Australian Government

Department of the Prime Minister and Cabinet

INTERNAL COVERING NOTE

To	Belinda Campbell	**Contact Officer**	s22
From	s22	**Phone**	s22
Date	6 March 2017	**Location**	s22

Detailed Analysis of Children & Schooling IAS Activities

Purpose

The purpose of this Paper is to inform you of the s47E   that are underperforming based on their January-June 2016 Performance Reports and actions taken.

Analysis

The analysis focused on Performance Reports of s47E   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 s47E
    , one is awaiting Ministerial approval to engage a new service provider s47E
    ), two have been identified as ceasing, s47E
    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 s47E
    relating to other Activities. The grant manager reported that the delivery of s47E
    s47E in partnership with s47E 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: s47E
s47E

Observations

The analysis was complicated by the following factors:
s47E   :
- s47E

s47E

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   Noted /Please discuss
with grant managers to update the status of Priority 1 Activities.

s22

6 March 2017

Attachment A

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 s47E A variation is in place and is awaiting execution. Payments are being reviewed before any further payments are released.
s47E				Poor performance Provider s4 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 s47E and poor service delivery. Organisation has three Off Track KPI.	GM reported that s47 is winding up service delivery and a ==novation== is being planned for the contract to be managed by s47E has invited tenders for the management of the two s47E . They are waiting for the Ministers response before implementing the Novation.
s47E				GM is working with organisation to improve service delivery. s47E M1 Partly on Track s47E All other KPIs On Track.	GM advised that Activity is progressing well but that the organisation has not been paid s47E The Minister has also granted the organisation a 12 month extension to **register under the CATSI Act.**
s47E				s47E Although M1 is reported as On Track, s47E ll the other KPIs are Off Track.	GM to advise if activity has ==ceased.==
s47E				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 s47E withdrew registration of the s47E	GM advised that the organisation has signed the voluntary service <mark>termination</mark> 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 and that unutilised funds are to be repaid to PM&C.	s47E

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. s47E 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 <mark>ceased</mark> 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 if s47E terminated their agreement with s47E and if <mark>variation</mark> 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	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 s47E 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 s47E .

Activity Watchlist January to June 2016

Programme Name	Organisation Name	Activity Id	Activity Title	Activity End Date	Region	Activity Manager	Activity Priority Rating	National Office Assessment	National Office Recommendation - orig	Concerns	Jul-Dec16 review recieved?	OT KPIs reported	75% PoT KPIs reported	PR Comments (March/April 2017)	Follow up	Outcome
s47E				30/06/2017	s47E	s22	2	The organisation reports against M1&M2, CS3, CS2, CS3,RAS16. s47E	Compare to 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.	s47E	NFA
PRIORITY THREE ACTIVITIES																
	s47E	s47E	s47E	31/12/2017	s47E	s22	3	All KPIs on track.	All KPIs on track.		Yes		CS1, CS5, M1, M2	The s47E has experienced delays since the commencement of the contract period. As a result the October 2016 payment has not been released to the organisation.	Follow up with GM	Left message on s47E 29.3.17

Programme Name	Organisation Name	Activity Id	Activity Title	Activity End Date	Region	Activity Manager	Activity Priority Rating	National Office Assessment	National Office Recommendation - orig	Concerns	Jul-Dec16 review recieved?	OT KPIs reported	75% PoT KPIs reported	PR Comments (March/April 2017)	Follow up	Outcome
	s47E			31/12/2016	s47E	s22	3	Organisation has 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.	Organisation has 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.	Staffing	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			No separate assessment or PRA in FOFMS. PR received 10.2.17: s47E	Email sent 30.3.17:	Follow up with GM
s47E				31/12/2016	s47E	s22	3	Activity has ended	NFA.		Yes			Found satisfactory -small grant	NFA	Remove from list

Activities to potentially add to the Watchlist

Programme Name	Organisation Name	Activity Id	Activity Title	Activity End Date	Region	Activity Manager	Activity Priority Rating	National Office Assessment	National Office Recommendation - orig	Concerns	Jul-Dec16 review recieved?	OT KPIs reported	75% PoT KPIs reported	PR Comments (March/April 2017)	Follow up	Outcome
s47E				31/12/2016	s47E	s22					Yes	CS7		Funding to organisation has ceased. s47E	No	NFA

s47E				31/12/2017	s47E	s22					Yes		CS7, CS9, CS18, REC1, M2	All KPIs are rated as pass by the GM. Org has 2015/16 surplus of about s47E and may extend services to s47E . GM recommended next milestone payment of s47E – due 30 January 2017	Compare next PRA re service extension and underspend.	Compare next PRA
s47E				31/12/2017	s47E	s22					Yes		CS1, CS13, CS17, M2	NO PRA in FOFMs or Review tabs completed despite PR entered in FOFMs on 16.1.2017	Email sent to GM	Awaiting response
s47E				31/12/2017	s47E	s22					Yes	CS16		GM noted: s47E However all KPIs are rated as pass. Performance reports will be reviewed in conjunction with the financials. s47E	Compare next PRA re service and underspend.	Compare next PRA
s47E				31/12/2017	s47E	s22					Yes		CS1, CS7, CS10, M2	s47E . GM reported org as failing against CS 1, 7, 10. s47E GM provided overall rating of pass	Compare next PRA	Compare next PRA
s47E				31/12/2017	s47E	s22					Yes	M2		s47E s47E notified the s47E in November that they were rated s47E The provider has met the project outcomes for this reporting period.	NFA	NFA

s47E				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	NO	NFA
s47E				31/12/2017	s47E	s22						Yes		CS2, CS5, CS6, CS7, M1, M2	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
s47E				31/12/2017	s47E	s22						Yes	CS5		Review states: Performance report assessed and approved. s47E . All other KPIs rated as pass.	No	NFA
s47E				31/12/2017	s47E	s22						Yes		CS1, CS8, CS18, M1	The s47E is on track however the s47E 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 s47E has been with held.	Compare next PRA	Compare next PRA

s47E				31/12/2017	s47E	s22					Yes	M1		The project is progressing however requires further planning including appointment of a dedicated Project Manager to ensure the project reaches its full potential. The s47 is thorough and detailed however consideration needs to be given to the implications raised. It is recommend to hold off on release of s47E until a **variation** is agreed and request an interim financial position. s47E	Yes, if variation has been agreed	Follow up with GM
s4 7E				31/12/2017	s47E	s22					Yes		CS7, M1, M2	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 s47E s47E from the s4 7E project budget to support the new project proposal. The variation is in draft and due to be finalised by 24/2.	Yes, if variation has been agreed	Follow up with GM
s4 7E				31/12/2017	s47E	s22					Yes	CS11,		All KPIs are rated as pass by the GM even s47E	No	NFA

s47E				31/12/2017	s47E	s22					Yes	CS18	M2, CS1, CS8,	The centre manager has responded to the KPIs that required follow up in a letter s47E	Compare next PR	Compare next PR
s47E				31/12/2017	s47E	s22					Yes	CS5		All KPIs rated as pass even CS5. GM noted: s47E however discussions are underway with s47E ,s47E ,s47E s47E and s47E s47E and no handover they still managed to deliver s47E It is recommended that funding to the organisation continue for this project.	Compare next PRA	Compare next PRA
s47E				30/12/2016	s47E	s22					Yes	CS13		s47E Activity has ended and there is no final PRA in FOFMS	No	NFA
s47E	Follow up			31/12/2018	s47E	s22					Yes		CS7, REC1, M1, M2	NO PRA iin FOFMS. All KPIs partly on track RM in discussions with s47E about this Activity and lack of progress	Being followed up by RM	Follow up in Progress with s47E

s47E				31/12/2018	s47E	s22						Yes		CS7, REC1, M2	GM rated all KPIs as pass: "the Provider continues to implement strategies to improve service delivery and s47E . I therefore recommend approval of the Interim s47E	s47E	
s47E				21/12/2018	s47E	s22						Yes	REC1		s47E . GM noted: satisfied that s47E is making adequate progress delivering the project and meeting outcomes, objectives, and key performance indicators.	Compare next PR	Compare next PR
s4 7E				30/04/2018	s47E	s22						Yes		CS1, CS3, CS5, CS11, M1	Three KPIs identified for 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 spoke with provider 14/02/17 regarding significant underspend of (Project Manager) is keep to utilise funding for development s47E s47E also mentioned that	Compare next PRA.	Compare next PRA.

