 as Partly on Track were reviewed. Analysis of these identified that the Partly on Track ratings related to issues around staff recruitment and retention, poor target group participation, delayed service implementation or services not being provided in all required sites, failure to meet reporting deadlines, and underspends.

While most of the Activities not meeting M2, based on reasons provided in Performance Reports and Grant Managers Assessments, do not pose a risk to service delivery, 25 Activities will be monitored and followed up with Grant Managers to assess improvement over at the next reporting period.

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During the January to June 2016 reporting period 40 Activities were identified as underperforming. Analysis of the July – December 2016 Performance Reports for these Activities shows that Grant Managers have successfully implemented strategies to address underperformance for 24 Activities while a further five Activities have ceased. 11 of these Activities continue to underperform and are not meeting their KPIs. Reasons for underperforming are due primarily to issues with service or client targets not met, slow progress in implementing proposed performance improvement strategies and staffing.

#### **6 Month Contract Extensions**

Three of the underperforming Activities were recommended for a 6 month contract extension from 1 July to 31 December 2017. These are:

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#### **Conclusion**

s47E

# **Observations**

Danian	Due susus	0	A satisfact Lal	Activity	Jan-June 2016	lan luna	Jul-Dec16	750/ D-T	M2	DD Comments	Faller	Outcome	Old/ New	Datina	C
Region	Program me Name	Organisati on Name	Activity id	Title			ОТ	KPIs reported		PR Comments (March/April 2017)	Follow up		·		Concerns
s4 7E									M2	The role of \$47E	Compare next PRA	Compare next PRA	new	2	Stafff not employed
										the results were excellent given the time frame she had to work with.					
s47E					Reports against M1, M2 CS1, CS5, CS8 & CS18. S47E  Service provider is aware of factors impacting participation rates and is working to adress them	Compare progress against next performan ce report		M1, M2, CS18	РоТ	The GM reports that there is evidence of satisfactory progress against the project outcomes and attendance rates have increased. The 47E implementing the 47E reporting has been limited.  However the 47E notes that CS16 is Off Track and 3 KPIs M1, M2 and CS18 are Partly on Track.	Follow up progress with GM in regard to Off Track (CS16) and 3 Partly on Track KPIs M1, M2 and CS18	Follow up with GM	Old		Delayed service delivery, staffing issues due to no director to appoint staff
s4 7E					Poor performance against deliverables & payment with held identified by GM.Contact GM regarding the resolving of the contractual issues.					a number of significant compliance and performance issues during 2016 documented through emails, file notes, IAS Performance Report Assessment and Delegate Approval report. Payment will be made based on the renegotiated contract, at a reduced cost, recognising non-performance from July - October 2016. The \$47\$ subcontract was terminated on the 7th October after lengthy negotiations with \$47\$, \$47E and PM&C. The decision to continue the contract and the Project Variation was made in consultation with senior management \$47E . The January 2017 payment will be made if satisfactory performance is determined at the monitoring visit on 10 March 2017.	S47E 2 variations completed for organisation regarding funding, KPIs and additional monitroring. GARP update to reflect increased risk. Awaiting signing of second variation by S47E as new sub contractor has been approved		old	1	Variation
s4 7E									M2	FOFMS Results/Findings: PASS - All required information	Follow up required with GM S47E	Compare next PRA	new		s47 E

s4 7E					M2	No FOFMS PRA Report. FOFMS Performance Report: Indicates M2 is 'Partly on Track' areas of concern around data collection and record keeping practices have been addressed through improvements and Provider expects that these approvements will continue and that all concerns have now been addressed.	2. Follow up PRA and progress of M2.	Compare next PRA	new	2	NO PRA in FOFM
s4 7E		S47E  GM is considering a variation to remove CS18 from the KPI reporting list. S47E	Follow up with GM	M1, M2, CS2		GM encouraged provider to apply for Community Led Grants, there has been no apllication to date and GM recommends that the activity be ceased if no alternative is found. Payment has been with held.  \$47E	Yes Discuss ceasing of activity with GM.		Old		Staff not employed Variation
s4 7E		end the funding Contract. Handing back of the \$47E	Follow up with GM on 7.2.2017 S is winding up service delivery and GM is planning to novate the contract to S47E	M2	ОТ	NO PR was due on 30.1.17 Nothing in FOFMS	Yes	Novation still in progress. Telephone discussion and email sent on S47E  S will provide a copy once signed off by the Minister.	Old		Terminatings and novating services
s4 7E				CS16		GM noted: \$47E  . However all KPIs are rated as pass, \$47E  Performance reports will be reviewed in conjunction with the financials. \$47E	Compare next PRA re service and underspend.	Compare next PRA	New		Staff retention and recruitment

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s47E			M2	No PRA in FOFMS.  Organisation is working on improving project records and data collection. s47E	2 Follow up PRA with GM	Follow up with GM	new	2	NO PRA in FOFM
s4 7E	S47E  The contract will end via mutual agreement.	M1, M2, CS7, CS11, CS6, CS18	PoT	S47E  The contract will end via mutual agreement.	Follow up with GM if Activity has been terminated	Follow up with GM	New	1	Staff retention and recruitment
s47E				All KPIs have been met, the activity is on track.  \$47E services are only provided to \$47E, as \$47E 'E   \$47E in the coming year. PMC to arrange visit to \$47E further discussion to be had re increasing either time spent in communities or the length of the \$47E sessions in communities. Payment recommended.	2 Compare next PRA	Compare next PRA	new	2	s47E
s4 7E			M2		2 Compare next PRA if follow actions haven been completed.	Compare next PRA	new	2	Performs concerns from last report have not been addressed
s4 7E			M2	NO PRA in FOFMS. The grant could not be expended by the due date of the $30/6/16, s47E$	2 Follow up PRA with GM	Compare next PRA	new	1	NO PRA in FOFMS.

s47E						No FOFMS PRA Report. FOFMS Performance Report: Indicates M2 is 'Parlty on Track' as not all targets have been met due to barriers at the commencement of the program ie. \$47E  , it is anticipated targets will be met by end of next semester. \$47E		Follow up with GM	new	2	NO PRA in \$4 7E
s4 7E			M2, CS1, CS8 on track.	Compare with next performan ce report		No PRA in FOFMS		Follow up with GM Email sent 30.3.17	Old		NO PRA PR identified Participation concerns
s4 7E			Compare next report for S47E and escalate to discussions with GM to resolve Partly on Track KPIs if still not improved. M2, CS3, CS5, CS8 partly	Monitor Organisati on. Compare next report for improvem ent on KPIs			Compare next PRA as GM is meeting with org	Compare next PRA	Old	2	Poor attendance. S47E

s47E	NO GM Assessment No FOFMS Report. Compare with next PR.	No seprate PRA in FOFMS: Project is progressing well, S47E  as at 31/12/2016 - Jan IAS payment withheld until updated expreport is rec'd as at 31/3/2017.	Compare next PRA	Compare next PRA	Old		NO PRA Participation rates lower than expected Lack of GM info
s4 7E		NO PRA in FOFMS.Performance Report: indicates M2, CS2,3,15 ares 'Partly on §4 7E		Follow up with GM	new	1	NO PRA in FOFM
s47E		No PRA in FOFMS Staffing issues and recruitment during the reporting period affected coordination and programming. Meetings are being held with partners to identify root issues and improve participation and performance.	2 Follow up lack of PRA with GM	•	new	1	NO PRA in FOFM

s4 7E			s47E	Contact GM regarding 18 Oct 2016 comments : 1. Managem			NO PR due 16.1.2017 nothing in FOFMS Variation approved in FOFMS on 9.2.2017.  Org has been recommended for a 6mth contract extension post 30 JUNE 2017 at \$47E	Yes email sent to GM to contact.	Follow up with GM	Old		Location, participation unspent funds, late reports Contract extension
			off track KPI and 75% partly on track KPIs. A Variation to the Activity has been flagged by the \$47E	ent of 2015-16 unspent funds as any 2015- 16 unspent funds, retained are to reduce the 2016- 17 Milestone s Payments. 2. Has								
s4 7E				Activity			No FOFMS PRA Report. \$47E	follow up required with GM regarding progress on S47E	Follow up with GM	new	1	NO PRA in FOFM
s47E						M2	Performance Report indicates M2 'Partly on Track' although session delivery rate has been high, on average 85%, it has been impacted by challenges \$47E	Section to follow up/compare next RPA on progress of M2.	Compare next PR	new	2	Attendance lower due to community events

s47E			Two Indicators to be Followed up in relation to details of \$47E	CS18	M2, CS1, CS8,	PoT	The centre manager has responded to the KPIs that required follow up in a letter addressing: \$47E	Compare next PR	Compare next PR	New	2	Reporting on client targets requires follow up
s4 7E						M2	No FOFMS PRA Report. FOFMS Performance Report: Indicates M2 is 'Partly on Track' \$47E	2, Follow up PRA with GM	Follow up with GM	new	1	NO PRA in FOFM
s4 7E			The performance report shows that the \$47\$ \$47E is on track however the \$47\$ \$47E is not on track. A meeting will be held with the provider to discuss strategies for ensuring this project remains on track. The delegate agrees with the recommendation of the agreement manager to delay the next payment until after this meeting.		CS1, CS8, CS18, M1		The \$47E is not on track. A meeting will be held with the provider to discuss strategies for ensuring this project remains on track. The delegate agrees to delay the next payment until after this meeting. Quartely payment of \$47 has been with held.	Compare next PRA	Compare next PRA	New	2	1/2 projects on track
s4 7E					M2, CS5, CS8,CS9, CS16	M2	All KPIs rated as pass. GM reports overall good progress made towards achieving outcomes. The provider needs to demonstrate that all outcomes are being met in addition to KPis. \$47E  Payment approved for release by \$\mathbf{S}\$ on 28/2. Follow up action required	2. GM will follow up on feedback processes with organisation	Compare next PRA	new	2	Concerns
s4 7E						M2	FOFMS Results/Findings: PASS, as per Performance Assessment. All KPIs met.FOFMS Performance Report: Indicates 'Partly on Track' as the Provider would like to strenghten connects the prgram has with \$47E\$ \$47 Working on arranging telephone links with \$47E\$ and information on how the program is working which is benficial to the development local context of the programs work.	Follow up with GM regarding meetings with S47E S47 regarding how the programme is working in their region.	Follow up with GM	new	2	Policy concerns

s47E						M2	3 KPIs were identified as pass and 2 (CS1&18) were noted for follow up. Provider is meeting satisfactory outcomes. GM recommends that both sites need to improve data capturing and reporting.	2 Compare next PRA	Compare next PRA	new	2	Poor attendance data capturing Concerns
s4 7E			Requires follow up on limited \$47 service delivery occuring between 1 January to 30 June 2016. The project requires ongoing monitoring with a follow up visit during July 2016 to ensure varied schedule requirements have commenced and have been met. \$47E requires on-going monitoring	Follow up progress on service delivery with GM			Report for July 2016 to 31 December 2016 accepted and approved. KPI M2, CS2 and KPI REC1 require follow up as not on target, however activities in place to improve outcomes. discussion with Provider to follow		Compare next PRA	Old	2	Service targets not reached due to lack of staff
	s47E					M2		2 All KPIs pass. Compare next PRA	Compare next PRA	new	2	s47E
s47E							FOFMS PRA Report: Indicates M2 is 'Partly on Track' due to no evidence provided \$47E  , other \$4  managers and visiting PM&C officers) and \$47 not provide evidence of promoting the service to increase \$47E  by PM&C and Commonwealth Department of Education and Training. It is recommended that the payment of \$47E due for release on 29 January 2017 be withheld until the 2015-16 audited financial report and acquittal are received.	<sup>1</sup> s47E	Follow up with GM	new	1	NO PRA in FOFM

s4 7E						Recommend acceptance of the performance report with all KPI's and reporting areas receiving a Pass. No areas of concern or underperformance identified. However delegate states: \$47E	2 Compare next PRA	Compare next PRA	new	2	Late submission and poor quality of Performance reprts
s4 7E			Compare to next report as \$47E  KPIs: M1, M2 on track. CS2, CS5, CS7, CS11, CS18, all Pass. GM reported provider has satisfied all requirements to date, and has planned more actions and made the connections with stakeholders to deliver the next stage of the project.	Compare next PRA.	only CS7	There is evidence of satisfactory progress against the project outcomes, and KPIs have being met during this reporting period. The provider continues to maintain effective relationships with other organisations, specifically they have been recognised as working well with \$47 Recommended for 6 month Extension to continue at 16-17 funding level \$47	6 month Extension Continue at 16-17 funding level <b>\$47</b> "Contract Executed May 2016 - 1 upfront payment Final acquittal due 29/12/17. "	Compare next PRA	Old	2	Contract extension
s4 7E					CS 1,7,9	Allthough GM states: This is a well run program operating in a difficult environment \$47E  It is expected that statistics recently requested for this report will support the planned strategy. Three 4 KPIs were Partly on Track in \$47  E  Delay in lodgement of preformance report due to change of management of Program	Compare next PRA	Compare next PRA	new	2	There were S47E participants and a delay in performance report submission.

s4 7E			M2	M2 Partly on track <b>\$47E</b>	2 Copmpare next PRA	Compare next PRA	new	2	Record keeping c concerns
s47E			M2	3 KPIs assessed as pass and 3 as fail Project not achieving desired improvements in \$47E\$ Still carrying a significant underspend at 31/12/2017 - virtually no utilisation of surplus at 30/6/16. A number of matters have been identified for discussion with the provider \$47E  Possible renegotiation of funding required to reduce underspend.	1 Follow up concerns with GM	Follow up with GM	New	1	s47E
s4 7E	Delegate Approved on 23/03/2017. Milestone Payment agreed. Satisfactory progress against all KPI's. Next Steps. Closely monitor monthly reports and service visits when possible. \$47E	M1, M2, CS1, CS2, CS7, CS15	PoT	against all KPI's. Next Steps. Closely monitor monthly reports and service visits when possible	s47E  who has submitted monthly report and project plan. Org is expecting to finalise s47E s at the end of March. s identified for close monitoring and monthly service visits.	Follow up with GM at end of April.	New		Staff retention and recruitment
s47E	PMC to seek confirmation of recruitment outcome and visit to meet this person (\$47E Provider to develop employment opportunities for local Indigenous community members; \$47E  \$47E  \$47E	CS1, CS3, CS5, CS11, M1		Three KPIs identified for follow up.GM PRA states all KPIs on track and org getting positive feedback from \$47E PMC to seek confirmation of recruitment outcome and schedule visit to meet this person  \$47E \$47 spoke with provider 14/02/17 regarding significant underspend of \$47E is keep to utilise funding for \$47E	Compare next PRA.	Compare next PRA	New		Attendance and participation

s4 7E			GM Assessment report does not support CS7 as offtrack and this KPI has been rated as a \$47E community to get their messages out and forge other opportunities and pathways.	s47E				Follow up actions from the last performance report have not been completed.  Noted disruption to the administration of this funding agreement which has impacted follow-up action from last assessment.  PR accepted.  October \$47E	Yes compare next PRA in July 2017,	Compare next PRA	Old	2	GM assessment is not supported by KPI performances 4
s4 7E			Performance Report was received late \$47E  at the end of 2017 and the report having to be completed by \$47		CS11,			All KPIs are rated as pass by the GM even though CS11 is off track as family involvement in the program has been minimal.	Compare next PRA	Compare next PRA	New	2	Concerns
s4 7E						CS2, CS5, CS6, CS7, M1, M2	PoT	No PRA in FOFMs or Review tabs completed despite PR entered in FOFMs on 16.1.2017	Email sent on 31.3.17	Follow up with GM	New	1	NO PRA in FOFM
s47E			Poor performance, org given 3 months to improve. GM has recommended with holdinging funding until a site visit has been conducted.	Follow up with GM 7.2.2017: S47E				GM: The provider's performance has improved significantly since the Performance Report Assessment in August 2016. s47E	Comapre next PRA	Comapre next PRA	Old	2	Concerns have been adressed. Change status from Priority 1 to 3
				meet their KPIs									