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INTERNAL COVERING NOTE

To	Belinda Campbell	**Contact Officer**	s22
From	s22	**Phone**	s22
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 s47E 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

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, S.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: s47E

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 were identified for follow up and closer monitoring:

- 10 Activities for follow up with Grant Managers as variations and performance concerns have been identified and performance assessments s47E

Comment [s2]: What are the organisations and what KPIs are they not delivering against?

Comment [s22]: How can a novation be performance outcome?

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

Comment [s22]: 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 [s2]: 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 [s2]: This is not a performance issue.

Should we include somewhere 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 Indicators**		**Results and Recommendation**
				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	s47E is working well and needs supporting in this very remote locality. <mark>Variation</mark> approved in FOFMS on 9.2.2017. Org has been recommended for a <mark>6mth contract extension</mark> 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	Grant Manager notes 28.3.2017. s47E 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 <mark>variation</mark> 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

Region	Programme Name	Organisation Name	Activity Title	Key Performance Indicators		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 2016s47E	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. <mark>2 variations</mark> 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 2nd 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. Continue following up with Grant Manager
s47E				1 Off Track (M1), Partly on Track (M2, CS5, CS18) all require follow-up.	PR due 15.2.17	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 <mark>Novation is still in progress</mark>. s22 to provide Grant Manager with a copy of Minute once signed off by the Minister. Brief Number is s47E Follow up with Grant Manager in May

Activities underperforming since January to June 2016

Region	Programme Name	Organisation Name	Activity Title	Key Performance Indicators		Results and Recommendation

Activities underperforming since January to June 2016

Region	Programme Name	Organisation Name	Activity Title	Key Performance Indicators		Results and Recommendation
				Jan to June 2016)	**July to December2016**	
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 <mark>6 month Extension t</mark>o continue at 2016-17 funding level s47E 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	The organisation experienced numerous challenges 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 s47E The Activity is not expected to s47E Follow up performance against KPIs with Grant Manager in May

Region	Programme Name	Organisation Name	Activity Title	KPIs	Results and follow up
New watch list activities based on July to December 2016 Performance Reports					
s47E				75% of KPIs Partly on Track (M2)	A draft <mark>variation</mark> 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 <mark>granted a 6 months extension</mark>- as RO s47E Follow up status of this service in October with Grant Manager.
s47E				M1 Off Track	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 s47 is thorough and detailed however consideration needs to be given to the implications raised. The next payment of s47E is to be withheld until a variation is agreed and an interim financial statement has been provided. s47E Follow up <mark>variation sta</mark>tus 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. s47E at the end of March. s4 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 s47E

Purpose

This report provides an analysis of s47E   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.

~~**Methodology**~~**Background**

s47E

Reports thought the IAS six monthly Performance Review cycle.

For the July to December 2016 reporting period, 714 Activities submitted performance reviews. s47E

> **Comment [s 1]:** not all activities are required to submit a performance report and not at the same time. s47E
>
> The paper James did on the CS IAS KPI narrative will give you a breakdown.

Methodology

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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),~~7~~ 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:~~

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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 by s47E   ~~, off track against 3 KPIs~~
  - s47E   , delivered by s47E   ~~, off track against 6 KPIs~~
  - s47E   for 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:
  - s47E

> **Comment [s2 2]:** Which region
>
> **Comment [s2 3]:** What is the name of the organisation?
>
> **Comment [s2 4]:** Which region
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- 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 Ggrant Mmanager is planning to vary the funding agreement:s47E

       or
     - the Ggrant Mmanager has identified serious Activity concerns in regard tos47E

       not met project outcomes) -s47E (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*

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 s47E

- ~~Performs~~ Performance 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)
  - s
  - ➢ No Performance Report Assessments (12)
  - ➢ Service delivery concerns (11)
  - ➢ 3 Activities from the January to June reporting period failed to submit performance reports. They are: s47E

- 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 [s22]: What have we done about these

Comment [s22]:

Comment [s22]: Spell out acronym in full.

Comment [s22]:

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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 s47E

   (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.

3. Continue to contact Grant Managers for updates on concerning Activities and Performance Assessment Reports.

Analysis of underperforming s47E

Purpose

This report provides an analysis of s47E 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

Comment [s2]: Added number of potential reports

Comment [s22]: not all activities are required to submit a performance report and not at the same time. s47E

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

s47E

~~This~~~~of C&S Activities that~~ 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 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 in~~inform ~~the January to June 2016 reporting period.~~

Comment [s22]: What percentage are these?

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:~~,~~
- ~~The ~~re were two exceptions:

Comment [s22 : Not sure we can say this

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- s47E delivered by s47E was identified in the previous reporting period and now reports ,Off Track against 3 KPIs (difficulty in filling Indigenous positions and meeting baseline targets leading to compliance concerns) and

- s47E delivered by 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 s47E) 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 fourFour Activities were Partly on Track for all their KPIs.that are of concern. TheActivities 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,.

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

-

- s47E

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) <u>Activities reporting M1and CS16 as Off Track or Partly on Track:</u> 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) <u>Activities reporting M2 as Off Track or Partly on Track:</u> s47E

    Comment [s22]: 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

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 s47E

Purpose

This report provides an analysis of s47E 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~~of C&S Activities that~~ 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 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 in~~inform ~~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:~~,~~
- ~~The ~~re were two exceptions:

- s47E   delivered by s47E   was identified in the previous reporting period and now reports ,Off 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 by 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 s47E   ) 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 fourFour Activities were Partly on Track for all their KPIs.that are of concern. TheActivities 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,.

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 [s2]: 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 [s2]: 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 [s22]: KPI analysis report refers to 66

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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.

s47E

4. Major KPI factors contributing to Activity underperformance include:

   (a) <u>Activities reporting M1and CS16 as Off Track or Partly on Track:</u> 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) <u>Activities reporting M2 as Off Track or Partly on Track:</u> s47E

   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.

s47E

s47E

s47E

Analysis of underperforming ^{s47E}

Purpose

This report provides an analysis of ^{s47E} 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: s47E

   (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.

Observations

s47E

Next Steps

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

s47E

Analysis of underperforming ^{s47E}

Purpose

This report provides an analysis of s47E   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 from 1 July to 31 December 2017. These are:
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Conclusion

s47E

3. Major factors contributing to Activity underperformance against KPIs include:

    (a) <u>Activities reporting M1and CS16 as Off Track or Partly on Track:</u> 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) <u>Activities reporting M2 as Off Track or Partly on Track:</u> s47E

    (c) <u>Activities underperforming on C2, CS5, CS7, CS18, CS11.</u> 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.

Observations

s47E

Next Steps

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

s47E

Analysis of underperforming ^{s47E}

Purpose

This report provides an analysis of s47E   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 from 1 July to 31 December 2017. These are:
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Conclusion

s47E

Observations

s47E

Region	Program me Name	Organisati on Name	Activity Id	Activity Title	Jan-June 2016 National Office Assessment	Jan-June 2016 NO Recomme ndation - orig	Jul-Dec16 OT	75% PoT KPIs reported	M2	PR Comments (March/April 2017)	Follow up	Outcome	Old/ New	Rating	Concerns
s4 7E									M2	The role of s47E and the results were excellent given the time frame she had to work with.	Compare next PRA	Compare next PRA	new	2	Stafff not employed
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	CS16	M1, M2, CS18	PoT	The GM reports that there is evidence of satisfactory progress against the project outcomes and attendance rates have increased. The s47E implementing the s47E , reporting has been limited. However the s47E 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	1	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 s47 subcontract was terminated on the 7th October after lengthy negotiations with s47 , s47E and PM&C. The decision to continue the contract and the Project Variation was made in consultation with senior management s47E . 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 has been supplied, KPI's achieved. s47E	Follow up required with GM s47E	Compare next PRA	new	2	s47 E

s47E															
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		OT	s47E 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. s47E	Yes Discuss ceasing of activity with GM.	Left message for s22 to phone on 28.3.17	Old	1	Staff not employed Variation
s4 7E					Activity identified for termination.Org reports against M1, M2, CS1, CS11, CS16, CS18, Off track on M2, CS5 & 11 Activity period 1 july 2015 to 31.12.2017. GM noted: Internal staffing issues s4 It was decide to end the funding Contract. Handing back of the s47E	Follow up with GM on 7.2.2017 s is winding up service delivery and GM is planning to novate the contract to s47E has taken over the two s47 E and has	M2		OT	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	1	Terminating s and novating services
s4 7E							CS16			GM noted: s47E . However all KPIs are rated as pass, s47E Performance reports will be reviewed in conjunction with the financials. s47E	Compare next PRA re service and underspend.	Compare next PRA	New	2	Staff retention and recruitment

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
s47E					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									M2	All KPIs have been met, the activity is on track. s47E services are only provided to s47E , as s47E s47E 'E s47E in the coming year. PMC to arrange visit to s47E further discussion to be had re increasing either time spent in communities or the length of the s47E sessions in communities. Payment recommended.	2 Compare next PRA	Compare next PRA	new	2	s47E
s47E									M2	s47E This will need to be followed up prior to next performance report due date.	2 Compare next PRA if follow actions haven been completed.	Compare next PRA	new	2	Performs concerns from last report have not been addressed
s47E									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 .										M2	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. s47E , it is anticipated targets will be met by end of next semester. s47E	2. follow up required with GM regarding progress s47E	Follow up with GM	new	2	NO PRA in s47E
s47E					Difficulty in engaging parents. KPI's: M2, CS1, CS8 on track. M1, CS15, CS18 partly on track. s47E	Compare with next performance report					No PRA in FOFMS	Yes	Follow up with GM Email sent 30.3.17	Old	1	NO PRA PR identified Participation concerns
s47E					Monitor Organisation. 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 on track. s47E	Monitor Organisation. Compare next report for improvement on KPIs					s47E	Compare next PRA as GM is meeting with org	Compare next PRA	Old	2	Poor attendance. s47E

s47E					NO GM Assessment Report. Compare with next PR. s47E	No FOFMS PRA.					No seprate PRA in FOFMS: Project is progressing well, s47E as at 31/12/2016 - Jan IAS payment withheld until updated exp report is rec'd as at 31/3/2017.	Compare next PRA	Compare next PRA	Old	2	NO PRA Participation rates lower than expected Lack of GM info
s4 7E										M2	NO PRA in FOFMS.Performance Report: indicates M2, CS2,3,15 ares 'Partly on s4 7E	2. Follow up PRA with GM	Follow up with GM	new	1	NO PRA in FOFM
s47E										M2	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	Compare next PRA	new	1	NO PRA in FOFM

s4 7E						Issues identified in assessment included: s47E off track KPI and 75% partly on track KPIs. A Variation to the Activity has been flagged by the s47E	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				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 s47E	Yes email sent to GM to contact.	Follow up with GM	Old	1	Location, participation unspent funds, late reports Contract extension
s4 7E										M2	No FOFMS PRA Report. s47E	2. 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 s47E	2. 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 s47E		CS18	M2, CS1, CS8,	PoT	The centre manager has responded to the KPIs that required follow up in a letter addressing: s47E .	Compare next PR	Compare next PR	New	2	Reporting on client targets requires follow up
s47E										M2	No FOFMS PRA Report. FOFMS Performance Report: Indicates M2 is 'Partly on Track' s47E	2, Follow up PRA with GM	Follow up with GM	new	1	NO PRA in FOFM
s47E						The performance report shows that the s47 s47E is on track however the s47 s47E 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 s47E is on track however the s47 s47E 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 s47 has been with held.	Compare next PRA	Compare next PRA	New	2	1/2 projects on track
s47E									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. s47E . Payment approved for release by s on 28/2. Follow up action required	2. GM will follow up on feedback processes with organisation	Compare next PRA	new	2	Concerns
s47E										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 s47E s47 Working on arranging telephone links with s47E to discuss, share ideas and information on how the program is working which is benficial to the development local context of the programs work.	2. 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 identfied 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
s47E						Requires follow up on limited s47 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. s47E 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	GM following up with organisation	Compare next PRA	Old	2	Service targets not reached due to lack of staff
	s47E								M2	s47E	2 All KPIs pass. Compare next PRA	Compare next PRA	new	2	s47E
s47E									M2	FOFMS PRA Report: Indicates M2 is 'Partly on Track' due to no evidence provided s47E , other s4 managers and visiting PM&C officers) and s47 not provide evidence of promoting the service to increase s47E by PM&C and Commonwealth Department of Education and Training. It is recommended that the payment of s47E due for release on 29 January 2017 be withheld until the 2015-16 audited financial report and acquittal are received.	1. s47E	Follow up with GM	new	1	NO PRA in FOFM

										M2	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:s47E	2 Compare next PRA	Compare next PRA	new	2	Late submission and poor quality of Performance reprts
s4 7E																
s4 7E						Compare to next report as s47E 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 withs47 Recommended for 6 month Extension to continue at 16-17 funding level s47	6 month Extension Continue at 16-17 funding level s47 "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 environments47E It is expected that statistics recently requested for this report will support the planned strategy. Three 4 KPIs were Partly on Track in s 4 7 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 particpants and a delay in performance report submission.

										M2	M2 Partly on track s47E	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 s47E . 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 s47E . Possible renegotiation of funding required to reduce underspend.	1 Follow up concerns with GM	Follow up with GM	New	1	s47E
s47E					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. s47E			M1, M2, CS1, CS2, CS7, CS15	PoT	Milestone Payment agreed. Satisfactory progress 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	1	Staff retention and recruitment
s47E					PMC to seek confirmation of recruitment outcome and visit to meet this person (s47E . Provider to develop employment opportunities for local Indigenous community members; s47E s47E s4 7E			CS1, CS3, CS5, CS11, M1		Three KPIs identified for 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 . s47 spoke with provider 14/02/17 regarding significant underspend of s47E s47E is keep to utilise funding for s47E	Compare next PRA.	Compare next PRA	New	2	Attendance and participation

s47E						GM Assessment report does not support CS7 as offtrack and this KPI has been rated as a s47E community to get their messages out and forge other opportunities and pathways.	s47E				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 s47E noted that project was being deleivered to PM&Cs satisfaction and that a payment should be released.	Yes compare next PRA in July 2017,	Compare next PRA	Old	2	GM assessment is not supported by KPI performance s47
s47E						Performance Report was received late s47E at the end of 2017 and the report having to be completed by s47E		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
s47E									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 and they are now on track to meet their KPIs				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

						Description	Code		Code2	Type	Notes	Action	Follow up	Status	No.	Risk
s47E						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	PoT	s47E	Compare next PRA	Compare next PRA	New	2	Overdue Milestone events such as Budget, Activity Work plan
s47E										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. s47E s.	2. 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	s47E
s47E							CS5				All KPIs rated as pass even CS5. GM noted: s47E It is recommended that funding to the organisation continue for this project.	Compare next PRA	Compare next PRA	New	2	Staff turnover
s47E										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

									KPIs	Type	Details	Action required	Action	Status	Priority	Issue
s47E						s47E			CS7, M1, M2	PoT	s47E On 6 February a change in project scope was approved by the RM for; s47E s47E The variation is in draft and due to be finalised by 24/2.	Yes, if variation has been agreed	Follow up with GM	New	1	Poor project performance variation
					. -Variation is due to be finalised by 24/2. T											
s47E										M2	No PRA in FOFMS 2 KPIs Partly on track, all others on track. Significant challenges to delivering the project s47E	2 Follow up lack of PRA with GM	Follow up with GM	new	1	NO PRA in FOFM
s47E					Delegate approved Performance Report (for Jan17) and next Payment due 30 Jan 2017				CS7, CS9, CS18, REC1, M2	PoT	All KPIs are rated as pass by the GM. s47E	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						Effective service delivery occurring but reporting is problematic. s47E	Compare progress with next report. Place on organisation watch list.		M2, CS1, S.CC1 ,			No PRA follow up with GM	Follow up with GM	New	2	NO PRA
s4 7E						GM reported delay was out of service provider's control and agreement 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		This project requires follow s47E	s47E	Compare next PRA	Old	2	Delayed service implementation
s4 7E									CS1, CS13, CS17, M2	PoT	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 s4 is thorough and detailed however consideration needs to be given to the implications raised. It is recommend to hold off on release of s47 until a variation is agreed and request an interim financial position. Approved by s47E 28/02/2017		M1			The project is progressing however requires further planning including appointment of a dedicated Project Manager to ensure the project reaches its full potential. The s4 is thorough and detailed however consideration needs to be given to the implications raised. It is recommend to hold off on release of s47 until a **variation** is agreed and request an interim financial position. s47E	Yes, if variation has been agreed	Follow up with GM	New	1	Variation
s4 7E									M2	1. Follow up with GM Possible variation to extend toime frame for completion of project	**1. 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. s47E 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 s47E 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 s47E 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 s47E Possible renegotiation of funding required to reduce underspend.	2 Compare next PRA	Compare next PRA	New	2	Project not achieving desired attendance, parental engagement and employement
s47E									CS7,	M2	s47E	Compare next PRA	Compare next PRA	New	2	Concerns maintainance of attendance rates s47E
s47E									M1, CS7, REC1		s47E	There is no FOFMS PRA or Review Results finding.s	Follow up with GM	New	1	NO PRA in FOFM
s47E									CS7, REC1, M1, M2	PoT	NO PRA iin FOFMS. All KPIs partly on track RM in discussions with s47 about this Activity and lack of progress	Being followed up by RM	WA DoE	New	2	NO PRA
s47E									CS7, REC1, M2	PoT	GM rated all KPIs as pass: "the Provider continues to implement strategies to improve service delivery s47E	s47E	s47	New	2	improve attendance rates and services