s4	Performance report assessed and approved by GM.	CS5		Review states: Performance report assessed and approved. s47E	Compare next PRA	Compare next PRA	New	2	Poor stakeholder engagement
s47E		CS13		s47E	Compare next PRA	Compare next PRA	New	2	Below target- rate performance
s47E	Overall Pass has been awarded - Feedback Letter to be finalised due to expenditure report / surplus	CS1, CS7, CS10, M2		s47E	Compare next PRA	Compare next PRA	New	2	Overdue Milestone events such as Budget, Activity Work plan
s4 7E			M2	FOFMS PRA Report: Indicates M2 is a 'PASS' however KPI REC1 requires further discussion as evidence is needed to support the achievment of this outcome. S 4 7 E 5.	follow up required with GM regarding progress on future reporting, particularly around REC1 (achieving indigenous employment levels) which requires evidence.	Follow up with GM	new	1	s47 E
s47E		CS5		All KPIs rated as pass even CS5. GM noted: §  4  7  E  It is recommended that funding to the organisation continue for this project.	Compare next PRA	Compare next PRA	New	2	Staff turnover
s4 7E			M2	No FOFMS PRA. FOFMS Performance Report: Indicates M2 is 'Partly on Track' due to peformance report being submitted late resulting in a relatively on track compliance report - this will be addressed during the next reporting period.	3. Section to follow up lack of PRA and progress of M2.	Follow up with GM	new	1	NO PRA in FOFM

s4		s	47E	CS7, M1, M2	РоТ	s47E		Follow up with GM	New	1	Poor project performance
7E						On 6 February a change in project scope was approved by the RM for; ${\sf S47E}$	og, eed	war Gw			variation
						- · · · —  The variation is in draft and due to be finalised by 24/2.					
			Variation is lue to be finalised by 4/2.								
s47E					M2	No PRA in FOFMS 2 KPIs Partly on track, all others on track. Significant challenges to delivering the project \$47E	2 Follow up lack of PRA with GM		new	1	NO PRA in FOFM
s4 7E		P: Ja	Delegate approved Performance Report (for an17) and next Payment Jue 30 Jan 2017	CS7, CS9, CS18, REC1, M2	РоТ	All KPIs are rated as pass by the GM. <b>\$47E</b>	Compare next PRA re service extension and underspend.	Compare next PRA	New	2	Underspend
s47E					M2	CS9 was assessed as fail by GM and a further 3 KPIs required follow up. Although reporting methods have improved, there are consistent issues with unmet targets. S47E  In conjunction with ongoing discussions regarding KPI amendment, follow-up for KPIs M2, CS9, CS6, CS1 will occur. Co-design meeting, Activity Work Plan Financial Reports and Performance Report were all late	1 Follow up concerns with GM	Follow up with GM	new	1	Unmet enagement targets concerns

s4 7E		occurring but reporting is	Compare progress with next report. Place on organisati on watch list.		M2, CS1, S.CC1,			No PRA follow up with GM	Follow up with GM	New	2	NO PRA
s4 7E			Compare next PR	None	only CS17		This project requires follows47E	s47E	Compare next PRA	Old		Delayed service implementation
s4 7E					CS1, CS13, CS17, M2	РоТ	NO PRA in FOFMs or Review tabs completed despite PR entered in FOFMs on 16.1.2017	Email sent to GM	Follow up with GM Awaiting response	New	1	NO PRA in FOFM

s47E	The project is progressing however requires further planning including appointment of a dedicated Project Manager to ensure the project reaches its full potential. The 4 is thorough and detailed however consideration needs to be given to the implications raised. It is recommend to hold off on release of \$47 until a variation is agreed and request an interim financial position.  Approved by \$47E	M		The project is progressing however requires further planning including appointment of a dedicated Project Manager to ensure the project reaches its full potential. The \$\mathbb{4}\$ is thorough and detailed however consideration needs to be given to the implications raised. It is recommend to hold off on release of \$\mathbb{5}47\$ until a variation is agreed and request an interim financial position. \$\mathbb{5}47E\$	Yes, if variation has been agreed	Follow up with GM	New	1	Variation
s4 7E			M2	Follow up with GM Possible variation to extend toime frame for completion of project	Follow up with GM Possible variation to extend toime frame for completion of project	Follow up with GM	new	1	Possible variation
s47E			M2	FOFMS Results/Findings: PASS. Findings: No comments have been provided.  \$47E  PRA indicates M2 is 'Partly on Track'. Some momentum had been lost on the project however it has since been rectified through the establishment in 2017 of an responsible for ensuring projects terms and conditions are met to high satisfaction. On the ground service delivery has continued to meet and exceed all requirements of the contract.	Section to follow up/compare next PRA on progress of M2.	Compare next PRA	new	2	NO PRA in FOFM

s47E				M2	3 KPIs assessed as pass and 3 as fail \$47E  Still carrying a significant underspend at 31/12/2017 - virtually no utilisation of surplus at 30/6/16. A number of matters have been identified for discussion with the provider \$47E  Possible renegotiation of funding required to reduce underspend.	2 Compare next PRA	Compare next PRA	New		Project not achieving desired attendance, parental engagement and employement
s47E			CS7,	M2	s47E	Compare next PRA	Compare next PRA	New		Concerns maintainance of attendance rates\$47
s47E			M1, CS7, REC1			There is no FOFMS PRA or Review Results finding.s	Follow up with GM	New	1	NO PRA in FOFM
s4 7E			CS7, REC1, M1, M2	PoT	NO PRA iin FOFMS. All KPIs partly on track RM in discussions with \$47 about this Activity and lack of progress	Being followed up by RM	WA DOE	New	2	NO PRA
s4 7E			CS7, REC1, M2	РоТ	GM rated all KPIs as pass: "the Provider continues to implement strategies to improve service delivery \$ 4 7 E	s47E	s47	New		improve attendance rates and services

	1	1	1	1		ı	1.42	DI Barrat and State of the state of	FORMS B It - Finding - St	14	1	12	DD
s4 7E		· 					M2	Awaiting Resubmit- which was due 17th Feb. Overdue Reminder emails sent.	FOFMS Results Findings: PI Report unsatisfactory. Awaiting Resubmit- which was due 17th Feb. Overdue Reminder emails sent. Spreadsheet indicates Partly	1. Requires follow up.	new	2	PR unsatisfactory
									on Track but FOFMS IAS PRA 17/01/2017 indicates a 'FAIL' rating on M2: $$947E$				
						142			l.				
s47E		-				M2		2 Follow up/compare next RPA on progress of M1: requirement met. M2: Provider complies. REC1: Requirement met. C57: Partly on track with attendance rates. PRA indicates M2 PASS, provider will ensure to meet regular compliance reporting via support by a \$4 senior manager.	2 Follow up/compare next RPA on progress of M2.	Compare next PRA	new		Attendance rates and Reportin
s4 7E					REC1				Compare next PR	Compare next PR	New		Staff retention and recruitment
s4 7E						M2	M2	GM:The report has been assessed as satisfactory. This recommendation is endorsed by s47E on 29/3/2017	No PRA follow up with GM	NO PRA	New	2	NO PRA

							•	_	T				
s4					M1			GM noted: follow-up required for M1, M2, CS7, CS9,	Follow up with GM if their	Email sent	Old	1	Poor quality PR
7E				M1 is off				CS12 even though all reported as on track. Payment will	concerns have been adressed	30.3.17			
/ _				track GM				not be released until more detailed information is					
				holds no				available, and the contract manager speaks with the					
				concerns				coordinator relating to the schedule description.					
				for the				Contract manager will also be speaking with the					
			and facilitate on site	project.				coordinator in relation to the schedule and the KPI's.					
			visits. GM noted Project	Compare									
			continues to improve with	with next									
			a wide range of services	PR.									
			being offered. Meeting all										
			outcomes										
s4				All KPIs on		1	PoT	s47E has experienced delays since the	Follow up with GM		Old	1	Delayed service
7E			-	track.		M1, M2		commencement of the contract period. As a result the		message			implementation
/ <b>-</b>			met their reporting					October 2016 payment has not been released to the		on			
			requirements.					organisation.		s47E			
			Overall, \$47 continues							J <u>—</u> ,			
			to meet the project							phone to			
			description and KPI							caal			
			requirements.							29.3.17			
			Recommend that the										
			report be accepted and										
			the associated payment										
			be approved.										
						M1, M2,	M2	GM: I recommend this organisation's Performance	NFA	NFA	new	2	Concerns
s4	1 1						IVIZ		NFA	INFA	new	3	adressed
7E	1 1					CS7, CS9,		Report as satisfactory and therefore the result is a pass.					
								There are no further actions required for this period.					according to GM
s4						CS1, M2	M2	s47E have submitted the January IAS Performance	NFA	NFA	New	3	Concerns
								Report and have met all requirements.					adressed
7E													according to GM
		1				1		1		1		1	

s4 7E	All KPIs on track. \$47 indicates that they have met their reporting requirements.  Overall, \$47 continues to meet the project description and KPI requirements.  Recommend that the report be accepted and the associated payment be approved.	NFA.	No separate assessment or PRA in FOFMS. PR received 10.2.17: <b>s47E</b>	Email sent 30.3.17:	Follow up with GM	Old	NO PRA Problematic community engagement
s47E	KPIs M1 (Off Track), M2, CS5, CS18 (Partly on Track) All KPIs require follow-up. GM is working with the provider to meet the project objective and KPI's. Discuss review of underspend funds with GM. S47E  All reports were submitted, information provided was unsatisfactory.	Follow up with GM 8.02.2016. Org has underspen d of S47E All planning and consultati on has been completed and project should be back on track. GM is waiting for performan ce report due week of 13 February to assess	NO PR due 15.2.17 Nothing in FOFMs	Yes	Follow up with GM	Old	No PRA underspends

Region	Program	Organicati	Activity Id	Activity	Jan-June	Jan-June	Jul-Dec16	75% PoT	M2	PR	Follow up	Outcome	Old/ New	Rating	Concerns
Region	me Name	on Name	Activity id	Title	2016	2016 NO	OT OT	KPIs	IVIZ	Comment	rollow up	Outcome	Old/ New	Natilig	Concerns
		0			National	Recomme		reported		s					
					Office	ndation -				(March/A					
						orig				pril 2017)					
s47E					Reports		CS16	M1, M2,	PoT	The GM	Follow up	Follow up	Old	1	Delayed
		ı			against	Compare		CS18		reports	progress	with GM			service
	Ĺ				M1, M2	progress				that there					delivery,
					CS1, CS5, CS8 &	against next				is evidence	in regard to Off				staffing issues <b>S</b>
					CS18.	performan				of	Track				Ī .
					s47E	ce report					(CS16) and				4
					J					y progress	3 Partly on				7
										against	Track KPIs				F
										the	M1, M2				
										project outcomes	and CS18				
										S					
										4					
s4					s47E	Follow up	M1, M2,		ОТ	s —	Yes	S	Old	1	Staff not
7E						with GM	CS2			4	Discuss	4			employed
/ -										7	ceasing of				Variation
										/_	activity	7			
										Ε	with GM.	E			
										The					
										project					
										worker position					
					GM is					has been					
					considerin					vacant for					
					g a					the past 6					
					variation					months.					
					to remove					GM					
					CS18 from					encourage					
					the KPI					d provider					
					reporting list. GM					to apply for					
					also noted					Communit					
					that there					y Led					
					was					Grants,					
					s47E					there has					
					for					been no					
s4			<u></u>		Activity	Follow up	M2		ОТ	NO PR	Yes	Novation	Old	1	Terminati
7E				1	identified	with GM				was due		still in			<sup>ng</sup> Ş
_					for terminatio	on 7 2 2017				on 30.1.17		progress. Telephone			and
										Nothing in FOFMS		discussion			novating services
						s4				. 51 1415		and email			SEI VICES
					against	7E						sent on			
				1	M1, M2,							29.3.2017			
					CS1, CS11,							s4			
					CS16,	planning						s47E			
				1	CS18,	to novate						s47			
					Off track on M2,	the contract						E will			
				1	CS5 & 11	to						⊏ S4 <sup>will</sup> provide a			
						s47E						copy once			
					period 1	577 L						signed off			
				1	july 2015							by the			
					to							Minister.			
				1	31.12.201										
					7.	has taken									
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L	L	L	<u>L_</u>	<u>L</u>		and has			<u></u>	L_				<u></u>	
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s4 7E		KPI M2 CS8 trac M1 CS1 par trac is o S4 E	's: , CS1, 3 on ck. , CS15, .8 tly on ck. CS5 ff track .7	Compare with next performan ce report		No PRA in FOFMS		Follow up with GM Email sent 30.3.17		1	NO PRA PR identified Participati on concerns
s4 7E		Orgon. Cornex rep  a esc. to disc. s w to r Par Tra if st imp M2 CS5	ranisati mpare tt ort S 4 7 and F alate cussion ith GM resolve tly on ck KPIs till not proved. , CS3,	Monitor Organisati on. Compare next report for improvem ent on KPIs		E	Compare next PRA as GM is meeting with org	Compare next PRA	Old	2	s4 7E
s47E		Ass nt F Cor with PR. App to c for S4 7 201 fina yea dor 201	essme Report. Inpare In next Proval Earry Ward Inc. 6-17 Inc. 6-17 Inc. 6-17 Inc. 6-17 Inc. 6-17 Inc. 6-17 Inc. 6-17 Inc. 6-17	No FOFMS PRA.		No seprate PRA in FOFMS: Project is progressin gwell, and the S 4 7 E		Compare next PRA	Old	2	NO PRA Participati on rates lower than expected Lack of GM info

TE	-1				_	. 1	Contact		NO PR	Ves email	Follow up	Old	1	Location,
### Comparing   16.1.2017 (Abid to   16.1.2017 (Abi		i	I									Ju	1	participati
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S4 Compared of 2015 16									nothing in					unspent
							2016		FOFMS					funds, late
1.							comments		Variation					reports
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per														extension
2015-16 unispent Ludos as priz 2015- unispent funds, unispent funds, unispent funds, retained grant to funds grant														
Unspent (Full of as apay 2015 - 1 there is a continue or commerce									9.2.2017.					
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any 2015 in the property of th									-					
S4   Requires   Sections   Sect														
muspent funds, retained are to footback exemption past 30 most														
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S4    Sequence   Seque														
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Requires Follow up Follow		[										1	1	1
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between 1 lanuary to 30 lune 2016. The project project requires ongoing monktorin g with a follow up visit during July 2016 to ensure varied schedule requirements have commence ed and 54 Compare to next report as GM has no o concerns for project but 75% of KPIS are Partly on Track. KPISM, M2 on track. C.S.2, C.S.5, C.S.7, C.S.11, C.S.18, all Pass. GM has satisfied all life requirements h		[					WILLI GIVI			OII				lack of
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s4 7E			Assessme nt report does not support CS7 as offtrack and this KPI has been	escalate monitorin g levels if decrease continues.			s47 E	Yes compare next PRA in July 2017,	Compare next PRA	Old	2	GM assessme nt is not supported by KPI performan ces 4 7 F
s47E			given 3 months to improve. GM has recomme nded with holdinging funding until a site visit has been conducted	Follow up with GM 7.2.2017: S47E and they are now on track to meet their KPIs			GM: The provider's performan ce has improved significantly since the Performan ce Report Assessme nt in August 2016.		Comapre next PRA	Old	2	Concerns have been adressed. Change status from Priority 1 to 3
s4 7E			GM reported delay was out of service provider's control and agreemen t was varied to extend the project end date to 31 December 2017.Only 1 KPI noted as Partly on Track	Compare next PR	None	only CS17	project requires follow up, to date the project has not been		Compare next PRA	Old	2	Delayed service implemen tation

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requireme nts. Recomme nd that the report be accepted and the														1		
nts. Recomme nd that the report be accepted and the																1
Recomme nd that the report be accepted and the	I	1												1		
nd that the report be accepted and the																1
the report be accepted and the				1	I.									1		
be accepted and the							i	Ì	Ì	i	Ì	1				
accepted and the																
and the					th	he report										
					th b	he report e										
associated					th be a	he report e ccepted										
					th be a	he report e ccepted										

s47E	K	(PIs M1	Follow up		NO PR	Yes	Follow up	Old	1	No PRA
J L	(0	Off	with GM		due		with GM			underspen
	т	rack),	8.02.2016.		15.2.17					ds
	N	И2, CS5,	Org has		Nothing in					
	c	CS18	underspen		FOFMs					
	1)	Partly on	d of							
	т	rack) All	s47E							
	K	(PIs	All							
	re	equire	planning							
	fo	ollow-up.	and							
	G	SM is	consultati							
	l w	vorking	on has							
	l w	vith the	been							
	р	rovider	completed							
	to	o meet	and							
	tl		project							
	р	roject	should be							
			back on							
	a		track. GM							
	1		is waiting							
		eview of								
			performan							
			ce report							
	l w	vith GM.	due week							
		Gm noted,								
		Vork with	February							
	s	47E	to assess							