s4 7E									M2		PI Report unsatisfactory. 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 on Track but FOFMS IAS PRA 17/01/2017 indicates a 'FAIL' rating on M2: s47E I.	1. Requires follow up.	new	2	PR unsatisfactory
s47E									M2		2 Follow up/compare next RPA on progress of M1: requirement met. M2: Provider complies. REC1: Requirement met. CS7: Partly on track with attendance rates. PRA indicates M2 PASS, provider will ensure to meet regular compliance reporting via support by a s4 senior manager.	2 Follow up/compare next RPA on progress of M2.	Compare next PRA	new	2	Attendance rates and Reportin
s4 7E								REC1			s47E is making adequate progress delivering the project and meeting outcomes, objectives, and key performance indicators.	Compare next PR	Compare next PR	New	2	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

ID				Assessment	Status	M1	KPIs	PoT/M2	GM Notes	Follow up	Contact	Old/New	#	Concern
s47E				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. GM noted Project continues to improve with a wide range of services being offered. Meeting all outcomes. .	Although M1 is off track GM holds no concerns for the project. Compare with next PR.	M1			GM noted: follow-up required for M1, 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 coordinator relating to the schedule description. Contract manager will also be speaking with the coordinator in relation to the schedule and the KPI's.	Follow up with GM if their concerns have been addressed	Email sent 30.3.17	Old	1	Poor quality PR
s47E				All KPIs on track. 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.		CS1, CS5, M1, M2	PoT	s47E has experienced delays since the commencement of the contract period. As a result the October 2016 payment has not been released to the organisation.	Follow up with GM	Left message on s47E, phone to caal 29.3.17	Old	1	Delayed service implementation
s47E							M1, M2, CS7, CS9,	M2	GM: I recommend this organisation's Performance Report as satisfactory and therefore the result is a pass. There are no further actions required for this period.	NFA	NFA	new	3	Concerns adressed according to GM
s47E							CS1, M2	M2	s47E have submitted the January IAS Performance Report and have met all requirements.	NFA	NFA	New	3	Concerns adressed according to GM

s47E					All KPIs on track. 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.	NFA.				No separate assessment or PRA in FOFMS. PR received 10.2.17: s47E	Email sent 30.3.17:	Follow up with GM	Old	1	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 underspend of s47E All planning and consultation has been completed and project should be back on track. GM is waiting for performance report due week of 13 February to assess				NO PR due 15.2.17 Nothing in FOFMs	Yes	Follow up with GM	Old	1	No PRA underspends

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June 2016 National Office Assessme	Jan-June 2016 NO Recommendation - orig	Jul-Dec16 OT	75% PoT KPIs reported	M2	PR Comments (March/April 2017)	Follow up	Outcome	Old/ New	Rating	Concerns
s47E					Reports against M1, M2 CS1, CS5, CS8 & CS18. s47E	Compare progress against next performance report	CS16	M1, M2, CS18	PoT	The GM reports that there is evidence of satisfactory progress against the project outcomes s47E	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	1	Delayed service delivery, staffing issues s47E
s47E					s47E GM is considering a variation to remove CS18 from the KPI reporting list. GM also noted that there was s47E for	Follow up with GM	M1, M2, CS2		OT	s47E The project worker position has been vacant for the past 6 months. GM encouraged provider to apply for Community Led Grants, there has been no	Yes Discuss ceasing of activity with GM.	s47E	Old	1	Staff not employed Variation
s47E					Activity identified for termination.Org reports against M1, M2, CS1, CS11, CS16, CS18, Off track on M2, CS5 & 11 Activity period 1 july 2015 to 31.12.2017. s47E	Follow up with GM on 7.2.2017 s47E and GM is planning to novate the contract to s47E has taken over the two s47E and has	M2		OT	NO PR was due on 30.1.17 Nothing in FOFMS	Yes	Novation still in progress. Telephone discussion and email sent on 29.3.2017 s47E s47E s47E will provide a copy once signed off by the Minister.	Old	1	Terminating s47E and novating services

s47E					s47E KPI's: M2, CS1, CS8 on track. M1, CS15, CS18 partly on track. CS5 is off track s47E GM noted, KPI CS5 - Parent s47E	Compare with next performance report				No PRA in FOFMS	Yes	Follow up with GM Email sent 30.3.17	Old	1	NO PRA PR identified Participation concerns
s47E					Monitor Organisation. Compare next report s47 and escalate to discussions with GM to resolve Partly on Track KPIs if still not improved. M2, CS3, CS5, CS8 partly on track. s47	Monitor Organisation. Compare next report for improvement on KPIs				s47E	Compare next PRA as GM is meeting with org	Compare next PRA	Old	2	s47E
s47E					NO GM Assessment Report. Compare with next PR. Approval to carry forward s47 to 2016-17 financial year, CV done June 2016 - Project s47E	No FOFMS PRA.				No seprate PRA in FOFMS: Project is progressing well, and the s47E as at 31/12/2016 - Jan IAS payment withheld until updated exp report	Compare next PRA	Compare next PRA	Old	2	NO PRA Participation rates lower than expected Lack of GM info

s4 7E					s4 7E	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...				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 s4	Yes email sent to GM to contact.	Follow up with GM	Old	1	Location, participation unspent funds, late reports Contract extension
s4 7E					Requires follow up on limited s47 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...	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	GM following up with organisation	Compare next PRA	Old	2	Service targets not reached due to lack of staff
s4 7E					Compare to next report as GM has no concerns for project but 75% of KPIs are Partly on Track. KPIs: M1, M2 on track. CS2, CS5, CS7, CS11, CS18, all Pass. GM reported provider has satisfied all requirements to date, and...	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, specificall...	6 month Extension Continue at 16-17 funding level s47 "Contract Executed May 2016 - 1 upfront payment Final acquittal due 29/12/17."	Compare next PRA	Old	2	Contract extension

s47E					GM Assessment report does not support CS7 as offtrack and this KPI has been rated as a pass s47E ... e	s47E escalate monitoring levels if decrease continues.				s47E	Yes compare next PRA in July 2017,	Compare next PRA	Old	2	GM assessment is not supported by KPI performance s47F
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 ... and they are now on track to meet their KPIs				GM: The provider's performance has improved significantly since the Performance Report Assessment in August 2016. s47E	Comapre next PRA	Compare next PRA	Old	2	Concerns have been adressed. Change status from Priority 1 to 3
s47E					GM reported delay was out of service provider's control and agreement 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		This project requires follow up, to date the project has not been completely rolled out s47E ... g 2016	Project did not fully commence during 2016; variation agreement finalised December 2016 to: - Extend project end date to 31 December 2017 to allow for fully project implementation as of 1 January 2017; - Reinstate $35,000 ...	Comapre next PRA	Old	2	Delayed service implementation

s47E						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. GM noted Project continues to improve with a...	Although M1 is off track GM holds no concerns for the project. Compare with next PR.	M1			GM noted: follow-up required for M1, 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 coordinator relating	Follow up with GM if their concerns have been adressed	Email sent 30.3.17	Old	1	Poor quality PR
s47E						All KPIs on track. s47E 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	All KPIs on track.		CS1, CS5, M1, M2	PoT	s47E has experienced delays since the commencement of the contract period. As a result the October 2016 payment has not been released to the organisation.	Follow up with GM	Left message on s47E phone to caal 29.3.17	Old	1	Delayed service implementation
s47E						All KPIs on track. Link-Up indicates that they have met their reporting requirements. s47E the project description and KPI requirements. Recommend that the report be accepted and the associated	NFA.				No separate assessment or PRA in FOFMS. PR received 10.2.17: s47E	Email sent 30.3.17:	Follow up with GM	Old	1	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. Gm noted, Work with s47E | Follow up with GM 8.02.2016. Org has underspend of s47E All planning and consultation has been completed and project should be back on track. GM is waiting for performance report due week of 13 February to assess | | | | NO PR due 15.2.17 Nothing in FOFMs | Yes | Follow up with GM | Old | 1 | No PRA underspends |

Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June 2016 National Office Assessme	Jan-June 2016 NO Recommendation - orig	Jul-Dec16 OT	75% PoT KPIs reported	M2	PR Comments (March/April 2017)	Follow up	Outcome	Old/ New	Rating	Concerns
s47E					Reports against M1, M2 CS1, CS5, CS8 & CS18. s47E	Compare progress against next performance report	CS16	M1, M2, CS18	PoT	The GM reports that there is evidence of satisfactory progress against the project outcomes and attendance rates	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	1	Delayed service delivery, staffing issues due s47E
s47E					s47E GM is considering 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		OT	s47E GM encouraged provider to apply for Community Led Grants, there has been no	Yes Discuss ceasing of activity with GM.	Left message for s47 to phone on 28.3.17	Old	1	Staff not employed Variation
s47E					Activity identified for termination.Org reports against M1, M2, CS1, CS11, CS16, CS18, Off track on M2, CS5 & 11 Activity period 1 july 2015 to 31.12.2017. s47E	Follow up with GM on 7.2.2017 s is winding up service delivery and GM is planning to novate the contract to s47E has taken over the two s47E and has	M2		OT	NO PR was due on 30.1.17 Nothing in FOFMS	Yes	Novation still in progress. Telephone discussion and email sent on 29.3.2017 Brief Number is s47E will provide a copy once signed off by the Minister.	Old	1	Terminating s and novating services

s4 7E						Difficulty 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 Indigenous parents. GM noted, KPI CS5 - s47E have always	Compare with next performance report					No PRA in FOFMS	Yes	Follow up with GM Email sent 30.3.17	Old	1	NO PRA PR identified Participation concerns
s4 7E						Monitor Organisation. Compare next report for Indigenous enrolement and escalate to discussions with GM to resolve Partly on Track KPIs if still not improved. M2, CS3, CS5, CS8 partly on track. Org noted: It is very difficult to	Monitor Organisation. Compare next report for improvement on KPIs					GM: the Kindergarten is trying to increase Indigenous enrolments by a "Welcome pack", liaising with s47E instigating Welcome to Country, Indigenous and Torres	Compare next PRA as GM is meeting with org	Compare next PRA	Old	2	s4 7E
s47E						NO GM Assessment Report. Compare with next PR. Approval to carry forward s47 to 2016-17 financial year, CV done June 2016 - Project s47E	No FOFMS PRA.					No seprate PRA in FOFMS: Project is progressing well, and the s47E Carryover of s47E as at 31/12/2016 - Jan IAS payment withheld until updated exp report	Compare next PRA	Compare next PRA	Old	2	NO PRA Participation rates lower than expected Lack of GM info

s47E					s47E	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...				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 s4_	Yes email sent to GM to contact.	Follow up with GM	Old	1	Location, participation unspent funds, late reports Contract extension
s47E					Requires follow up on limited s47 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...	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	GM following up with organisation	Compare next PRA	Old	2	Service targets not reached due to lack of staff
s47E					Compare to next report as GM has no concerns for project but 75% of KPIs are Partly on Track. KPIs: M1, M2 on track. CS2, CS5, CS7, CS11, CS18, all Pass. GM reported provider has satisfied all requirements to date, and...	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, specificall...	6 month Extension Continue at 16-17 funding level s47 "Contract Executed May 2016 - 1 upfront payment Final acquittal due 29/12/17."	Compare next PRA	Old	2	Contract extension

s4 7E					GM Assessment report does not support CS7 as offtrack and this KPI has been rated as a pass s4 7E	s47E				s47 E	Yes compare next PRA in July 2017, ... t	Compare next PRA	Old	2	GM assessment is not supported by KPI performance s4 7 F
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 ... re now on track to meet their KPIs				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
s4 7E					GM reported delay was out of service provider's control and agreement 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		This project requires follow up, to date the project has not been completely rolled out s47 E	Project did not fully commence during 2016; variation agreement finalised December 2016 to: - Extend project end date to 31 December 2017 to allow for fully project implementation as of 1 January 2017; - Reinstate ...	Compare next PRA	Old	2	Delayed service implementation

s47E						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. GM noted Project continues to improve with a...	Although M1 is off track GM holds no concerns for the project. Compare with next PR.	M1			GM noted: follow-up required for M1, 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 coordinator relating	Follow up with GM if their concerns have been adressed	Email sent 30.3.17	Old	1	Poor quality PR
s47E						All KPIs on track. s47E 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	All KPIs on track.		CS1, CS5, M1, M2	PoT	s47E has experienced delays since the commencement of the contract period. As a result the October 2016 payment has not been released to the organisation.	Follow up with GM	Left message on s47E, phone to caal 29.3.17	Old	1	Delayed service implementation
s47E						All KPIs on track. s47E 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	NFA.				No separate assessment or PRA in FOFMS. PR received 10.2.17: s47E	Email sent 30.3.17:	Follow up with GM	Old	1	NO PRA s47E 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. Gm noted, Work with s47E | Follow up with GM 8.02.2016. Org has underspend of s47E All planning and consultation has been completed and project should be back on track. GM is waiting for performance report due week of 13 February to assess | | | | NO PR due 15.2.17 Nothing in FOFMs | Yes | Follow up with GM | Old | 1 | No PRA underspends |

Region	Programme Name	Organisation 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 Comments (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 y progress against the project outcomes and attendanc e rates	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	1	Delayed service delivery, s47E
s47E					GM noted that only s47E 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		OT	s47E Communit y Led Grants, there has been no	Yes Discuss ceasing of activity with GM.	Left message for s47E to phone on 28.3.17	Old	1	s47E
s47E					Activity identified for terminatio n.Org reports against M1, M2, CS1, CS11, CS16, CS18, Off track on M2, CS5 & 11 Activity period 1 july 2015 to 31.12.201 7. s47E	Follow up with GM on 7.2.2017 s is winding up service delivery and GM is planning to novate the contract to s47E has taken over the two s47E and has	M2		OT	NO PR was due on 30.1.17 Nothing in FOFMS	Yes	Novation still in progress. Telephone discussion and email sent on s47E Mel will provide a copy once signed off by the Minister.	Old	1	Terminati ng s47 and novating services

s47E					s47E KPI's: M2, CS1, CS8 on track. M1, CS15, CS18 partly on track. CS5 is off track s47E GM noted, KPI CS5 - s47E	Compare with next performance report				No PRA in FOFMS	Yes	Follow up with GM Email sent 30.3.17	Old	1	NO PRA PR identified s47E
s47E					Monitor Organisation. s47E discussions with GM to resolve Partly on Track KPIs if still not improved. M2, CS3, CS5, CS8 partly on track. Org noted: s47	Monitor Organisation. Compare next report for improvement on KPIs				s47E liaising with s47E s47E	Compare next PRA as GM is meeting with org	Compare next PRA	Old	2	s47E
s47E					NO GM Assessment Report. Compare with next PR. Approval to carry forward s47 to 2016-17 financial year, CV done June 2016 - Project Des 4-1G95QGA	No FOFMS PRA.				No seprate PRA in FOFMS: Project is progressing well, and the s47E as at 31/12/2016 - Jan IAS payment withheld until updated exp report	Compare next PRA	Compare next PRA	Old	2	s47E