Region	Program me Name	Organisati on Name	Activity Id	Activity Title	Jan-June 2016 National Office Assessme	Jan-June 2016 NO Recomme ndation - orig	Jul-Dec16 OT	75% PoT KPIs reported	M2	PR Comment s (March/A pril 2017)	Follow up	Outcome	Old/ New	Rating	Concerns
s47E					Reports against M1, M2 CS1, CS5, CS8 & CS18. S47E	Compare progress against next performan ce report	CS16	M1, M2, CS18	PoT	The GM reports that there is evidence of satisfactor	Follow up progress with GM in regard to Off Track (CS16) and 3 Partly on Track KPIs M1, M2 and CS18	Follow up with GM	Old		Delayed service delivery, staffing issues due \$4
s4 7E					GM is considerin g a variation to remove CS18 from the KPI reporting list. GM also noted that there was S47E deficit for	Follow up with GM	M1, M2, CS2		ОТ	GM encourage d provider to apply for Communit y Led Grants, there has been no	activity	Left message for S47 to phone on 28.3.17	Old	1	Staff not employed Variation
s4 7E					against M1, M2, CS1, CS11, CS16, CS18, Off track on M2, CS5 & 11 Activity period 1 july 2015 to 31.12.201 7. S	S is winding up service delivery	M2		ОТ	NO PR was due on 30.1.17 Nothing in FOFMS		Novation still in progress. Telephone discussion and email sent on 29.3.2017 Brief Number is S47 E will provide a copy once signed off by the Minister.	Old	1	Terminati ngS and novating services

			D. (C)		-	1		.,	- "			
s4 7E			in engaging parents. KPI's: M2, CS1, CS8 on track. M1, CS15, CS18 partly on track. CS5 is off track due to difficulty in engaging Indigenou s parents. GM noted, KPI CS5 - S47 E	Compare with next performan ce report			No PRA in FOFMS	165	Follow up with GM Email sent 30.3.17		1	NO PRA PR identified Participati on concerns
s4 7E			Organisati on. Compare next report for Indigenou s	Monitor Organisati on. Compare next report for improvem ent on KPIs			GM: the Kindergart en is trying to increase Indigenou s enrolment s by a "Welcome pack", liaising with S47 E  instigating Welcome to Country, Indigenou s and Torres		Compare next PRA	Old	2	s4 7E
s47E			NO GM	No FOFMS			No seprate PRA in FOFMS: Project is progressin g well, and the S 4 7 E Carryover of S47E as at 31/12/201 6 - Jan IAS payment withheld until updated expreport	Compare next PRA	Compare next PRA	Old	2	NO PRA Participati on rates lower than expected Lack of GM info

s4   7E			1	s4 7E	Contact GM		NO PR		Follow up	Old	1	Location,
/E				1/ <b>L</b>			due	sent to	with GM			participati
			l l	<i>/</i> L	regarding		16.1.2017	GM to				on
					18 Oct		nothing in	contact.				unspent
					2016		FOFMS					funds, late
					comments		Variation					reports
					:		approved					Contract
				ļ	1.		in FOFMS					extension
					Managem		on					
					ent of		9.2.2017.					
					2015-16		Ora has					
				·	unspent funds as		Org has been					
					any 2015-		recomme					
					16		nded for a					
				ŀ	unspent		6mth					
					funds,		contract					
					retained		extension					
					are to		post 30					
					reduce		JUNE 2017					
					the 2016-		s					
				1	17		4					
					Milestone							
					S							
					Payments.							1
					2. Has							1
					Activity					<u> </u>		
s4		1	1	Requires	Follow up		Report for	GM	Compare	Old	2	Service
7E	1			follow up	progress		July 2016	_	next PRA			targets
-					on service		to 31 December	up with				not reached
				s47 service	delivery with GM		2016	organisati on				due to
				delivery	WILLI GIVI		accepted	OII				lack of
				occuring			and					staff
				between 1			approved.					
				January to			KPI M2,					
				30 June			CS2 and					
				2016. The			KPI REC1					
				project			require					
				requires			follow up					
				ongoing			as not on					
				monitorin			target,					
				g with a			however					
				follow up			activities					
				visit			in place to					
				during July 2016 to			improve					
				ensure			outcomes. discussion					
				varied			with					
				schedule			Provider					
				requireme			to follow					
				nts have								
				commenc								
				ed and								
c/	+	+		Compare	Compare	only CS7	There is	6 month	Compare	Old	2	Contract
s4	ı		1	to next	next PRA.	, 557	evidence		next PRA			extension
7E				report as			of	Continue				
				GM has			satisfactor					
				no			y progress					1
				concerns			against	level				1
				for project			the	s47				
				but 75%			project	"Contract				1
				of KPIs are			outcomes,	Executed				1
				Partly on			and KPIs	May 2016 -				1
				Track.			have	1 upfront				
				KPIs: M1,			being met during this					1
				M2 on track.			reporting	Final acquittal				1
				CS2, CS5,			period.	due				
				CS7, CS11,			The	29/12/17.				1
				CS18, all			provider	"				1
				Pass.			continues					
				GM			to					1
				reported			maintain					1
				provider			effective					1
				has			relationshi					1
				satisfied			ps with					1
				all .			other					1
				requireme			organisati					
							Lone					
				nts to date, and			ons, specificall					

		- 1	CNA	4			4-	V	C	OL:I	2	C1.4
s4   7E			GM Assessme nt report does not support CS7 as offtrack and this KPI has been rated as a pass \$4 7E	s47E			s47 E	Yes compare next PRA in July 2017,	Compare next PRA	Old	2	GM assessme nt is not supported by KPI performan ces 4 7 F
s47E			given 3 months to improve. GM has recomme nded with holdinging funding until a site visit has been conducted	re now on track to meet their KPIs			GM: The provider's performan ce forman ce Report Assessment in August 2016.		Comapre next PRA	Old	2	Concerns have been adressed. Change status from Priority 1 to 3
s4 7E			GM reported delay was out of service provider's control and agreemen t was varied to extend the project end date to 31 December 2017.Only 1 KPI noted as Partly on Track	Compare next PR	None	only CS17	project has not been		Compare next PRA	Old	2	Delayed service implemen tation

s4 7E								,					
7E			Only M1	Although	M1			GM	Follow up		Old	1	Poor
/ E			Off track.	M1 is off				noted:	with GM if	30.3.17			quality PR
1			According	track GM				follow-up	their				
			to GM	holds no				required	concerns				
			project	concerns				for M1,	have been				
			continues	for the				M2, CS7,	adressed				
			to	project.				CS9, CS12	uu. csscu				
			improve	Compare				even					
			and has	with next				though all					
			demonstr	PR.				reported					
			ated					as on					
			improved					track.					
			results.					Payment					
			They					will not be					
			provide					released					
			regular					until more					
			_										
			reports					detailed					
			and					informatio					
			facilitate					n is					
			on site					available,					
			visits. GM					and the					
			noted					contract					
								manager					
			Project				1	_				1	1
			continues				1	speaks				1	1
			to				1	with the				1	1
			improve				1	coordinat				1	1
			with a				1	or relating				1	1
- 4	+ + +			All MDI	-	CC1 CC5	DoT		Follow	Loft	Old	1	Dolari d
s4		1	All KPIs on	All KPIs on		CS1, CS5,	PoT	s47E		Left	Old	1	Delayed
7E			track.s4	track.		M1, M2	1			message		1	service
ľ <sup>–</sup>			70				1			on		1	implemen
			7⊏ indicates				1	has		s47E		1	tation
			that they				1	experienc		) . <i>r</i> _ ,		1	1
			have met					ed delays		phone to	1		
			their				1	since the		caal		1	1
			reporting					commenc		29.3.17			
			requireme					ement of					
			nts.					the					
			Overall,					contract					
			s47					period. As					
			continues					a result					
			to meet					the					
			the					October					
			project					2016					
			descriptio					payment					
			n and KPI					has not					
			requireme					been					
			nts					released					
			nts.					released					
1			Recomme					to the					
			Recomme nd that					to the organisati					
			Recomme nd that the report					to the					
			Recomme nd that the report be					to the organisati					
			Recomme nd that the report be					to the organisati					
			Recomme nd that the report					to the organisati					
			Recomme nd that the report be accepted and the					to the organisati					
			Recomme nd that the report be accepted and the associated					to the organisati on.					
s4			Recomme nd that the report be accepted and the associated All KPIs on	NFA.				to the organisati on.	Email sent		Old		NO PRA
s4			Recomme nd that the report be accepted and the associated All KPIs on	NFA.				to the organisati on.  No separate		Follow up with GM	Old		
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track.\$4	NFA.				to the organisati on.			Old		NO PRA S47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track.\$4	NFA.				to the organisati on.  No separate			Old		
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4	NFA.				to the organisati on.  No separate assessme nt or PRA			Old		
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 indicates that they	NFA.				No separate assessme nt or PRA in FOFMS.			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 indicates that they have met	NFA.				to the organisati on.  No separate assessme nt or PRA in FOFMS. PR			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 indicates that they have met their	NFA.				No separate assessme nt or PRA in FOFMS. PR received			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 indicates that they have met their reporting	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 7E indicates that they have met their reporting requireme	NFA.				No separate assessme nt or PRA in FOFMS. PR received			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 7E indicates that they have met their reporting requirements.	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 7E indicates that they have met their reporting requireme	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 TE indicates that they have met their reporting requirements. Overall,	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 indicates that they have met their reporting requirements.  Overall, \$47	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 indicates that they have met their reporting requirements.  Overall, \$47 continues	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 7 indicates that they have met their reporting requireme nts. Overall, S47 continues to meet	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 Time indicates that they have met their reporting requirements. Overall, \$47 continues to meet the	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 7E indicates that they have met their reporting requirements. Overall, S47 continues to meet the project	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4  TE indicates that they have met their reporting requirements.  Overall, \$47  continues to meet the project descriptio	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 7E indicates that they have met their reporting requirements. Overall, S47 continues to meet the project	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4  TE indicates that they have met their reporting requirements.  Overall, \$47  continues to meet the project descriptio	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 indicates that they have met their reporting requirements. Overall, \$47 continues to meet the project description and KPI requireme	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 7 indicates that they have met their reporting requireme nts.  Overall, S47 continues to meet the project descriptio n and KPI requireme nts.	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 The indicates that they have met their reporting requirements. Overall, \$47 continues to meet the project description and KPI requirements. Recomme	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4  All KPIs on track. \$4  indicates that they have met their reporting requirements. Overall, \$47  continues to meet the project description and KPI requirements. Recommend that	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 indicates that they have met their reporting requirements. Overall, \$47 continues to meet the project description and KPI requirements. Recommend that the report	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4 indicates that they have met their reporting requirements. Overall, \$47 continues to meet the project description and KPI requirements. Recommend that the report	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. \$4	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E
s4 7E			Recomme nd that the report be accepted and the associated All KPIs on track. S4 TE indicates that they have met their reporting requireme nts.  Overall, S47 continues to meet the project descriptio n and KPI requirements.  Recomments Recommend that the report be accepted	NFA.				No separate assessme nt or PRA in FOFMS. PR received 10.2.17:			Old		s47E

s47E	KPIs M1	Follow up			NO PR	Yes	Follow up	Old	1	No PRA
P41 L		with GM	'		due		with GM	l i		underspen
		8.02.2016.			15.2.17	l j	1			ds
		Org has			Nothing in	l j	1		۱ ۱	
		underspen			FOFMs	l j	1		۱ ۱	
	(Partly on				l	l j	1	l i	۱ ۱	
		s47E			l	l j	1	l i	۱ ۱	
		All	'		l l	l j	1	l i	١ .	
	require	planning	'		l l	l j	1	l i	۱ ۱	[
	follow-up.	and	'		l l	l j	1	l i	۱ ۱	[
		consultati	'		l l	l j	1	l i	۱ ۱	
	working	on has	'		l l	l j	1	ļ	۱ ۱	[ ]
	with the	been	'	1			1		۱ ۱	
	provider	completed	'		l l	l j	1	l i	۱ ۱	[
	to meet	and	'		l l	l j	1	l i	۱ ۱	[
	the	project	'		l l	l j	1	l i	۱ ۱	[
	project	should be	'		l l	l j	1	l i	۱ ۱	
	objective	back on	'		l l	l j	1	l i	۱ ۱	
	and KPI's.	track. GM	'		l l	l j	1	ļ	۱ ۱	
	Discuss	is waiting	'				1		۱ ۱	
	review of		'	1			1		۱ ۱	
		performan	'	1			1		۱ ۱	
		ce report	'		l l	l j	1	ļ	۱ ۱	[ ]
		due week	'		l l	l j	1		۱ ۱	[ ]
	Gm noted,		'		l l	l j	1		۱ ۱	[ ]
	Work with	February	'		l l	l j	1		۱ ۱	[ ]
	s47E	to assess	1		ļ į		1		ļ ,	]

Region	Program	Organisati	Activity Id	Activity	Jan-June	Jan-June	Jul-Dec16	75% PoT	M2	PR	Follow up	Outcome	Old/ New	Rating	Concerns
Region	me Name	_	Activity iu	Title		2016 NO	OT	KPIs	IVIZ	Comment	I ollow up	Outcome	Ola, New	Nating	Concerns
						Recomme		reported		s					
					Office	ndation -				(March/A					
						orig				pril 2017)					
s47E					Reports		CS16	M1, M2,	PoT	The GM		Follow up	Old	1	Delayed
		ı			against	Compare		CS18		reports		with GM			service
	ſ				M1, M2	progress				that there	with GM				delivery,
					CS1, CS5, CS8 &	against next				is evidence	in regard to Off				s47
					CS18.	performan				of	Track				E
					s47E	ce report				satisfactor					
					0					y progress	3 Partly on				
										against	Track KPIs				
										the	M1, M2				
										project	and CS18				
										outcomes and					
										attendanc					
										e rates					
s4					GM noted	Follow up	M1, M2,		ОТ	S	Yes	Left	Old	1	s47E
	1				that only	with GM	CS2		1			message	1		J . / L
7E	1				s				1	4	ceasing of		1		
					4					7	activity	s47 to phone on			
	1								1	E			1		
					7							28.3.17			
					E										
					GM is										
					considerin										
					g a variation										
					to remove										
					CS18 from										
					the KPI										
					reporting										
					list. GM										
					also noted					Communit					
					that there					y Led					
					was					Grants,					
					s47E deficit for					there has been no					
						- "									
s4		I	ı	ı	Activity		M2		ОТ	NO PR	Yes	Novation ctill in	Old	1	Terminati
7E	1	I			identified for	with GM on			1	was due on 30.1.17		still in progress.	1		<sup>ng</sup> s4 and
	1				terminatio				1	Nothing in		Telephone	1		novating
						S is				FOFMS		discussion			services
						winding						and email			
					against	up service						sent on			
	1				M1, M2,	delivery			1			s47E	1		
					CS1, CS11,										
	1					planning			1				1		
					CS18, Off track	to novate the									
					on M2,	contract						Mel will			
	1					to			1			provide a	1		
						s47E						copy once			
	1				period 1	, _			1			signed off	1		
					july 2015							by the			
	1				to				1			Minister.	1		
					31.12.201	hac tales									
					l .	has taken over the									
	1				S	two			1				1		
						s47									
					E	E									
					_	l									
	<u> </u>					and has			<u> </u>			<u></u>	<u> </u>	<u> </u>	

s4 7E				Compare with next performan ce report		No PRA in FOFMS	Yes	Follow up with GM Email sent 30.3.17	Old	1	NO PRA PR identified \$47E
		1 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	KPI's: M2, CS1, CS8 on track. M1, CS15, CS18 partly on track. CS5 is off track								
		5	GM noted, KPI CS5 - 647 <u>=</u>								
s4 7E			Organisati on. 647E	Monitor Organisati on. Compare next report for improvem ent on KPIs		E	Compare next PRA as GM is meeting with org	Compare next PRA	Old	2	s4 7E
		; ; ; ;	discussion is with GM to resolve Partly on Track KPIs if still not improved. M2, CS3, CS5, CS8 partly on track. Org noted: S 4			liaising with s47 E					
s47E		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		No FOFMS PRA.		No seprate PRA in FOFMS: Project is progressin g well, and the S S4 7 E	Compare next PRA	Compare next PRA	Old		s47 E
						payment withheld until updated exp report					