s47E						Issues identified in assessment included: s47E ... and	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				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 s47E	Yes email sent to GM to contact.	Follow up with GM	Old	1	s47E Contract extension
s47E						Requires follow up on limited s47 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	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 s47E , however activities in place to improve outcomes. discussion with Provider to follow	GM following up with organisation	Compare next PRA	Old	2	s47E
s47E						Compare to next report as GM has no concerns for project but 75% of KPIs are Partly on Track. KPIs: M1, M2 on track. CS2, CS5, CS7, CS11, CS18, all Pass. GM reported provider has satisfied all requirements to date, and	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	6 month Extension Continue at 16-17 funding level s47 "Contract Executed May 2016 - 1 upfront payment Final acquittal due 29/12/17."	Compare next PRA	Old	2	Contract extension

s47E					GM Assessment report does not support CS7 as offtrack and this KPI has been s47E to get their messages out and forge...	s47E with next performance and escalate monitoring levels if decrease continues.				s47E	Yes compare next PRA in July 2017,	Compare next PRA	Old	2	GM assessment is not supported by KPI performance as s47E
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: Following a Funding Areement variation, s47E and they are now on track to meet their KPIs				GM: The provider's performance has improved significantly since the Performance Report Assessment in August 2016. However, the s4 officer's s47E and better recordkeeping is required to	Comapre next PRA	Comapre next PRA	Old	2	Concerns have been adressed. Change status from Priority 1 to 3
s47E					GM reported delay was out of service provider's control and agreement 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		This project requires follow up, to date the s47E	Project did not fully commence during 2016; variation agreement finalised December 2016 to: - Extend project end date to 31 December 2017 to allow for fully project implementation as of 1 January 2017; - Reinstate ...	Compare next PRA	Old	2	s47E

s47E					Only M1 Off track. According to GM project continues to improve and has demonstrated improved results. They provide regular reports and facilitation site visits. GM noted Project continues to improve with a ...	Although M1 is off track GM holds no concerns for the project. Compare with next PR.	M1			GM noted: follow-up required for M1, 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 coordinator relating	Follow up with GM if their concerns have been adressed	Email sent 30.3.17	Old	1	Poor quality PR
s47E					All KPIs on track. s47E 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	All KPIs on track.		CS1, CS5, M1, M2	PoT	s47E	Follow up with GM	Left message on s47E phone to caal 29.3.17	Old	1	s47E
s47E					All KPIs on track. s47E 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	NFA.				No separate assessment or PRA in s47 PR received 10.2.17: s47E as well as reliability	Email sent 30.3.17:	Follow up with GM	Old	1	NO PRA s47E

| 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. Gm noted, Work with s47E | Follow up with GM 8.02.2016. Org has underspend of s47. All planning and consultation has been completed and project should be back on track. GM is waiting for performance report due week of 13 February to assess | | | | NO PR due 15.2.17 Nothing in FOFMs | Yes | Follow up with GM | Old | 1 | No PRA underspends |

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s47E					s47E KPI's: M2, CS1, CS8 on track. M1, CS15, CS18 partly on track. CS5 is off track s47E GM noted, KPI CS5 - s47E s47E have always	Compare with next performance report				No PRA in FOFMS	Yes	Follow up with GM Email sent 30.3.17	Old	1	NO PRA PR s47E
s47E					Monitor Organisation. Compare next report for s47E with GM to resolve Partly on Track KPIs if still not improved. M2, CS3, CS5, CS8 partly on track. Org noted: s47E	Monitor Organisation. Compare next report for improvement on KPIs				s47E s47E liaising with s47E instigating Welcome to Country, Indigenous and Torres	Compare next PRA as GM is meeting with org	Compare next PRA	Old	2	s47E
s47E					NO GM Assessment Report. Compare with next PR. Approval to carry forward s47 to 2016-17 financial year, CV done June 2016 - Project s47E	No FOFMS PRA.				No seprate PRA in FOFMS: Project is progressing well, and the s47E as at 31/12/2016 - Jan IAS payment withheld until updated exp report	Compare next PRA	Compare next PRA	Old	2	s47E

s47E					Issues identified in assessment included: s47E	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				NO PR due 16.1.2017 nothing in s47 Variation approved in s47 on 9.2.2017. Org has been recommended for a 6mth contract extension post 30 JUNE 2017 at s47E	Yes email sent to GM to contact.	Follow up with GM	Old	1	Location, rs47E funds, late reports Contract extension
s47E					Requires follow up on limited s47 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	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	GM following up with organisation	Compare next PRA	Old	2	s47E
s47E					Compare to next report as GM has no concerns for project but 75% of KPIs are Partly on Track. KPIs: M1, M2 on track. CS2, CS5, CS7, CS11, CS18, all Pass. GM reported provider has satisfied all requirements to date, and	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, specificall	6 month Extension Continue at 16-17 funding level s47 "Contract Executed May 2016 - 1 upfront payment Final acquittal due 29/12/17."	Compare next PRA	Old	2	Contract extension

s47E						GM Assessment report does not support CS7 as offtrack and this KPI has been rated as a pass s47E s47E	Compare s47E with next performance and escalate monitoring s47E				s47E	Yes compare next PRA in July 2017,	Compare next PRA	Old	2	GM assessment is s47E
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: Following a Funding Areement variation, s47E and they are now on track to meet their KPIs				GM: The provider's performance has improved significantly since the Performance Report Assessment in August 2016. However, the s47E	Comapre next PRA	Comapre next PRA	Old	2	s47E Change status from Priority 1 to 3
s47E					GM reported delay was out of service provider's control and agreement 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		s47E the project should be ready for term 1 2017. This project did not fully commence...	Project did not fully commence during 2016; variation agreement finalised December 2016 to: - Extend project end date to 31 December 2017 to allow for fully project implementation as of 1 January 2017; - Reinstate...	Compare next PRA	Old	2	s47E

s47E					Only M1 Off track. According to GM project continues to improve and has demonstrated improved results. They provide regular reports and facilitation site visits. GM noted Project continues to improve with a...	Although M1 is off track GM holds no concerns for the project. Compare with next PR.	M1			GM noted: follow-up required for M1, 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 coordinator relating	Follow up with GM if their concerns have been adressed	Email sent 30.3.17	Old	1	s47E
s47E					All KPIs on track. s47E 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	All KPIs on track.		CS1, CS5, M1, M2	PoT	s47E s47E As a result the October 2016 payment has not been released to the organisation.	Follow up with GM	Left message on s47E phone to caal 29.3.17	Old	1	s47E
s47E					All KPIs on track. s47s 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	NFA.				No separate assessment or PRA in FOFMS. PR received 10.2.17: s47E as well as reliability	Email sent 30.3.17:	Follow up with GM	Old	1	NO PRA s47E

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. Gm noted, Work with s47E	Follow up with GM 8.02.2016. Org has underspend of s47E All planning and consultation has been completed and project should be back on track. GM is waiting for performance report due week of 13 February to assess				NO PR due 15.2.17 Nothing in FOFMs	Yes	Follow up with GM	Old	1	No PRA underspends

Analysis of underperforming ^{s47E}

This report provides an analysis of ^{s47E} 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 ^{s47E} (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 ^{s47E}

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; ^{s47E}

Increase in underperforming Activities
s47E

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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Contributing factors

Major factors contributing to Activity underperformance against KPIs include:

(a)   Activities reporting M1and CS16 as Off Track or Partly on Track: s47E

(b)   Activities reporting M2 as Off Track or Partly on Track: s47E

(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 KPIs						
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 s47E **Actions**: Monitor improvement in Jan-June 2017 reporting period.
s47E					M2, CS2, CS 10, CS11 and CS18 Partly on Track	All KPIs Off Track. s47E Grant Manager advised that 2 variations have been completed regarding funding, KPIs and additional monitoring. s47E **Action:** Monitor improvement in Jan-June 2017 reporting period.
s47E					M1, M2, CS2 Partly on Track	KPIs M1, M2, CS2 are Off Track. s47E **Note:** 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 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 s47E 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 s47E 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 KPIs

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 s47E **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 KPIs

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 s47 is winding up service delivery and plans to novate the contract to s47E . s47E has taken over the s47E 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 Track						
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 perio**d**