		ı			C 1 1	1		ı	NO DD		le. II	OL:	4	475
s4	1		1 1	Issues identifie	Contact d GM				NO PR due	Yes email sent to	Follow up with GM	Old	1	s47E
7E	1	l		in	regarding				16.1.2017	GM to	WILLI GIVI			}
				assessm					nothing in	contact.				
				nt	2016				FOFMS					ł
				included	l l				Variation					
				s47E	:				approved					Contract
				0 ., _	1.				in FOFMS					extension
					Managem				on					
					ent of				9.2.2017.					
					2015-16									
					unspent				Org has					
					funds as				been					
					any 2015-				recomme					
					16				nded for a					
					unspent				6mth					
					funds,				contract					
					retained are to				extension post 30					
					reduce				JUNE 2017					
					the 2016-				at					
					17				s47E					
					Milestone				S4/E					
					s									
					Payments.		1						1	1
					2. Has									
				and	Activity		1						1	1
	<del>                                     </del>						-		Poport for	GM	Compare	Old	2	- 17
s4	'	I		Requires follow up					Report for July 2016	GM following	Compare next PRA	Old		s47
7E	ı	l		on limite					to 31	following up with	HEAL PRA			E
				s47	delivery				December					}
				service	with GM				2016	on				
				delivery					accepted	0				
				occuring					and					
				between	1				approved.					
				January	l l				KPI M2,					
				30 June					CS2 and					
				2016. Th	e				KPI REC1					
				project					require					
				requires					follow up					
				ongoing					s47E					
				monitori	n				,					
				g with a					however					
				follow up	)				activities					
				visit					in place to					
				during Ju	ly				improve					
				2016 to					outcomes.					
				ensure					discussion					
				varied					with Provider					
				schedule requiren	l l				to follow					
				nts have	ie				to lollow					
				commen	r									
				ed and										
							65=		Th	C	C	OLI		
s4		l	,	Compare			only CS7		There is	6 month	Compare	Old	2	Contract
7E		I		to next	next PRA.		1		evidence		next PRA		1	extension
r – I				report as GM has	' [				of satisfactor	Continue				
				no GIVI nas			1		satisfactor y progress				1	1
				concerns			1		against	level			1	1
				for proje					the	s47				
				but 75%			1		project	"Contract			1	1
				of KPIs a	re		1		outcomes,	Executed			1	1
				Partly or	l l		1		and KPIs	May 2016 -			1	1
				Track.			1		have	1 upfront			1	1
				KPIs: M	.,		1		being met				1	1
				M2 on			1		during this				1	1
				track.					reporting	acquittal				
				CS2, CS5			1		period.	due			1	1
				CS7, CS1			1		The	29/12/17.			1	1
				CS18, all					provider					
				Pass.			1		continues				1	1
				GM			1		to maintain				1	1
				reported provider					maintain effective					
				has			1		relationshi				1	1
				nas satisfied			1		ps with				1	1
				all					other					
				requiren	ie		1		organisati				1	1
				nts to			1		ons,				1	1
				date, and	i		1		specificall				1	1
1	1	i	i l	l ,	1	i	1	İ	l	ĺ	Ì	l .	1	1

		1	CNA	- 475			- 47	Voc	Comme	Old	2	CM
s4   7E			Assessme nt report does not support CS7 as offtrack and this KPI has	with next performan ce and escalate monitorin g levels if decrease continues.			s47 E	Yes compare next PRA in July 2017,	Compare next PRA	Old		GM assessme nt is not supported by KPI performan ce as S47 E
s47E			months to improve. GM has recomme nded with holdinging funding until a site visit has been conducted .	7.2.2017: Following a Funding Areement variation, S 4			GM: The provider's performan ce has improved significantly since the Performan ce Report Assessment in August 2016. However, the S4 officer's S47E		Comapre next PRA	Old	2	Concerns have been adressed. Change status from Priority 1 to 3
s4 7E			GM reported delay was out of service provider's control and agreemen t was varied to extend the project end date to 31 December 2017.Only 1 KPI noted as Partly on Track	Compare next PR	None	only CS17	project requires follow up, to date the \$47 E		Compare next PRA	Old		s47 E

<del>,                                    </del>							1	1	1	Γ.	· ·				1
s4			, ,		Only M1		M1			GM	Follow up		Old		Poor
7E		I				M1 is off				noted:	with GM if	30.3.17			quality PR
<i>'</i> –						track GM				follow-up	their				
						holds no				required	concerns				
					roject	concerns				for M1,	have been				
						for the				M2, CS7,	adressed				
					0	project.				CS9, CS12					
						Compare				even					
						with next				though all					
						PR.				reported					
					ited					as on					
					mproved					track.					
					esults.					Payment					
					hey					will not be					
					rovide					released					
					egular					until more					
					eports					detailed					
					ind					informatio					
					acilitate					n is					
					on site					available,					
					isits. GM					and the					
					noted					contract					
					roject					manager					
				c	ontinues					speaks					
					0					with the					
					mprove					coordinat					
				v	vith a					or relating					
c4					All KPIs on	All KPIs on		CS1, CS5,	PoT	s47E	Follow up	Left	Old	1	s47
s4		1				track.		M1, M2		371L		message			
7E					٠.			/				on			E
				l li	<b>7</b> ⊏ ndicates					1					}
					hat they							s47E			
					nave met							phone to			
					heir							caal			
					eporting							29.3.17			
					equireme							23.3.17			
					its.										
					Overall,										
				5	347 continues										
					o meet					l					
					he										
					roject										
					lescriptio					i					
					and KPI										
					equireme										
					nts.										
					Recomme										
					nd that										
					he report										
					e										
				a	ccepted										
					ind the										
			<u> </u>		ssociated										
s4				A		NFA.				No	Email sent	Follow up	Old	1	NO PRA
<u> </u>				t	rack.s4					separate	30.3.17:	with GM			s47E
7E										assessme					J
				i	<b>7</b> ⊏ ndicates					nt or PRA					,
					hat they					<sup>in</sup> s47					
					nave met					PR					
					heir					received					
				r	eporting					10.2.17:					Ì
					equireme					s47E					
					nts.					ı · · · <b>-</b>					
					Overall,										
					47										
					ontinues					Ì					
					o meet										
					he										
					roject										
					lescriptio										
					and KPI										
					equireme										
					its.										
					Recomme										
					nd that										
					he report										
					е										
					ccepted										
					ind the					as well as					
					ssociated					reliability					
						1			ı	l			Ī		Ī

s47E				KPIs M1	Follow up				NO PR	Yes	Follow up	Old	1	No PRA
941L	'				with GM		1		due		with GM			underspen
		[			8.02.2016.		1		15.2.17	1	,			ds
		[			Org has		1		Nothing in	1	' I			
		[			underspen		1		FOFMs	1	' I			
					d of		1			1	1	l i		
						ļ		1			,	l i		
				KPIs	s47 ·			1			1	l i		
		[		require	planning	ļ i	1				"	l i		[
				follow-up.	and		1			1	1	l i		
					consultati			1			1	l i		
		[	١ ,	working	on has	ļ i	1				"	l i		[
				with the	been		1	' <u> </u>			'			
		[		provider	completed	ļ i	1				"	l i		
		[	1	to meet	and	ļ i	1				"	l i		[
		[	1	the	project	ļ	1				"	l i		[
		[		project	should be	ļ	1				"	l i		
		[		objective	back on		1			1	' I			
				and KPI's.	track. GM		1	' <u> </u>	1		'	ļ		
		[		Discuss	is waiting	ļ	1				"	l i		
		[		review of	for	ļ	1				"	l i		[
		[		underspen	performan	ļ	1				"	l i		[
			1 (	d funds	ce report		1	' <u> </u>	1		'			
		[		with GM.	due week	ļ	1				"	l i		[
		[		Gm noted,	of 13	ļ	1				"	l i		[
				Work with	February		1	' <u> </u>			'			
				s47E	to assess						'			

Region	-	Organisati	Activity Id		Jan-June				M2	PR	Follow up	Outcome	Old/ New	Rating	Concerns
	me Name	on Name		Title	2016 National	2016 NO Recomme	ОТ	KPIs reported		Comment					
					Office	ndation -				(March/A					
s47E					Assessme Reports	orig	CS16	M1, M2,	PoT	pril 2017) The GM	Follow up	Follow up	Old	1	s47
J ., _		I			against	Compare		CS18		reports		with GM			E
	ı				M1, M2 CS1, CS5,	progress against				that there is	with GM in regard				_
					CS8 &	next				evidence	to Off				
					CS18.	performan ce report				of satisfactor	Track (CS16) and				
					s47E	ce report					3 Partly on				
										against	Track KPIs				
										the project	M1, M2 and CS18				
										outcomes					
										and attendanc					
					_					e rates					
s4				l	s47E	Follow up with GM	M1, M2, CS2		ОТ	S	Yes Discuss	Left message	Old	1	s47E
7E						With Oivi	CSE			4	ceasing of	for			
										7	activity with GM.	s47 <sup>to</sup> phone on			
					-					E		28.3.17			
					a										
					variation to remove										
					CS18 from										
					the KPI reporting					to apply					
					list. GM					for					
					also noted that there					Communit y Led					
					was					Grants,					
					s47E					there has been no					
s4					Activity	Follow up	M2		ОТ	NO PR	Yes	Novation	Old	1	Terminati
54 7E		' I			identified	with GM				was due		still in			<sup>ng</sup> S
, _					for terminatio	on 7.2.2017				on 30.1.17 Nothing in		progress. Telephone			and novating
						S is winding				s47		discussion			services
					reports against	winding up service						and email sent on			
					M1, M2,	delivery						29.3.2017			
					CS1, CS11, CS16,	and GM is planning						Brief Number is			
					CS18,	to novate						s47			
					Off track	the						E will			
					on M2, CS5 & 11	contract to						provide a			
					Activity	s47E						copy once signed off			
					period 1 july 2015							by the			
					to							Minister.			
					31.12.201 7.	has taken									
					GM noted:	over the									
					noted: Internal	two s47									
					ctoffing										
					issues and bullying. It	_									
					was	and has									

s4 7E		     	KPI's: M2, CS1, CS8 on track. M1, CS15, CS18	Compare with next performan ce report		No PRA in FOFMS		Follow up with GM Email sent 30.3.17			NO PRA PR S47E
		i S	partly on track. CS5 is off track 647 =								
		() <u></u> ()	KPI CS5 - 647 E 647E have always	Maritan		- 47					
s4 7E		1	Organisati on. Compare next report for 647E	Monitor Organisati on. Compare next report for improvem ent on KPIs		s47 E s47 E	Compare next PRA as GM is meeting with org	Compare next PRA	Old	2	s4 7E
		; ; ; ;	with GM to resolve Partly on Track KPIs if still not improved. M2, CS3, CS5, CS8 partly on track.			liaising with \$47 E instigating Welcome to					
			org noted:S 4			Country, Indigenou s and Torres					
s47E		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	NO GM	No FOFMS PRA.		No seprate PRA in FOFMS: Project is progressin g well, and the S S4		Compare next PRA	Old	2	s47 E
						as at 31/12/201 6 - Jan IAS payment withheld until updated exp report					

			 ı	-					- "		ı.	
s4		1	 Issue		Contact		NO PR		Follow up	Old	1	Location,
7E	1		ident	ırıed	GM		due 16.1.2017	sent to GM to	with GM			rs47E
			in asses	sme	regarding 18 Oct		nothing in					1
			nt	SITIC	2016		s47	contact.				funds, late
			includ	ded:	comments		Variation					reports
			s47		:		approved					Contract
			347	_	1.		ins47					extension
					Managem		on					
					ent of		9.2.2017.					
					2015-16							
					unspent		Org has					
					funds as		been					
					any 2015-		recomme					
					16		nded for a					
					unspent		6mth					
					funds,		contract					
					retained		extension					
					are to		post 30					
					reduce		JUNE 2017					
					the 2016-		at					
					17 Milestone		s47E					
					s							
			ŀ		Payments.							
					2. Has							1
			}		Activity							1
	<del>                                     </del>			,			D	CNA	C	Old	_	4-
s4		1	 Requ		Follow up		Report for	GM following	Compare	Old		s47
7E	1		follov on lin		progress on service		July 2016 to 31	_	next PRA			E
			on lin		on service delivery		to 31 December	up with				}
			s47		with GM		2016	organisati on				}
			delive		WILLI GIVI		accepted	UII				
			occur				and					
			betw	-			approved.					
			Janua				KPI M2,					
			30 Ju				CS2 and					
			2016				KPI REC1					
			proje				require					
			requi				follow up					
			ongo				as not on					
			moni				target,					
			g witl	h a			however					
			follow	v up			activities					
			visit				in place to					
			durin	g July			improve					
			2016	to			outcomes.					
			ensui				discussion					
			varie				with					
			sched				Provider					
				reme			to follow					
			nts h									
			comr									
			ed ar									1
s4			Comp		Compare	only CS7	There is		Compare	Old	2	Contract
7E	.		to ne		next PRA.		evidence		next PRA			extension
' -			repor				of	Continue				
			GM h	nas			satisfactor					1
			no				y progress					
			conce				against	level				1
			for pr				the	s47				1
			but 7 of KP				project	"Contract				1
			of KP Partly				outcomes, and KPIs	Executed May 2016				1
			Track				have	May 2016 - 1 upfront				1
			KPIs:				being met					1
			M2 o				during this					1
			track				reporting	acquittal				1
			CS2,				period.	due				
			CS7,				The	29/12/17.				1
			CS18,				provider	n .				
			Pass.				continues					1
			GM				to					
			repor	rted			maintain					1
			provi				effective					1
			has				relationshi					1
			satisf	ied			ps with					1
			all				other					1
				reme			organisati					1
			nts to				ons,					1
			date,	and			specificall					1
			 li.							1		

s4 7E			Assessme nt report does not support CS7 as offtrack and this	Compare S47  with next performan escalate monitorin \$S47  E			s47 E	Yes compare next PRA in July 2017,	Compare next PRA	Old	2	GM assessme nt its 4 7 E
s47E			given 3 months to improve. GM has recomme nded with holdinging funding until a site visit has been conducted	7.2.2017: Following a Funding Areement variation, S 4			GM: The provider's performan ce has improved significantly y since the Performan ce Report Assessment in August 2016. However, the \$4  7  E		Comapre next PRA	Old	2	Change status from Priority 1 to 3
s4 7E			GM reported delay was out of service provider's control and agreemen t was varied to extend the project end date to 31 December 2017.Only 1 KPI noted as Partly on Track	Compare next PR	None	only CS17	4 7 E	did not fully commenc e during 2016; variation agreemen t finalised December 2016 to: - Extend project end date to 31 December 2017 to allow for fully project implemen	Compare next PRA	Old		s47 E

Only M1 Off track. According track GM holds no project. Continues to mimprove and facilitate on site visits. GM noted Project continues to mimprove with a mim	,s4 7 <b>⊏</b>
According track GM According track GM According track GM holds no project continues for the project. Compare and has demonstr PR. ated improved regular reports and facilitate on site visits. GM noted Project continues to find facilitate on site visits. GM noted Project continues to filmprove with a MILKPIS on All KPIS on CS1, CS5, Pot S47E Follow up Left Old 1	
to GM project concerns continues to project. to project. limprove and has demonstr ated improved regular reports and facilitate on site visits. GM noted Project continues to mimprove with a  All KPIs on CS1, CS5, PoT S47E follow up Left Old 1  required for M1, M2, CS7, concerns have been adressed concerns have been adressed concerns have been adressed concerns have been adressed with M2, CS7, CS9, CS12 even though all reported as on track. Payment will not be released until more detailed information is available, and the contract manager speaks with the coordinat or relating.	
project continues for the continues to miprove with a see and the continues to miprove with a see and the continues to miprove with a see and the coordinat or relating see and the coordinat or relating see and the coordinat or relating see and the see and the coordinat or relating see and the coordinate see and the coordinate see and the coordinate see and the coordinate see and the coordinate see and the coord	
project continues for the continues to miprove with a see and the continues to miprove with a see and the continues to miprove with a see and the coordinat or relating see and the coordinat or relating see and the coordinat or relating see and the see and the coordinat or relating see and the coordinate see and the coordinate see and the coordinate see and the coordinate see and the coordinate see and the coord	
continues to project. Compare with next ated improved results. They provide regular reports and facilitate on site visits. GM noted Project continues to improve with a HAIL REPORT REPO	
to improve and has demonstr ated improved results.  They provide regular reports and facilitate on site visits. GM noted Project continues to improve with a  All KPIs on All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
improve and has demonstr ated improved results.  They provide regular reports and facilitate on site visits. GM noted Project continues to improve with a  All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
and has demonstr ated improved improved results. They provide regular reports and facilitate on site visits. GM noted Project continues to improve with a All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
demonstr ated improved results. They provide regular reports and facilitate on site visits. GM noted Project continues to improve with a All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
ated improved results. They provide regular reports and facilitate on site visits. GM noted Project continues to improve with a  All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
improved results. They provide regular reports and facilitate on site visits. GM noted Project continues to improve with a  All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
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provide regular reports and facilitate on site visits. GM noted Project continues to improve with a All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
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and facilitate on site visits. GM noted Project continues to improve with a  All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
facilitate on site visits. GM noted Project continues to improve with a  All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
on site visits. GM noted Project continues to improve with a All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
visits. GM noted Project continues to improve with a All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
noted Project continues to improve with a All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
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Project continues to improve with a All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
continues to improve with a All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
to with the coordinat or relating S4 All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	1
improve with a coordinat or relating S4 All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	1
with a or relating or relating S4 All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
S4 All KPIs on All KPIs on CS1, CS5, PoT S47E Follow up Left Old 1	
P <sup>+</sup>	
P <sup>+</sup>	s47
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that they	
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their 7 caal	
reporting E 29.3.17	
requireme F	
nts.	
Overall,	
continues a result	
to meet the	
the October	
project 2016	
descriptio payment payment	
n and KPI has not	
requireme been been	
nts. released	
Recomme   to the	
nd that organisati	
the report on.	
be be	
accepted accepted	
accepted	
and the	
associated	
All KPIs on NFA. No Email sent Follow up Old 1	NO PRA
P <sup>+</sup>	
DEDUCATE DUDGE DUGGE	s47E
S assessme nt or PRA	
S indicates that they in FOFMS.	10
S indicates that they have met PRA	
S indicates that they in FOFMS.	
S assessme nt or PRA in FOFMS. have met their PR their received	
S assessme nt or PRA in FOFMS. have met their reporting 10.2.17:	
S assessme nt or PRA in FOFMS. PR their reporting requireme 10.2.17:	
sindicates that they have met their reporting requireme nts.	
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Sindicates that they have met their reporting requireme nts. Overall, S47 continues to meet	
S indicates that they have met their reporting requireme nts.  Overall, S47 continues	
Sindicates that they have met their reporting requireme nts. Overall, S47 continues to meet the	
sessesme nt or PRA in FOFMS. PR received reporting requireme nts. Overall, S47 continues to meet the project	
Sindicates that they have met their reporting requirements. Overall, S47 continues to meet the project descriptio	
Sindicates that they have met their reporting requireme nts. Overall, S47 continues to meet the project description n and KPI	
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Sindicates that they have met their reporting requireme nts. Overall, S47 continues to meet the project description n and KPI requireme nts. Recomme	
indicates that they have met their reporting requireme nts.  Overall, S47 continues to meet the project description n and KPI requireme nts.	
Sindicates that they have met their reporting requireme nts. Overall, S47 continues to meet the project description n and KPI requireme nts. Recomme	
S indicates that they have met their reporting requireme nts.  Overall, S47 continues to meet the project description and KPI requireme nts.  Recomme nd that the report	
indicates that they have met their reporting requireme nts. Overall, S47 continues to meet the project descriptio n and KPI requireme nts. Recomme nd that the report be	
indicates that they have met their reporting requireme nts. Overall, S47 continues to meet the project descriptio n and KPI requireme nts. Recomme nd that the report be accepted	
indicates that they have met their reporting requireme nts.  Overall,  S47  continues to meet the project description and KPI requireme nts.  Recomme nt that the report be	

s47E	KPIs M1	Follow up		NO PR	Yes	Follow up	Old	1	No PRA
DT/ L		with GM		due		with GM			underspen
	Track),	8.02.2016.		15.2.17					ds
		Org has		Nothing in					
	CS18	underspen		FOFMs					
	(Partly on	d of							
	Track) All	s47E							
	KPIs	All							
	require	planning							
	follow-up.	and							
	GM is	consultati							
	working	on has							
	with the	been							
	provider	completed							
	to meet	and							
	the	project							
	project	should be							
		back on							
		track. GM							
		is waiting							
	review of								
	underspen								
		ce report							
		due week							
	Gm noted,								
	Work with	February							
	s47E	to assess							

# Analysis of underperforming \$47E

#### **Purpose**

This report provides an analysis of \$47E that were identified as underperforming against their Key Performance Indicator (KPIs) in performance reports for the July to December 2016 reporting period and an update of underperforming activities identified during the January to June 2016 reporting period.

## Methodology

s47E

In addition to the update on January to June 2016 Activities, this Analysis considered Activities that reported KPIs that were Off Track, Partly on Track for 75 per cent or more of their KPIs and those Activities reporting M2 as Partly on Track (compliance against funding agreement).

Note: where an underperforming Activity fell into numerous categories it was counted only once.

**Attachment A** provides details of Activities underperforming, including Grant Manager Performance Report Assessment outcomes as well as strategies to address underperformance.

#### **Findings**

s47E

- . These Activities consisted of:
- 11 reporting Off Track against one or more of their KPIs
- 13 reporting as Partly on Track against at least 75% of their KPIs
- 25 reporting as Partly on Track to meet contractual requirements \$47E (KPI M2)
- 11 Activities that continue to underperform from the January June 2016 reporting period

#### Activities Partly on Track against KPI M2

Analysis of these Activities identified that the Partly on Track ratings related to issues around \$47E

ailure to meet reporting deadlines, and underspends.

#### Underperforming Activities from the January to June 2016 reporting period

During the January to June 2016 reporting period 40 Activities were identified as underperforming. Analysis of these Activities' July to December 2016 Performance Reports shows that Grant Managers have successfully implemented strategies to address underperformance for 24 Activities while a further five Activities have ceased. 11 of these Activities continue to underperform, due primarily to issues with; \$47E

<u>Increase in underperforming Activities</u>

s47E

6 Month Contract Exten	nsions
------------------------	--------

Three of the underperforming Activities were recommended for a 6 month contract extension from 1 July to 31 December 2017. These are:

S

4

7

Е

## **Contributing factors**

Major factors contributing to Activity underperformance against KPIs include:

- (a) Activities reporting M1and CS16 as Off Track or Partly on Track: \$47E
- (b) Activities reporting M2 as Off Track or Partly on Track: \$47E
- (c) Activities underperforming on C2, CS5, CS7, CS18, CS11. s47E

# **Observations**

s47E

## **Next Steps**

s47E

will work with Grant Managers to address

underperforming Activities and monitor improvement.

# **Activity Watch List July to December 2016.**

Off Track I	(PIs					
Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					CS5 Off Track	CS 5 Off Track. This KPI has remained Off Track across two reporting periods as the provider has \$47E
						Actions: Monitor improvement in Jan-June 2017 reporting period.
s47E					M2, CS2, CS 10, CS11 and CS18 Partly on Track	All KPIs Off Track. \$47E Grant Manager advised that 2 variations have been completed regarding funding, KPIs and additional monitoring. \$47E
						Action: Monitor improvement in Jan-June 2017 reporting period.
s47E					M1, M2, CS2 Partly on Track	KPIs M1, M2, CS2 are Off Track. \$47E
						<b>Note:</b> project has been extended for 6 months at 2016-17 funding level as part of ceasing contracts.
						Action: Follow up with Grant Manager.

Off Track I	KPIs					
Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					CS1,CS7 Partly on Track	M1 Partly on Track CS 16 Off Track. Performance has declined. s47E . However GM rated all KPIs as pass but noted intention to review all performance reports in conjunction with the financials. Payment 30.1.17 of \$47E withheld.  Action: Monitor improvement in Jan-June 2017 reporting period
s47E				Strategy	CS7 Partly on Track	REC1 Off Track, M1, CS7 Partly on Track. Performance has declined. s47E  The Grant  Manager is satisfied that \$47E is making adequate progress in delivering the project and meeting outcomes, objectives, and key performance indicators.  Action: Monitor improvement in Jan-June 2017 reporting period.
s47E					M1 Partly on Track	CS11, Off Track. s47E  Action: Monitor improvement in Jan-June 2017 reporting period.

Off Track K	Pls					
Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					CS5, CS8, CS16, CS18 Partly on Track, CS1 Off Track	CS 16 is Off Track and M1, M2, CS18 are Partly on Track. High However, the Grant Manager reports there is evidence of satisfactory progress against the project outcomes and attendance rates have increased and that reporting has been limited \$47E  Action: Follow up with Grant Manager
s47E					No data available	CS18 is Off Track and M2, CS1, CS8, are Partly on Track. s47E  Action: Monitor improvement in Jan-June 2017 reporting period.
s47E					No data available	CS5 is Off Track. s47E  Action: Monitor improvement in Jan-June 2017 reporting period.

Off Track I	(PIs					
Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E				s47E	No data available	M2 Off Track. Project requires further planning including appointment of a dedicated Project Manager to ensure the project reaches its full potential. Payment is being withheld until a variation is agreed and information is provided on interim financial position.  Action: Follow up with Grant Manager.
s47E				s47E	CS16, CS18, Partly on Track M2, CS5 & CS 11 Off Track	No Performance Report submitted. Contract termination identified in June 2016 as Activity was Off Track against 3 KPIs. GM noted \$47 is winding up service delivery and plans to novate the contract to \$47E . s47E has taken over the \$47E and has invited tenders for the management of the Centres. They are waiting for the Ministers response before implementing the Novation.  Action: Follow up with Grant Manager
s47E				s47E	M1 Off Track;	KPIs M1, M2, CS7, CS9, and CS12 are noted for follow up by Grant Manager even though all are reported as On Track by provider. Payment is being withheld until more detailed information is available, and the Grant Manager speaks with the coordinator about the project schedule description and the KPIs.  Action: Follow up with Grant Manager

Partly on 1			1	T	T	
Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					M1, M2,CS1, CS5 Partly on Track	KPIs CS1, CS5, M1, M2 Partly on Track.s47E  s47E has experienced delays since the commencement of the contract as a result the October 2016 payment has not been released to the organisation.  Action: Follow up with Grant Manager
s47E					M2, CS1 Partly on Track	KPIs CS1, CS8, CS18, and M1 are Partly on Track. s47E  Grant Manager will meet with the provider to discuss strategies for ensuring this project remains on track. Quarterly payment has been withheld.  Action: Follow up with Grant Manager
s47E					No data available	Five KPIs CS1, CS3, CS5, CS11, M1 Partly on Track. Underperformance and Activity risk. However, Grant Manager states all KPIs are On Track and organisation is getting positive feedback s47E  Grant Manager is seeking confirmation of the recruitment outcome and plans to follow up on 3 of the 5 Partly on Track KPIs. Action: Monitor improvement in Jan-June 2017 reporting period

Partly on T	rack					
Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					M2,CS7 Partly on Track	All KPIs CS7, REC1, M1, M2 Partly on Track.947E  Regional Manager is in discussions with 947E about this Activity and 947E  s unable to determine level of concern for this Activity as there is no Performance Report Assessment.  Action: Follow up with Grant Manager
s47E					No data available	KPIs CS1, CS7, CS10, and M2 are all Partly on Track. S47  E  Action: Monitor improvement in Jan-June 2017 reporting period
s47E					CS7 Partly on Track	KPIs CS7, REC1, M2 (75%) Partly on Track. \$47E  Action: Monitor improvement in Jan-June 2017 reporting period

Partly on T	rack					
Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					M2, CS7, CS9, CS18Partly on Track	KPIs CS7, CS9, CS18, REC1, M2 (83%) Partly on Track. s47E .All KPIs are rated as pass by the Grant Manager. Provider has 2015/16 surplus of about s47E and may extend services to \$47E
						Action: Follow up with Grant Manager
s47E					M2, CS1, CS2, CS7, CS15 Partly on Track	KPIs M2, CS2, CS3, CS15 are all 'Partly on Track. s47E  The provider has provided strategies for improved service delivery for s47E  All other elements are compliant with the Funding Agreement.  Action: Monitor improvement in Jan-June 2017 reporting period
s47E					M2, CS2, CS5, CS7 Partly on Track	KPIs CS2, CS5, CS6, CS7, M1, and M2 (86%) Partly on Track. s47E  is unable to asses level of risk for this Activity as there is no PRA in FOFMs.  Action: Follow up with Grant Manager

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					M1, CS8, CS16 Partly on Track	KPIs M2, CS5, CS8, CS9, CS16 Partly on Track. s47E  The provider needs to demonstrate that all outcomes are being met in addition to KPIs.  Action: Monitor improvement in Jan-June 2017 reporting period
s47E					No data available	KPIs M1, M2, CS7, CS11, CS6, CS18 Partly on Track. s47E  Action: Follow up with Grant Manager

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					No data available	KPIs M2, CS1, CS7 CS9 Partly on Track. S47E
						Grant Manager noted a possible variation to extend time frame for completion of project.
						Action: Follow up with Grant Manager.
s47E					No data available	Follow up actions from the last performance s47E  This will need to be followed up prior to next performance report.
						Action: Follow up with Grant Manager
s47E					M2 Partly On Track	The grant could not be expended by the due date of the 30/6/16 as the camp was organised in July 2016.  Performance and Reporting section is unable to asses level of risk for this Activity as there is no PRA in FOFMs.
						Action: Monitor improvement in Jan-June 2017 reporting period
s47E					CS8,CS16 Partly on Track	KPIs M2, CS16, CS17 Partly on Track. S47E  However Performance Report states organisation is working on improving project records and data collection S4  . No PAA in FOFMS.
						Action: Monitor improvement in Jan-June 2017 reporting period

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					All KPIs On Track	s47E  have declined. PMC to arrange visit to \$47E  further discussion planned in regard to increasing time spent in communities or the length of the playgroup sessions.  Action: Follow up with Grant Manager
s47E				Coordinator	M2, CS1, CS5Partly on Track	Performance Report indicates: s47E  . Meetings are being held to identify issues and improve participation and performance. Performance against KPIs appears to be improving, however s47E  is unable to assess level of risk for this Activity as there is no PRA in s47E  Action: Follow up with Grant Manager
s47E					All KPIs On Track	RPIs M2, CS2 and CS7 are Partly on Track. S47E  Performance and Reporting section is unable to asses level of risk for this Activity as there is no PRA in FOFMs.  Action: Follow up with Grant Manager

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					All KPIs On Track	KPI M2, CS7 Partly on Track. \$47E
						Action: Monitor improvement in Jan-June 2017 reporting period
s47E					M2, CS17 Partly on Track	KPIs M2, CS1, CS7, CS17 Partly on Track. s47E  Grant Manager assessed KPIs CS7, CS1, and CS17 as fail.  Project is not achieving desired improvements s47E
s47E					M2, REC1 Partly	Action: Follow up with Grant Manager s47E
					on Track	Action: Monitor improvement in Jan-June 2017 reporting period
s47E					M2, CS18 Partly on Track	Provider is meeting outcomes. However, both sites need to improve data capturing and reporting.  Action: Monitor improvement in Jan-June 2017 reporting period