Partly on Track						
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.s47E Regional Manager is in discussions with s47E about this Activity and s47E 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. s47E **Action**: Monitor improvement in Jan-June 2017 reporting period
s47E					CS7 Partly on Track	KPIs CS7, REC1, M2 (75%) Partly on Track. s47E **Action:** Monitor improvement in Jan-June 2017 reporting period

Partly on Track						
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 s47E **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

Partly on Track						
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

M2 (Note all the Activities below were reported as Partly on Track against KPI M2 in their July to December 2016 Performance Reports)						
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 7E . No PRA in FOFMS. **Action:** Monitor improvement in Jan-June 2017 reporting period

M2 (Note all the Activities below were reported as Partly on Track against KPI M2 in their July to December 2016 Performance Reports)						
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 s47E have declined. PMC to arrange visit to s47E 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	KPIs 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

M2 (Note all the Activities below were reported as Partly on Track against KPI M2 in their July to December 2016 Performance Reports)						
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. s47E **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 **Action:** Follow up with Grant Manager
s47E					M2, REC1 Partly on Track	s47E **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

M2 (Note all the Activities below were reported as Partly on Track against KPI M2 in their July to December 2016 Performance Reports)						
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

M2 (Note all the Activities below were reported as Partly on Track against KPI M2 in their July to December 2016 Performance Reports)						
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 s47E . 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

M2 (Note all the Activities below were reported as Partly on Track against KPI M2 in their July to December 2016 Performance Reports)						
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. s47E **Action**: Monitor improvement in Jan-June 2017 reporting period
s47E					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, s47E **Action**: Monitor improvement in Jan-June 2017 reporting period

M2 (Note all the Activities below were reported as Partly on Track against KPI M2 in their July to December 2016 Performance Reports)						
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 s47E s47E . There is no PRA in s47E **Action:** Follow up with Grant Manager
s47E					All KPIs on Track	M2 Partly on Track. s47E **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

M2 (Note all the Activities below were reported as Partly on Track against KPI M2 in their July to December 2016 Performance Reports)						
Region	Programme Name	Organisation Name	Activity Id	Activity Title	Jan-June2016 KPI Progress	Performance Report Assessment and Action Plan
s47E					M2 Partly On Track	No PR submitted leading to compliance concerns. s47E **Action:** Monitor improvement in Jan-June 2017 reporting period
	s47E				CS1 Partly on Track	s47E **Action**: Monitor improvement in Jan-June 2017 reporting period

Follow up of Jan-Jun 2016 Underperforming Activities						
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 s47E 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 period

Follow up of Jan-Jun 2016 Underperforming Activities						
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

Follow up of Jan-Jun 2016 Underperforming Activities						
Region	**Programme Name**	**Organisation Name**	**Activity Id**	**Activity Title**	**Jan-June2016 KPI Progress**	**Performance Report Assessment and Action Plan**
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 s47E **Action:** Monitor improvement in Jan-June 2017 reporting period

Follow up of Jan-Jun 2016 Underperforming Activities						
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 **Action**: Monitor improvement in Jan-June 2017 reporting period

Programme Name	Organisation Name	Activity Id	Activity Title	Activity End Date	Region	Activity Manager	GM Assessment	National Office Assessment	National Office Recommendation - orig	Concerns						
PRIORITY ONE ACTIVITIES																
s47E				31/12/2017	s47E	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: s47E . 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					
s47E				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	s47E						
s47E				31/12/2017	s47E	s22	s47E	Activity identified for termination.Org reports against M1, M2, CS1, CS11, CS16,	Follow up with GM on 7.2.2017 s is winding up service delivery and GM is planning to novate the contract to s47E s47E	Terminating and novating services	Terminate/ Novation					
s47E				31/12/2017	s47E	s22	1. Pass this Performance Report 2. Focus on KPI SRAS16 – Self Assessment of community awareness of the project's objectives, progress and match with community expectations, s47E 3. Work closely with the provider to meet its target; 4. Thoroughly examine the next performance report of the KPI's M1 and SRAS16. 5. Work with the organisation to support best practices in completing this evaluation and identify gaps.	GM working with organisation to improve service delivery. s47E s47E . All other KPIs on track.	GM advised on 8.02.2017 that Activity is s47E . The Minister has also granted the organisation a 12 month extension to register under the CATSI Act. s47E	Payment with held, s47E s47E	Payment with held					

s47E			31/12/2017	s47E	s22	s47E	s47E	Follow up with GM if activity has ceased.	GM considering termination of the activity due to staffing, failure to deliver on outcomes and participation issues, ceasing activity	Termination				
s47E			30/06/2017	s47E	s22	Performance Report accepted and approved, meets all contractual obligations. s47E s47E : All KPIs on Track.	Information from Performance Report indicates: Activity Partly on track as s47E The department approved a proposal to extend the program. s47E	s47E	staffing issues due to resignation and recruitment difficulties	Variation extension			s47E	

s47E				30/06/2017	s47E	s22	s47E ... 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 s47 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, s47E waiting on advice from the programme area.	KPIs M1 (Off Track), M2, CS5, CS18 (Partly on Track) s47E the provider to meet the project objective and KPI's. Discuss review of underspend funds with GM.	Follow up with GM 8.02.2016. Org has underspend of s47 . All planning and consultation has been completed and project should be back on track. GM is waiting for performance report due week of 13 February to assess progress.	underspends	underspends				
s47E				31/12/2017	s47E	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 s47E	GM 8.2.2016 GM advised that the organisation has until 15.2.2017 to s47	s47E	Termination				
s47				30/06/2018	s47E	s22	PM&C have met with the Provider to discuss the parts of the activity that have not been met and the fact that s47E Strategies have been discussed for more effective delivery. Raised the need to discuss impediments to delivery and the possibility of contract variations if required. Project payment 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 s47E was released to the Provider, who has agreed via email that these funds are most likely to be spent on s47E 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 s47E	s47E	Variation				

s47E				31/12/2017	s47E	s22	PRA dated 4.2.2016: The Organisation is finding the progress slower than they initially thought with the building of relationships some their providers are on track but others still require further connections. s47E The Organisation is fully complaint with the Funding Agreement. Recommend next payment. s47E has met its targets for the s47 and surrounding areas. s47E	Org reports against M1,M2, CS2, CS5, CS15. It has one off track KPI and more than 75% partly on track 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.	According to GM on 8.2.2017: The Regional Office are preparing a Minute for the the Regional Manger s47E	Plnning a variation	Variation planned for March						
s47				31/12/2017	s47E	s22	Recommended that if this project shows no improvement within the next 3 months when the next informal performance report is due and further assessment is required, that steps are taken to cease this funding agreement or look at other options. Engagement Staff to step up engagement, 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	Poor performance, org given 3 months to improve. GM has recommended with holding funding until a site visit has been conducted.	Follow up with GM 7.2.2017: Following a Funding Areement variation, the organisation has employed a project worker since september 2016 and they are now on track to meet their KPIs	Concerns have been adressed. Change status from Priority 1 to 2	Variation						

s47E					30/06/2017	s47E	s22	GM: The s47E is still needed and still underway at s47E . While there have been issues surrounding this Activity most have been resolved and a Variation to the Activity has been flagged by the s47E It is recommended that we continue funding this Activity. It is recommended that funding continues. Org will submit a business case to retain unspent 2015-16 funds. 2016-17 1st Quarter payment release approved as it was only 25% of 2016-17 funding. RO to present a business case and consult with s Branch on providers ability to retain unspent funds + full 2016-17 allocation. Further funding is being with held until 2015-16 unspent funds are quantified C&S Branch have been consulted.	Issues identified in assessment included: s47E Org has 1 off track KPI and 75% partly on track KPIs.	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				
s47E					31/12/2018	s47E	s22	At the time of the July 2016 performance assessment there were no s47E employed at s47E . The July payment was withheld, pending establishment of the s4 team. s47E	Reports against M1, M2, CS 7 and REC1. All rated as pass by s47E	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				
s47E					30/06/2016	s47E	s22	Delegate s47E 6/9/16 - s47E If future funding was to be sought by the organisation it is recommended full consideration be given to the application s47	Project ceased on 30.6.2016. s47E	s47E		Activity ceased 30.6.2016				