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E				Centres	CS9, CS10 Partly on Track	KPI CS9 assessed as a fail and KPIs M2, CS9, CS6, CS1 Partly on Track. Performance has declined. Grant Manager states there are consistent issues with unmet targets. Some KPIs (CS9, CS6, and CS1) are unattainable and need adjustment. Follow up discussions are planned with the service provider.  Action: Follow up with Grant Manager
s47E					M2, CS7 Partly on Track	KPI CS7 and M2 are assessed as fail. Performance has declined. s47E
						The Performance Report has been assessed as unsatisfactory, requiring resubmission.  Action: Follow up with Grant Manager

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					CS 7, CS11, CS13 Partly on Track	KPIs M2, CS7, CS13, CS11, CS12, Partly on Track. Performance has declined. Number of concerning KPIs has increased \$47E . Areas of concern are data collection and record keeping practices. There is no PRA in FOFMS thus making it difficult to assess if the provider's expectation that improvements will continue and that all concerns have been addressed are realistic.  Action: Follow up provision of PRA
s47E					M2, CS1 Partly on Track	KPIs M2, CS11 Partly on Track. No performance improvement. s47E  Action: Follow up provision of PRA
s47E					CS5 Partly on Track	KPIs M2, CS5 Partly on Track. Ongoing underperformance.  There is no PRA in FOFMS to enable a more detailed analysis of underperformance. However, provider continues to underperform against CS5.  Action: Follow up provision of PRA

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					M2, CS7 Partly on Track	KPIs M2, CS7, CS8 Partly on Track. \$47E
					All KDIs on Tursis	Action: Monitor improvement in Jan-June 2017 reporting period
54 <i>1</i> E					All KPIs on Track	KPIs M1, M2 Partly on Track. S47E  . There is no PRA in FOFMS to enable a more detailed analysis of underperformance.  Action: Follow up Grant Manager
s47E					CS1 Partly on Track	Although session delivery rate has been high, \$47E
						Action: Monitor improvement in Jan-June 2017 reporting period

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					M2, CS1, CS5 Partly on Track	Follow up on the provider's progress to increase \$47E  \$47E  no PRA in \$47E  Action: Follow up with Grant Manager
s47E					All KPIs on Track	M2 Partly on Track. \$47E
						Action: Monitor improvement in Jan-June 2017 reporting period
s47E					M2, CS5 Partly On Track	KPIs M2, CS 5 Partly on Track. s47E
						There is no PRA in S47E
						Action: Follow up with Grant Manager
s47E					All KPIs on Track	s47E
						Action: Monitor improvement in Jan-June 2017 reporting period

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
647E					M2 Partly On Track	No PR submitted leading to compliance concerns. \$47 E
						Action: Monitor improvement in Jan-June 2017 reporting period
	s47E				CS1 Partly on Track	s47E
						Action: Monitor improvement in Jan-June 2017 reporting period

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					M2, CS1 Partly on Track, CS7 Off Track	KPIs M2, CS1, CS7 reported Partly on Track by provider but rated as pass by Grant Manager s47E  ollow up actions from the last performance report have not been implemented by Grant Manager.  Action: Monitor improvement in Jan-June 2017 reporting period
s47E					M2 Off Track, M1,CS1, CS5, CS8, CS16 Partly on Track	No PR due 16.1.2017 nothing in FOFMS Funding Agreement variation approved in FOFMS on 9.2.2017. Org has been recommended for a 6mth contract extension post 30 JUNE 2017 at \$47E s47E unable to assess Activity risk at this time given the limited FOFMS information.  Action: Follow up with Grant Manager
s47E					All KPIs Partly on Track	KPIs CS1, CS5, CS6 Partly on Track. Ongoing underperformance.  However provider states Project is progressing well, and the program with parents is expected to increase in Term 1 2017. Performance and Reporting section is unable to assess level of improvement or risk for this Activity as there is no PRA in FOFMs.  Action: Monitor improvement in Jan-June 2017 reporting

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					M1, M2, CS5, CS7, S16 Partly on Track	CS17 Partly on Track. Improved performance. s47E  . This project did not fully commence during 2016. The variation was finalised in December 2016 to: extend the Project end date to 31.12.2017, s47E that was not paid prior to 30 June 2016 was reinstated and the Project Description; KPIs; Reporting Milestones & Payments; and Locations were updated.  Action: Monitor improvement in Jan-June 2017 reporting period
s47E					7 of 8 KPIs Partly on Track M1, CS2, CS5, CS7, CS11, CS18, RAS16	KPIs CS5, CS7, CS11 are still Partly on Track. Some improvement.  Grant Manager states there is evidence of satisfactory progress against the project outcomes, and all KPIs being met during this reporting period. A 6 month contract extension has been recommended.  Action: Monitor improvement in Jan-June 2017 reporting period
s47E					All KPIs Partly On Track	No Performance Report due 15.2.17. Previous report noted that all KPIs required follow-up. Grant Manager is working with the provider to meet the project objective and KPI's.  Action: Monitor improvement in Jan-June 2017 reporting period

Region	Programme	Organisation	Activity Id	Activity Title	Jan-June2016 KPI	Performance Report Assessment and Action Plan
	Name	Name			Progress	
s47E					All KPIs Off Track	All KPIs now On Track. Improved Performance. Previous report noted that service provider was given 3 months to improve performance. The provider's performance has improved significantly since August 2016. s47E
						Action: Monitor improvement in Jan-June 2017 reporting period
s47E					M2, CS3, CS5, CS8 Partly on Track	KPIs M2, CS3, CS5 Partly on Track. S47E
						KPI's M1 and M2 but is not meeting their targets on the other KPI's. The Grant Manager will be meeting with \$47E
						Action: Monitor improvement in Jan-June 2017 reporting period

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					CS7	KPIs M2, CS2 and REC1.s47E  Client numbers require follow up.s47E  however activities are in place to improve outcomes.  Action: Monitor improvement in Jan-June 2017 reporting
						period
s47E					CS11	KPIs M1, CS5, CS7, CS19 Partly on Track.S47E
						Action: Follow up with Grant Manager
s47E					CS5 Off Track, M1, CS15 CS18 Partly on Track	KPIs M2, CS5 Off Track. s47E
						<b>Action</b> : Monitor improvement in Jan-June 2017 reporting period

Drogramme	Organisation	Activity Id	Activity Title	Activity End	Pagion	Activity	GM Assessment	National Office	National Office Recommendation - orig	Concerns		1		
Name	Name	Activity iu	Activity file	Date	Region	Manager	GW Assessment	Assessment	National Office Recommendation - ong	Concerns				
PRIORITY C	ONE ACTIVITIES													
s 4 7 E				31/12/2017	s4 7E	s22	GM: the next payment release is withheld until contractual issues are resolved. Performance of this project against the project description, KPIs, milestones and targets indicates a clear need for improvement. Further discussion is required to clarify the provider's capacity to deliver and manage the project.  S47E	Poor performance against deliverables & payment with held identified by GM. Contact GM regarding the resolving of the contractual issues.	Follow up with GM: \$47E  . A variation is in place and is awaiting execution during week of 13 February 2017. Payments are being reviewed before any further payments are released.	payment with held	payment with held			
s47 E				31/12/2016	s47E	s22	S47E  Provider was advised that August 2016 payment will be with held.	s47E	Follow up progress on service delivery with GM	s4 7 E				
s47E s 4 7 E				31/12/2017	7E	s22 s22	Work closely with the provider to meet its target;     Thoroughly examine the next	Activity identified for termination.Org reports against M1, M2, CS1, CS11, CS16, GM working with organisation to improve service delivery.  S47E  S47E  All other KPIs on track.	winding up service delivery and GM is planning to novate the contract to	Terminating S and novating services Payment with held, S47E S47E	Terminate/ Novation Payment with held			

						·	I		I	1	1	
s47E		31/12/2017	s4	s22	s47E	s47E	Follow up with GM if activity has ceased.		Termination			
			7E					considering				
			<i>/</i> ⊏					termination				
								of the activity				
								due to				
								staffing,				
								failure to				
								deliver on				
								outcomes				
								and				
								participation				
								issues,				
								ceasing				
								activity				
s47		30/06/2017	c/l	s22	Performance Report accepted and	Information from		staffing issues	Variation			
5-77			5-4		approved, meets all contractual obligations.		D-7 L		extension			
E			7E		6/17E	indicates: Activity		resignation				
						Partly on track as	= -	and				
					54 <i>1</i> E	s47E	·-	recruitment				
						341L		difficulties				
						The description and						
1						The department						
						approved a proposal						
1						to extend the						
1						program.						
1						s47E						
1												
1												
1												

_		_											
	s47E		30/06/2017			information needs to be included into the report. Copies of the IAS Programme Guidelines and KPI Handbook were given to the business manager. I recommend: Performance Report be approved by the Delegate, carry forward of unspent funds of \$47 either as a carry over or offset against next payment release, this will be confirmed via a proposal from the organisation, to utilise the underspend, \$47E waiting on advice from the programme area.	on Track) \$47  E the provider to meet the project objective and KPI's. Discuss review of underspend funds with GM.						
s 4 7 E			31/12/2017	's4 ⁊⊏	s22	GM has advised that this Activity has been identified for termination s47E s47E s47E	M1&2, CS2, CS6 have been identified for follow up \$47E	GM 8.2.2016 GM advised that the organisation has until 15.2.2017 to \$ 4 7	s47 E	Termination			
2			30/06/2018	s4 7E	522	made based on evidence of committment to the project. Further follow up and close monitoring of delivery of the project activity will continue.	All areas listed as requiring follow up are currently being actioned by the provider and GM. The July 2016 payment of \$47E was released to the Provider, who has agreed via email that these funds are most likely to be spent on \$47E and that any unutilised funds are to be repaid to PM&C.	GM advised on 8.2.2017 that they will varying the funding agreement in March to change the project description so that it reflects the subcontracting arrangements. The new sub contracted provider wil \$47E	s4 7 E	Variation			

s47E		31/12/2017	c/l	s22	PRA dated 4.2.2016: The Organisation is	Org reports against	According to GM on 8.2.2017: The	Plnning a	Variation			
947L				322	_		Regional Office are preparing a Minute	variation	planned for			
			7E		initially thought with the building of		for the the Regional Manger \$4		March			
						track KPI and more						
						than 75% partly on	7E					
					connections.	track KPIs						
					s47E							
					547 E	There is no current						
						PRA by the GM last						
						assessment was						
					<b>}</b>	dated 4.2.2016.						
						dated 4.2.2010.						
					•	There is information						
					}	that RO is preparing						
					The Organisation is fully complaint with the							
					Funding Agreement.	Programme Owner						
					Recommend next payment.	to fund a new service						
						provider.						
					s47E has met its targets for the s47 and	p						
					surrounding areas.							
					s47E							
					54 <i>1</i> E							
c		31/12/2017	s47F	s22	Recommended that if this project shows no	Poor performance,	Follow up with GM 7.2.2017: Following a	Concerns	Variation			
			377 L	522	improvement within the next 3 months	org given 3 months	Funding Areement variation, the	have been				
4					when the next informal performance report	to improve.	organisation has employed a project	adressed.				
7					is due and further assessment is required,		worker since september 2016 and they	Change status				
•					that steps are taken to cease this funding	recommended with	are now on track to meet their KPIs	from Priority				
					agreement or look at other options.	holding funding until		1 to 2				
					- ·	a site visit has been						
					liaise closely with remote staff and make all							
					efforts to assist the provider in making							
					progress with this activity. The Team Leader							
					and Senior Advisor to be kept updated on							
					these arrangements							

s47E	30/06/2017 s4 7E	most have the Activit S47E continue f It is recom Org will su unspent 2 2016-17 1 approved funding. RO to pres with S retain uns allocation. Further fu 2015-16 u	way at 647E. While there issues surrounding this Activity been resolved and a Variation to y has been flagged by the It is recommended that we unding this Activity. mended that funding continues. bmit a business case to retain 1015-16 funds. st Quarter payment release as it was only 25% of 2016-17	assessment included: \$47E	Contact GM regarding 18 Oct 2016 comments:  1. Management of 2015-16 unspent funds as any 2015-16 unspent funds, retained are to reduce the 2016-17 Milestones Payments.  2. Has Activity Variation been completed	s47E	Variation considered		
s47 E	31/12/2018 S47E	assessmer employed payment v	ats47E . The July	M2, CS 7 and REC1.	Follow up current staffing levels for the project with the GM and if staff recruited since July 2016 have been retained.	s47E	payment with held		
s 4 7 E	30/06/2016 <b>\$4</b>	organisatio	e47E 6/9/16 - S47 E  Inding was to be sought by the on it is recommended full ion be given to the application S  4 7	Project ceased on 30.6.2016. <b>\$47E</b>	s47E	Activity ceased 30.6.2016			

s		31/12/2017	s4	s22	The Interim Performance Report indicates	Reports against M1,	Check with GM if agreement has been	Staffing, Poor	variation			
4			7=			M2 CS3, CS5, CS16 &	terminated with \$47E and if variation has been completed	progress				
+					, ,	CS17.	if variation has been completed	possible				
					number of KPI's.							]
					s47E	A meeting was to be						]
						held with the s47						
						held with the \$47 on 14 October to follow up						
					The partnership with \$47E ended 30 June 2016 \$47E	October to follow up						
					ended 30 June 2016 <b>s47</b> E	the issues raised in						
						this assessment.						
					continue with the project until 31 Dec 2017.	s47E will be sending a						
					regular contact is made to ensure delivery	request to vary the						
					of the project.	contract as they will						
					It is recommended payment be released to	no longer be working						
					ensure the s47E	in partnership with						
						s47E on this project. Will						
						be interested to see						
						what the \$47 plan to continue to deliver						
						pian to						
						this project.						
		24/42/2017			475	475	Fallenning and an ender A. P.	4-	\/:-+:			
s47E		31/12/2017	s4	s22	s47E	s47E	Follow up progress on service delivery	s47	Variation			
			7E				with GM	F				
			ľ –		Colorado la constatione in about ad about			_				
					Schedule variation included the non-release							
					of milestone payments due in January and	The						
					April 2016 and reduced the pendings4	project requires						
					payment amount for August 2016.	ongoing monitoring						
					s47E requires on-going monitoring with a follow	with a follow up visit during July 2016 to						
						ensure varied						
					up visit during July 2016 to ensure Varied Schedu le	schedule						
					requirements have been commenced and	requirements have						
					met <b>S47</b> are required to acquit released funds, due September 2016, and an	commenced and have been met.						
					assessment to recover unexpended funds	nave been met.						
					* · · · · · · · · · · · · · · · · · · ·							
					or reduce future milestone payments							
					should be assessed after receipt of \$47 acquittal documents.							
					acquittai documents.							

s47E				<b>7</b> E		M <sup>2</sup> S <sup>47E</sup> is, moving towards full compliance with the nine points in the Project Description. Reports are completed and submitted in a timely manner.  I recommend approval of this performance report by Delegate and milestone payment not be released until further discussion and reassurances from the provider	s47E	s47E	s47E	back on track		
	s47 E			<b>7</b> C	s22	Involved in regularly community forums and meetings \$47E \$4 Roundtable discussion; \$47E \$47E \$47E \$47E \$47E \$47E \$47E	which has impacted on delivery of the project. &5% of KPIs Partly on Travc	Follow up with GM regarding CS1.	Delay in meeting some deliverables			
	s47E		31/12/2017	s4 7E	322	S.	KPIs: M1, M2, CS5, CS6, CS7, CS8 partly on track. M2 - Org states they are working hard to deliver the projects to the satisfaction of the department. Project seems to be on track, challenges indicate \$47	Follow up with GM regarding children enrolement and compare next PRA.	s47E			

PRIORITY TWO ACTIVITIES					
S 4 7	<sup>29/09/2017</sup> s4 7E	The Provider has satisfied all requirements of the activity to date, and has planned more actions and made the connections with stakeholders to deliver the next stage of the project.  Compare to next report as GM has concerns for project but 75% of KPIs a Partly on Track. KM1, M2 on track. CS2, CS5, CS7, CS. CS18, all Pass.	ect e Pls:	Performance Concerns	
S 4 7	31/12/2017 \$4 7E \$22	Delay in project commencement due to difficulties \$47E  \$47 submitted a request to vary project aperiod. Variation Agreement sent to \$47   8 August 2016; this included extension to 31 December 2017; and reduction of the \$47E\$ that was not paid prior to 30 June 2016. \$47E  Track  Delay was out of service provider's control and agreement was varied to extend the project end date 31 December 2017. Only 1 KPI noted as Partly of Track	ne o	Delayed service implementati on	
s47E	31/12/2017 s47E s22	Reports against M M2 CS1, CS5, CS8 CS18. Participation has declined because staff abscences at delays in recruitn of additional. Ser provider is aware factors impacting participation rate and is working to adress them	& Compare progress against next performance report  of d ent ice	Delayed service delivery, S47E	

c		31/12/2017	c/l	s22	Performance Report accepted and	Insufficient	s47E	Compare next				
۲.				322	approved, meets all contractual obligations.	Assessment	5-7 L	PR .				
4			7E		s47E	information.						
7					P41 ⊑	The organisation	The organisation is					
/						reports against CS1,	now on track to deliver on their KPIs.					
F							now on track to deliver on their KFIS.					
						CS2, CS7, M1 and						
						<sup>M2.</sup> s47E						
						M2 Compliance with						
						funding agreement						
						probably be marked						
						as partly on track as						
						the organisation is						
						not able to provide						
						evidence in support						
1						of C2 and CS7.						
1						1						
	0.47	31/12/2017	- 1	222	Follow-up documents were approved by	The organisation was	Compare with next performance report.	s47				
	s47E			s22	Delegate. M1- The project manager has	rated as passing M2,	zampare men nese performance report.	547				
			7E					F				
			, _			CS1, CS8 qnd CS18.						
						Follow up if Contract						
						Manager s47E						
					s47E E _ if							
					'S47E E if they have any appropriate clients. S							
					4							
					7							
					Continual monitoring and collaboration							
					between the S47E and the provider will continue to take place to ensure project							
					outcomes.							
		2.1.26										
	s47E	31/12/2017	s4	s22	The organisation has met its requirements	Most KPIs Partly on	Compare to next PR.	s47E				
			7E		as specified in their Project Schedule and	Track. GM has no						
			/ ⊏		Head agreement. The organisation has	concerns that						]
					indicated that they have experienced some	organisation will not						
					challenges during the reporting period	meet all KPIs. S						]
					which placed them partly on track with							]
					most of their KPI's. PM&C have no concerns	4						]
					with the organisation not meeting all of	7						]
					their Targets by the end of the project.	ì						]
					their rangets by the end of the project.	E						]
						_						
												]
												]
				1		1	1			1		

						İ						
	s47E			7E	s22	Project continues to improve with a wide range of services being offered. Meeting all outcomes in the program.  With the continual efforts shown in this program there will be a number of positive outcomes to report on in the coming reporting periods.	Only M1 Off track. According to GM project continues to improve and has demonstrated improved results. They provide regular reports and facilitate on site visits	Although M1 is off track GM holds no concerns for the project. Compare with next PR.				
s 4				<b>7</b> E	\$22	There has been an improvement in project delivery and engagement, \$47\$  E  The Reviewer recommends a pass on the overall assessment of the Interim Performance Report and payment be released. Significant improvement by the Provider, the assessor is pleased with the progress they have made.	GM Assessment report does not support CS7 as offtrack and this KPI has been rated as a pass \$47E		GM assessment is not supported by KPI performance S47E			
s 4 7 =			31/12/2017	s4 7⊏	s22	A comprehensive review of this activity was undertaken in the first period by S47E  The Operations manager has identified that there is an underspend against the activity to 30/6 although the next funds release with be required \$47E  It is recommended that the next funds release of \$47E due 29/7 be approved.	CS3 pass. M1, CS1, CS12 Fail. S47E	Compare against next report to ensure failed KPI delivery meets target goals.	s47E			

	1	1			1	1	,	1	ı	1	ı	ı	1	
s47E			31/12/2017	's4 7E	s22	Working well to achieve KPI's set out by the department except KPI CS5 -s47	S47E . KPI's: M2, CS1, CS8 on track. M1, CS15, CS18 partly on track. S47E	Compare with next performance report	s47E					
s47E			31/12/2017	/s4 7E	s22	Review Items (Challenges details) It is very difficult to access information \$47  E	Organisation.	Monitor Organisation. Compare next report for improvement on KPIs	s4 7 E					
s 4 7				70	s22	Recommendation - is a pass. Further collaboration between PMC and s is needed to discuss how best to strengthen the program with consideration given to future expansion.	GM engaging with org to strengthen the programme	Compare with next PR	Additional supporting information required					
s47E			31/12/2017	s47E	s22	Approval to carry forward \$47E\$ to 2016-17 financial year, CV done June 2016 - Project \$47E	NO GM Assessment Report. Compare with next PR	No FOFMS PRA.	Lack of GM info					

_			31/12/2017	c.4	s22	Satisfactory progress against all KPIs. S	The organisation	s47E				
Ρ				54	522	3	reports against M1,	541L	ı			
4				7F		4	M2,CS2,CS5,CS7 and		I .			
Ŀ				<i>'</i> –			IVIZ,CSZ,CS5,CS7 and					
7						7	CS11.					
_						<b> </b>	s47E					
						_						
							·					
							·					
							+					
			1									
			1				This deliverable was					
			1				changed by the					
							service provider in					
							agreement with the					
							grant manager.					
			31/12/2016	- 1	-00	Overall staff attendance and engagement at	75% of KPIs are	Compare next PR	Staffing			
6					s22	work is improving - 475	Partly on Track.	Compare next in	Starring			
и				7E		work is improving s47E						
Г.				<i>,</i> _			However GM rated					
7							all KPIs as a pass.					
_						<u> </u>	s47E					
_							J					
						PR received, reviewed and delegate						
						approved. Appropriate documentation						
						saved in system and ShareHub.						

	1	1	20/06/2017		00	The provider is an track to most it-	The expeniention	Compare to part performance	. 475	1	1	ı	ı	
s 4 7 ⊏			30/06/2017	s4 7E	522	J	The organisation reports against M1&M2, CS3, CS2, CS3,RAS16. S47E	Compare to next performance report.	s47E					
						Programme may be paired with another provider to offer the support needed. Performance Report accepted and approved as a 'PASS'								
s47 E		7		7E	SEE	The report was accepted on the recommendation that follow-up is required to ensure service delivery at the new location of 64 is progressing appropriately. Report accepted 2/12/16	Compare next PR	Follow up	s47 E					
s 4 7 E			31/12/2017	s4 	522	Feedback and a request for additional information was sent to the provider on 21 July 2016. <b>\$47E</b>	Some concerns identified re staff changes and the provision of additional information	Compare next PRA.						
						Assessor recommendation - I recommend we accept the performance report and proceed with the next payment.								

s 4 7 ⊏			31/12/2017	s4 7E	s22	–	Effective service delivery occurring but reporting is problematic. S47E	Compare progress with next report. Place on organisation watch list.	s47E			
	s47 E		30/06/2016	s4 7E	s22	Satisfactory progress against all KPIs. Final Performance Report is approved. s47E	Project ended on 30.6.2016	NFA.	No Concerns			
	s47E		31/12/2017	s4 7E		All KPIs Pass. M2 - S47 indicates that they have met their reporting requirements.  Overall S47 continues to meet the project description and KPI requirements.  Recommend that the report be accepted and the associated payment be approved.	All KPIs on track.	All KPIs on track.				

	s47E		31/12/2016	s4	s22	s47E	Organisation has	Organisation has satisfactory met all KPIs	s47				
				7E			satisfactory met all	(M2, M1, CS1, CS7, CS18 all pass.). GM					
				/ L			KPIs (M2, M1, CS1,	will monitor Organisations project work					
								stages to ensure project stays on track					
							GM will monitor	within allocated budget timeframes.					
							Organisations project						
							work stages to						
							ensure project stays						
							on track within						
							allocated budget						
							timeframes.						
	s47E		31/12/2017	s4	s22	s47E	All KPIs on track.	NFA.					
				7E									
				<i>/</i> L									
			20/05/2015				5 1: 1	NEA					
s47E			30/06/2016	s47E	s22	GM reported that the organisation has		NFA as project has ceased. List as					
						again failed to meet KPI targets.	to this organisation	concerning organisation					
							for this project. No						
							further action						
							required due to						
							funding cessation.						
			24/42/2016			s47E ·s47E	A satisfact bear and	NEA					
s			31/12/2016	s4	s22	S4/E	Activity has ended	NFA.	1	1			
4				7⊏		·s4/E				1			
С										1			
/										1			
E										1			
						s47E with a			1	1			
						one year project and a relatively small			1	1			
I						budget \$47 ). Project appears to be				1			
						meeting its KPI's.							
<b> </b>					1				-	-			

П	Α	В	С	D	E	F	G	Н	1
1	Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Jul-Dec 2016 Performance Report Assessment and Action Plan	Contact	Follow up May-June 2017
	s47E					CS5 Off Track	across two reporting periods ${\rm SS47E}$	s22	s47E
3							Actions: Monitor improvement in Jan-June 2017 reporting period.		
4	s47E					CS18 Partly on Track	a number of significant compliance and performance issues during 2016 documented through emails, file notes, IAS Performance Report Assessment. Renegotiated contract, at a reduced cost, recognising non-performance from July - October 2016. The \$47\$ subcontract was terminated on the 7th October after lengthy negotiations with \$47\$ \$47E and PM&C. The decision to continue the contract and the Project Variation was made in consultation with senior managements \$4\$	s22	The revised Project appears to be progressing satisfactorily \$47E  Further discussion planned with Provider, eg. appropriate data collection to meet KPIs and project Description.
4	s47E					M1 Partly on Track	CS11, Off Track. Performance has declined.  However Grant Manager rated all KPIs as pass \$47E	s22	s47E
0							Action: Monitor improvement in Jan-June 2017 reporting period.		outcomes. An itemised budget for \$47E to be provided for the remainder of the project. Follow up amendents to the project description. Obtain an update on the employment of the \$47E
0	s47E					No data available	CS5 is Off Track. S47E	s22	s47E
11							Action: Monitor improvement in Jan-June 2017 reporting period.		
	s47 E					M1 Off Track;	KPIs M1, M2, CS7, CS9, CS12 are noted for follow up by GM even though all are reported as On Track. Payment is being with held until more detailed information is available, and the contract manager speaks with the coordinator relating to the schedule description. Contract manager will also be speaking with the coordinator in relation to the schedule and the KPI's.	s22	19.5.2017: All KPIs rated as pass by Grant Manager. The performance report was accepted with no areas of concern identified. The coordinator provided additional information to demonstrate satisfactory performance against KPIs.
14							Action: Follow up with Grant Manager		

Г	А	В	С	D	E	F F	G	Н	
18	s47E	-		-		No data available	-	s22	56.2017: Email sent to 547 to provide update
20	s47E					No data available	KPIs CS1, CS7, CS10, and M2 are all Partly on Track. §47E \$47E  .  Action: Monitor improvement in Jan-June 2017 reporting period	s22	^s47E
222	s47 E					CS18 Partly on	KPIs CS7, CS9, CS18, REC1, M2 (83%) Partly on Track. S47E All KPIs are rated as pass by the Grant Manager. Provider has 2015/16 surplus of about S47E and may extend services to S47E  Action: Follow up with Grant Manager	s22	Apparently \$22 is aware of this one so don't follow up just yet.
24	s47E					No data available	All KPIs M1, M2, CS1, CS2, CS7, CS15 Partly on Track. S47E  . Grant Manager identified the Activity for close monitoring and monthly service visits.  Action: Monitor improvement in Jan-June 2017 reporting period	s22	Funding Agreement appears to have been varied on 29.3.2017.  5.6.2017: Email sent to \$47E provide update
26	s47E					M2, CS2, CS5, CS7 Partly on Track	KPIs CS2, CS5, CS6, CS7, M1, and M2 (86%) Partly on Track. Performance has declined. Performance and Reporting section is unable to asses level of risk for this Activity as there is no PRA in FOFMs.  Action: Follow up with Grant Manager	s22	5.6.2017: Provider has been asked to provide additional informational as they had difficulties with a partner organisation. The service is quite good now and he will provide a further update once additional information has been received.
30	s47E					No data available	KPIs M2, CS1, CS7 CS9 Partly on Track. Ongoing underperformance and Activity risk. Grant Manager noted a possible variation to extend time frame for completion of project. Action: Follow up with Grant Manager.	s22	5.6.2017: Email sent to \$47 to provide update

	Α	В	С	D	Е	F	G	н	1
	647E			-	-	All KPIs On Track		s22	s47E
							erformance and Reporting section is unable to asses level of risk for this Activity as there is no PRA in $\$47$		A Community Led application pack was provided. s47E progress is satisfactory.
36							Action: Follow up with Grant Manager		
	s47E				s47E	M2, CS17 Partly on Track	KPIs M2, CS1, CS7, CS17 Partly on Track. <b>§47E</b>	s22	s47E
38							Action: Follow up with Grant Manager		
41	s47E					CS9, CS10 Partly on Track	KPI CS9 assessed as a fail and KPIs M2, CS9, CS6, CS1 Partly on Track. Performance has declined. Grant Manager states there are consistent issues with unmet targets. Some KPIs (CS9, CS6, and CS1) are unattainable and need adjustment. Follow up discussions are planned with the service provider.  Action: Follow up with Grant Manager	s22	5.6.2017: Left message with \$47 for \$4 to call.
45	s47E					Track	KPIs M2, CS5 Partly on Track. §47E  S47E  However, provider continues to underperform against CS5.  Action: Follow up provision of PRA	s22	All KPIs rated as pass. \$47E  Should the provider wish to terminate the arrangement, they will approach the Department to discuss the process.
50	647E					All KPIs on Track	M2 Partly on Track. Information relating to risk assessment is being delayed by local Director.  Action: Monitor improvement in Jan-June 2017 reporting period	s22	18.5.2017 The Organisation is fully complaint with the Funding Agreement. s47E
\$	s47E					M2, CS1 Partly on Track, CS7 Off Track		s22	2.5.2017: <b>s47</b> E
56							Action: Monitor improvement in Jan-June 2017 reporting period		

	А	В	С	D	E	F	G	Н	1
50	s47 E						CS17 Partly on Track. Improved performance. S47E S47E variation was finalised in December 2016 to: extend the Project end date to 31.12.2017, S47E that was not paid prior to 30 June 2016 was reinstated and the Project Description; KPIs; Reporting Milestones & Payments; and Locations were updated.  Action: Monitor improvement in Jan-June 2017 reporting period	s22	During the monitoring visit in October each KPI was discusssed and the provider was regarded as being on track to deliver the target outcomes of each KPI.
60	s47E					7 of 8 KPIs Partly on Track M1, CS2, CS5, CS7, CS11, CS18, RAS16	KPIs CS5, CS7, CS11 are still Partly on Track. Some improvement. Grant Manager states there is evidence of satisfactory progress against the project outcomes, and all KPIs being met during this reporting period. A 6 month contract extension has been recommended.  Action: Monitor improvement in Jan-June 2017 reporting period	s22	All KPIs rated as pass. 26.5.2017: Activity extended to 31 December 2017 S47E
61	s47E					All KPIs Partly On Track	No Performance Report due 15.2.17. Previous report noted that all KPIs required follow-up. Grant Manager is working with the provider to meet the project objective and KPI's.  Action: Monitor improvement in Jan-June 2017 reporting period	s22	8.5.2017: M1, CS2, CS5 fail and CS 18 reuires follow up. §47E  The department has advised that funding will not be rolled over into the next financial year and sought confirmation that the activity will be delivered and the funding fully expended by the project end date.
62	s47E					All KPIs Off Track	All KPIs now On Track. Improved Performance. Previous report noted that service provider was given 3 months to improve performance. The provider's performance has improved significantly since August 2016. s47E  . Action: Monitor improvement in Jan-June 2017 reporting period	s22	No new information
62	s47 E					CS11	KPIs M1, CS5, CS7, CS19 Partly on Track \$47E  Action: Monitor improvement in Jan-June 2017 reporting period	s22	s47E
<u>6</u> 5							The state of the s		

# **Systemic Performance Reporting Concerns for S47G**

#### **Purpose**

s47E

#### **Background**

s47E

Reviews for the July to December 2016 reporting period. The Analysis considered Activities that reported KPIs that were Off Track, Partly on Track for 75 per cent or more of their KPIs and those Activities reporting M2 as Partly on Track (compliance against funding agreement).

s47E

#### **Analysis process**

#### s47E

- 23 were Off Track against one or more of their KPIs;
- 26 were Partly on Track against 75% or more of their KPIs; and
- 3 Activities contained both Off Track and Partly on Track KPIs (counted in Off Track category).

#### s47E

These Activities consisted of:

- 11 reporting Off Track against one or more of their KPIs
- 13 reporting as Partly on Track against at least 75% of their KPIs
- 25 reporting as Partly on Track to meet contractual requirements and compliance (KPI M2)
- 11 Activities that continue to underperform from the January June 2016 reporting period.

s47E

#### **Discussion of Systemic issues**

The following systemic factors were identified:

s47E

s 4 7 E

The KPI Performance Reports and Activity analysis generated by the \$47E based on the \$47E S report provided by \$47E

is

## **Next Steps**

s47E

2. s47E will follow up on concerns with s47E s performance monitoring process could be more streamlined and quality of assessments could be improved with training Grant Manager training.

**INTERNAL COVERING NOTE** 

To	Belinda Campbell	Contact Officer	s22
From	s22	Phone	s22
Date	06 March 2017	Location	s22

### **Analysis of Children and Schooling High Profile Organisations**

#### **Purpose**

To provide you with the outcome of an analysis of \$47E funded organisations aimed at identifying those organisations that may pose potential risk to effective service delivery.

### **Background**

On 20 October 2016 you agreed to an analysis of organisations funded under the \$47E \$47E \$47E and \$47E (funding model is client based) were excluded from this analysis.

The agreed criteria for the analysis included:

\$ 4 7 F \$ 4 7 S \$ 4 7 F

#### **Organisation Profiling Process**

s47E

### Recommendations:

That you note that:

s47E Noted/ Please s47E

discuss

s47E will discuss and manage Noted/ Please organisational and activity concerns with relevant grant managers. discuss

Reports on findings and outcomes will be provided to \$47E Noted/ Please s47E and Regional Managers once the six monthly in depth analysis is discuss

completed.

s22

7 March 2017

**INTERNAL COVERING NOTE** 

To	Belinda Campbell	Contact Officer	s22
From	s22	Phone	s22
Date	06 March 2017	Location	s22

### **Analysis of Children and Schooling High Profile Organisations**

#### **Purpose**

To provide you with the outcome of an analysis of \$47E funded organisations aimed at identifying those organisations that may pose potential risk to effective service delivery.

#### **Background**

On 20 October 2016 you agreed to an analysis of organisations funded under the \$47E

Universities, organisations delivering \$47E

(funding model is client based) were excluded from this analysis.

The agreed criteria for the analysis included:

s 4 7 E

s47E

## **Organisation Profiling Process**

s47E

s47E	Ξ
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## **Findings**

s47E

#### Recommendations:

That you note that:

s47E Noted/ Please

discuss

s47E will discuss and manage Noted/ Please

organisational and activity concerns with relevant grant managers.

discuss

Reports on findings and outcomes will be provided to \$47E Noted/ Please

s47E and Regional Managers once the six monthly in depth analysis is

discuss

completed.

s22

s22

7 March 2017

## Document 21

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		Org is rated as high risk \$47E  Org delivers 2 activities of which one is a	Follow up with GM to asses if there have been improvements in governance and compliance.
					s47E There is good progress on service delivery and the Grant Manager is working	Chase up GARP Form with Risk Unit.
					with the co-ordinator to address governance and compliance issues.	
s47E			s47E		s47E s47E	Follow up with GM if data has been provided
					No overdue milestones. I Activity with KPI Partly on Track.	
s47E			s47E		s47E	Compare next PR Check with IAS Risk.

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		Organisation has overdue reporting milestones. Unable to assess this organisation as there is no GM Assessment Report in FOFMS other than the Item Text in the FOFMS Review field which has been copied from the service providers Performance Report. s47E	Follow up with GM on outstanding PR and Risk Assessment IAS Risk
s47E			s47E		Unable to assess. \$4 7E	Follow up with GM, no PRA in FOFMS
s47E			s47E		s47E	Follow up with GM implementation of variation
					. GM is considering a variation to remove CS18 from the KPI reporting list	

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E					Contractual issues have been identified that need to be resolved. Project performance against the project description, KPIs, milestones and targets indicates a clear need for improvement. Contractual issues, 29/7/16 - Payment (Cancelled) 30/09/16 - Financial Acquittal 10/10/16 - Payment (Cancelled) until contractual issues are resolve ADDITIONAL COMMENTS BY DELEGATE: The risk rating should be reviewed.	Follow up with GM regarding contractual issues and review of risk rating.

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		s47E , Moderate risk, No overdue Milestones. s47E	Follow up with GM re management of underspend and orgs ability to meet reporting requirements.
					GM is managing underspend. Provider is to substantiate claims to meeting programme objectives and KPIs. Financial Report indicates an underspend of \$47E . GM recommends that 26.8.2016 payment is withheld to verify that funds can be fully spent, alternatively the Delegate approves these funds are offset against future payments in 2016-17.	
s47E			s47E		GM reported that \$47 is winding up service delivery and novation is being planned for the contract to be managed by \$47E \$47E has invited tenders for the management of the two \$47E They are waiting for the Ministers response before implementing the Novation.	Compare next PR.
s47E			s47E		s47E will be sending a request to vary the contract as they will no longer be working	Follow up with GM if agreement has been <b>Varied</b>

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
					in partnership with s47E	
s47E			s47E		Organisation identified for termination.	Follow up with GM- termination
s47E			s47E		s47E	Follow up with GM-lack of services, <b>termination?</b>
					Monitor and follow up any discussions planned with \$47E	
s47E			s47E		s47E  Moderate risk, Off track KPIs, GM: service delivery concerns require follow up. GM expects there will be a number of positive outcomes to report on in the coming reporting periods from this program.	Compare next PR

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		GM advised that Activity is progressing well \$47E	Compare next PR regarding KPI's M1 and SRAS16.
					other activities delivered by the organisation. \$47E	
s47E			s47E		Service requires follow up. Provider identified a number of s47E	Follow up with GM required as no PRA in s47E and a s47E
					Provider has provided successful activities during the reporting period and continues to build confidence and form relationships/links within the community and NGO community.	
s47E			s47E		Limited service due to the s47E	Compare next PR
s47E			s47E		Check with GM whether funding agreement has been terminated.	Follow up with GM if FA has been <b>terminated</b>
s47E			s47E		Organisation identified for termination.	Follow up <b>termination</b> with GM

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
	s47E					
s47E			s47E		s47E	Follow up with GM if a variation occurred.
s47E			s47E		s47E overdue milestones, 08/04/16 - Payment 15/07/16 - Performance Report 29/07/16 - Payment 30/09/16 - Financial Acquittal 10/10/16 - PaymentM2 partly on track. Payment withheld until all KPIs are on track.	Follow up with GM has a variation occurred.
s47E			s47E		4 Activities only one requires follow up \$47E	Follow up with GM on future of the provider for this Activity.
s47E			s47E		No GARP one KPI (CS1) Off Track. s47E	Compare next PR, check with IAS Risk

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		Follow up with GM as data has not been provided for progress towards school readiness.	Compare next PR re CS8.
s47E			s47E		Org delivers 3 activities requiring follow up: s47E s47E	Follow up with GM
					s47E: Low risk, 3 Partly on track activities. Two overdue payments. In sufficient attendance information in PR. No payment release at this stage.	
s47E			s47E		Concerns identified re staff changes and the provision of additional information.	Compare next PRA.
s47E			s47E		Review Risk Rating as services have not been delivered. s47E	Follow up with GM, service delivery and payments to org .
					and has now been changed through a letter of variation to	

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
					the s47E . The new project end date has been extended to 30.6.2018.	
s47E			s47E		Org failing against 3 KPIs due to the organisational operations issues. GM monitoring organisation closely the restructure of the \$47 project \$47E	Follow up with GM if this requires a <b>variation</b> .
					Further conversations planned regarding underspend.	
s47E			s47E		s47E Low risk, No overdue Milestones, Unable to provide data for CS2 & 7 because of staffing issues	Compare next PR that it includes evidence against CS2 &CS7
s47E			s47E		s47E .Org on track to meet all requirements	Compare next PRA.
s47E			s47E		s47E  10/10/16 - Payment (Cancelled) GM questioning M1 and M2, CS18 information in PR.	Follow up with GM, s47E .

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		s47E 29/7/16 - Payment (Cancelled) 30/09/16 - Financial Acquittal 10/10/16 - Payment (Cancelled) s47E	Compare next PR
					3 KPI's: are Partly on track and one is off track due to difficulty in s47E  The enrolment of Indigenous children in the service has increased to 99%.	
s47E			s47E		s47E GM reported: Org has underspend of s47E . All planning and consultation work has been completed and project should be back on track. GM is waiting for performance report due week of 13 February to assess progress.	Compare next PR
s47E			s47E		s47E  GM  recommended that payment be withheld for s47E	Follow up with GM, service delivery and payments.
s47E			s47E		s47E	Compare next PR

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
					Minister. Org has been given a 12 month extension to register. Compare next report regarding: s47E and escalate to discussions with GM to resolve performance against	
s47E					the 4 Partly on Track KPIs  The s47E  It delivers  two s47 projects and seems to be experiencing difficulties with one project while the other project is on track the Department is working with the Provider to ensure both projects are delivered.	Follow up with GM if s47E has made any progress.
s47E			s47E		GM advised that the organisation has signed the voluntary service termination documents as \$47E was deregistered by the \$47E . GM will finalise FOFMs record.	Funding agreement has been <b>terminated</b> .
s47E			s47E		s47E  Moderate risk, no overdue  Milestones. Org unable to provide data for CS2 & 7 s47E  GM is managing underspend.	Compare next PR
s47E			s47E		s47E	Contact GM for follow up on service delivery for Project s47E

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
	s47E					
s47E		_	s47E		Unable to open PR from FOFMS.	Follow up with GM, Unable to open PRA
s47E			s47E		s47E , no overdue milestones. Org has one off track KPI and more than 75% partly on track KPIs. GM advised he is preparing a Minute for the Regional Manger s47E	Follow up with GM if a variation has been implemented.
s47E			s47E		and they are now on track	Compare next PR re performance against variation.
s47E			s47E		s47E  GM discussed impediments to delivery and the possibility of contract variations with provider if required.	Follow up with GM-variation

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E	s47E	s47E no overdue milestones, All KPIs on track. Possible variation required.	Follow up with GM, whether a <b>variation</b> has been done.
s47E			s47E	s47E	High risk, high profile, No overdue milestones. Org has 1 off track KPI and 75% partly on track KPIs. \$47E	Follow up with GM if variation has been implemented
					A variation has been flagged for this service.	
s47E			s47E		s47E	Follow up with GM-service failure, termination?
s47E			s47E		Both projects require follow up but there is no GM assessment	Follow up with GM, no PRA in \$47E
					report on FOFMS	
s47E			s47E		Follow up with GM if improvements in governance and compliance have occurred. Chase up GARP Form with Risk Unit/Org.	Follow up with GM re compliance issues.
s47E			s47E		Org delivers 2 projects \$47E  2 is Partly on Track. Payment was withheld until all KPIs are on track. Both projects require follow up but	Follow up with GM no PRA in FOFMS

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
					there is no GM assessment report on \$47E	
s47E			s47E		s47E no overdue milestones. Org has s47E	Compare next PRA.
s47E			s47E		s47E  Org is under financial stress GM is planning site visit to ensure issues have been resolved by next report.	Follow up with GM
s47E			s47E		s47E  No outstanding  Milestones, Org under financial  stress GM is planning site visit.	Follow up with GM-financial stress
s47E			s47E		s47E Unable to assess as there is no GM Assessment Report. Possible agreement variation may need to be explored.	Follow up with GM-no PRA in s47E
s47E			s47E		s47E overdue payment All KPIs off track.	Follow up with GM, service delivery
s47E			s47E		s47E states under performance -payments to be s47E	Follow up with GM

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		No separate GM assessment report attached in FOFMS. GM 18 Oct 2016 comments: any 2015-16 unspent funds, retained are to reduce the 2016-17 Milestones Payments. Overdue Milestones 30/09/16 - Financial Acquittal Report 10/10/16 – Payment due on 10/04/2017 was made on 18/10/16 s47E  Provider is yet to submit 2015-16 financial report s47E	Follow up possible variation, no PRA in FOFMS
s47E			s47E		Low risk, high profile no GM assessment report.	Follow up with GM-PRA
s47E			s47E		The Regional Office seeking to fund a new service provider or alternatively hav \$47E  work with a third party, of the Commonwealth's choosing, to deliver the project. Overdue milestones: Performance report, payment, Acquittal Report and 2 payments. 2KPIs Off Track and M2 Partly on Track. \$47E	Follow up variation/ termination with GM

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		Org delivers 2 activities challenges reported by the provider in both locations in regard to engaging \$47	Compare next PR
s47E			s47E		s47E	Compare next PR outcomes.
s47E			s47E		s47E	Compare with next
					no overdue milestones. Org has s47E . 3 KPIs are Partly on Track with	performance report.
					CS5 Off Track.	
s47E			s47E		NO PRA unable to assess	Follow up with GM-no PRA in \$47E
s47E			s47E		Although this activity has now ceased this organisation needs s47E	Follow up with GM if new funding applications are submitted
s47E			s47E		s47E	Follow up with GM, service delivery.
					Contact GM for	
					service delivery update.	

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		Moderate risk, not high profile s47E failed to meet a number of KPIs. The s47E requested a variation of the contract as they will no longer be working in s47E s47E	Follow up with GM if variation has been completed
s47E			s47E		Moderate risk, high profile-no reason. No overdue payments, 3 activities. Org dissatisfied with changes to IAS. Only part payment provided as participation and attendance numbers are being sought.	Follow up with GM
s47E			s47E		Organisation has operational issues, monitor organisation closely for tracking of \$47 project re progress on \$47	Compare next PR to ensure failed KPI delivery meets target goals.
s47E			s47E		s47E	

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
					projects as discussed with the s47E	
s47E	-		s47E		Follow up with GM regarding progress on CS11 and compare next PRA.	Follow with GM
s47E			s47E		s47E  Follow up off track KPI CS1.	Compare next PR
s47E			s47E		s47E activities. No PRA for one activity s47E . Other activity on track. Follow s47E progress.	Follow up with GM-no PRA in \$47E
s47E			s47E		Compare next PRA for project service delivery \$47E	Compare next PR
s47E			s47E		Compare next PRA for project service delivery \$47E	Compare next PR

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
					s47E	
s47E			s47E		s47E . No GM assessment report, No GARP.	Follow up with GM-no PRA in \$47E and IAS Risk re GARP.
Remote School	s47E		s47E		s47E	Compare next PR
					They continue to implement strategies to improve service delivery \$47E	
s47E			s47E		s47E	Follow up with GM challenges faced by in regard to: \$47E departmental expectations and KPI requirements.
					Follow-up will occur. Linked payments to be released based on the continuation of services for the reporting period. Initial assessment has resulted in an overall 'fail' due to lack of information supplied.	
					Additional information is to be received before milestone	

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
					payment is recommended.	
s47E			s47E	_	s47E	Compare next PRA.
s47E			s47E		s47E	Compare next PRA.
s47E			s47E		Moderate risk org with high profile No GM assessment report.	Follow up with GM-no PRA in FOFMS
s47E			s47E		Low risk, 3 Partly on track activities. Two overdue payments. In sufficient attendance information in PR. Requires follow up by GM	Follow up by GM re overdue payments and service delivery.

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		s47E , no overdue milestones, 4 projects, 3 on track, one ceased, Activity s47E : again failed to meet KPI targets. Funding ceased for one project. Other 2 projects on track.	Follow up with GM
s47E			s47E		s47E Effective service delivery occurring but reporting is problematic.	Compare next PR