s4				31/12/2017	s47E	s22	The Interim Performance Report indicates little progress has been made and the Provider has had difficulty meeting a number of KPI's. s47E The partnership with s47E ended 30 June 2016 s47E received additional funding to continue with the project until 31 Dec 2017. Contract Manager will need to ensure regular contact is made to ensure delivery of the project. It is recommended payment be released to ensure the s47E	Reports against M1, M2 CS3, CS5, CS16 & CS17. A meeting was to be held with the s47E on 14 October to follow up the issues raised in this assessment. s47E will be sending a request to vary the contract as they will no longer be working in partnership with s47E on this project. Will be interested to see what the s47E plan to continue to deliver this project.	Check with GM if agreement has been terminated with s47E and if variation has been completed	Staffing, Poor progress possible	variation				
s47E				31/12/2017	s47E	s22	s47E Schedule variation included the non-release of milestone payments due in January and April 2016 and reduced the pending s4 payment amount for August 2016. s47E requires on-going monitoring with a follow up visit during July 2016 to ensure Varied Schedu le requirements have been commenced and met s47 are required to acquit released funds, due September 2016, and an assessment to recover unexpended funds or reduce future milestone payments should be assessed after receipt of s47 acquittal documents.	s47E The project requires ongoing monitoring with a follow up visit during July 2016 to ensure varied schedule requirements have commenced and have been met.	Follow up progress on service delivery with GM	s47E	Variation				

s47E				31/12/2017	s47E	s22	s47E	s47E	s47E	s47E	back on track						
							M2 s47E 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			30/06/2016	s47E	s22	Involved in regularly community forums and meetings s47E s47E Roundtable discussion; s47E ; s47E s47E s47E s47E ; and outreach to s47E	KPIs: M1, M2, CS3 on track. CS1 partly on track and requires follow-up due to delay in s47E 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	s47E	s22	N/A. Review Items - Challenges: After school care - s47E 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 s47E	Follow up with GM regarding children enrolement and compare next PRA.	s47E						

PRIORITY TWO ACTIVITIES

s47					29/09/2017	s47E	s22	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 no concerns for project but 75% of KPIs are Partly on Track. KPIs: M1, M2 on track. CS2, CS5, CS7, CS11, CS18, all Pass.	Compare next PRA.	Performance Concerns				
s47					31/12/2017	s47E	s22	Delay in project commencement due to difficulties s47E s47 submitted a request to vary project period.Variation Agreement sent to s47 8 August 2016; this included extension to 31 December 2017; and reduction of the s47E that was not paid prior to 30 June 2016. s47E s47E	Delay was out of service provider's control and agreement was varied to extend the project end date to 31 December 2017.Only 1 KPI noted as Partly on Track	Compare next PR	Delayed service implementation				
s47E					31/12/2017	s47E	s22	s47E	Reports against M1, M2 CS1, CS5, CS8 & CS18. Participation has declined because of staff absences and delays in recruitment of additional. Service provider is aware of factors impacting participation rates and is working to adress them	Compare progress against next performance report	Delayed service delivery, s47E				

s47E				31/12/2017	s47E	s22	Performance Report accepted and approved, meets all contractual obligations. s47E	Insufficient Assessment information. The organisation reports against CS1, CS2, CS7, M1 and M2. s47E M2 Compliance with funding agreement probably be marked as partly on track as the organisation is not able to provide evidence in support of C2 and CS7.	s47E The organisation is now on track to deliver on their KPIs.	Compare next PR						
	s47E			31/12/2017	s47E	s22	Follow-up documents were approved by Delegate. M1- The project manager has reported s47E s47E E if they have any appropriate clients. s47E Continual monitoring and collaboration between the s47E and the provider will continue to take place to ensure project outcomes.	The organisation was rated as passing M2, CS1, CS8 qnd CS18. Follow up if Contract Manager s47E	Compare with next performance report.	s47E						
	s47E			31/12/2017	s47E	s22	The organisation has met its requirements as specified in their Project Schedule and Head agreement. The organisation has indicated that they have experienced some challenges during the reporting period which placed them partly on track with most of their KPI's. PM&C have no concerns with the organisation not meeting all of their Targets by the end of the project.	Most KPIs Partly on Track. GM has no concerns that organisation will not meet all KPIs. s47E	Compare to next PR.	s47E						

s47E				31/12/2017	s47E	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.						
s4				31/12/2017	s47E	s22	☐ There has been an improvement in project delivery and engagement, s47E - 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 s47E	s47E with next performance and escalate monitoring levels if decrease continues.	GM assessment is not supported by KPI performance s47E					
s47E				31/12/2017	s47E	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 s47E . It is recommended that the next funds release of s47E due 29/7 be approved.	M2, CS10, CS18 and CS3 pass. M1, CS1, CS12 Fail. s47E Further conversations with GM required regarding underspend.	Compare against next report to ensure failed KPI delivery meets target goals.	s47E					

s47E				31/12/2017	s47E	s22	Working well to achieve KPI's set out by the department except KPI CS5 - s47E	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	s47E	s22	Review Items (Challenges details) It is very difficult to access information s47E	Monitor Organisation. s47E to resolve Partly on Track KPIs if still not improved. M2, CS3, CS5, CS8 partly on track.	Monitor Organisation. Compare next report for improvement on KPIs	s47E					
s47				31/12/2017	s47E	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 s47E to 2016-17 financial year, CV done June 2016 - Project s47E	NO GM Assessment Report. Compare with next PR	No FOFMS PRA.	Lack of GM info					

s47E				31/12/2017	s47E	s22	Satisfactory progress against all KPIs. s47E	The organisation reports against M1, M2,CS2,CS5,CS7 and CS11. s47E . This deliverable was changed by the service provider in agreement with the grant manager.	s47E						
s47E				31/12/2016	s47E	s22	Overall staff attendance and engagement at work is improving s47E PR received, reviewed and delegate approved. Appropriate documentation saved in system and ShareHub.	75% of KPIs are Partly on Track. However GM rated all KPIs as a pass. s47E	Compare next PR	Staffing					

s4 7E				30/06/2017	s4 7E	s22	The provider is on track to meet its obligations and performance targets. s47E Programme may be paired with another provider to offer the support needed. Performance Report accepted and approved as a 'PASS'	The organisation reports against M1&M2, CS3, CS2, CS3,RAS16. s47E	Compare to next performance report.	s47E						
s47 E				31/12/2017	s4 7E	s22	The report was accepted on the recommendation that follow-up is required to ensure service delivery at the new location of s4 is progressing appropriately. Report accepted 2/12/16	Compare next PR	Follow up	s47 E						
s 4 7 E				31/12/2017	s4 7E	s22	Feedback and a request for additional information was sent to the provider on 21 July 2016. s47E Assessor recommendation - I recommend we accept the performance report and proceed with the next payment.	Some concerns identified re staff changes and the provision of additional information	Compare next PRA.							

s4 7 E				31/12/2017	s4 7E	s22	s47E		Effective service delivery occurring but reporting is problematic. s47E	Compare progress with next report. Place on organisation watch list.	s47E						

PRIORITY THREE ACTIVITIES

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	s22	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	s47E	s22	s47E	Organisation has 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.	Organisation has 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.	s47					
	s47E				31/12/2017	s47E	s22	s47E	All KPIs on track.	NFA.						
s47E					30/06/2016	s47E	s22	GM reported that the organisation has again failed to meet KPI targets.	Funding has ceased to this organisation for this project. No further action required due to funding cessation.	NFA as project has ceased. List as concerning organisation						
s47E					31/12/2016	s47E	s22	s47E ·s47E s47E with a one year project and a relatively small budget s47). Project appears to be meeting its KPI's.	Activity has ended	NFA.						

	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
	A	B	C	D	E	F	G	H	I
3	s47E					CS5 Off Track	CS 5 Off Track, CS7 Partly on Track.This KPI has remained Off Track across two reporting periods s s47E **Actions**: Monitor improvement in Jan-June 2017 reporting period.	s22	s47E
4	s47E					M2, CS2, CS 10, CS11 and 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 s47 subcontract was terminated on the 7th October after lengthy negotiations with s47 s47E and PM&C. The decision to continue the contract and the Project Variation was made in consultation with senior management s 4	s22	The revised Project appears to be progressing satisfactorily s47E Further discussion planned with Provider, eg. appropriate data collection to meet KPIs and project Description.
8	s47E					M1 Partly on Track	CS11, Off Track. Performance has declined. However Grant Manager rated all KPIs as pass s47E **Action**: Monitor improvement in Jan-June 2017 reporting period.	s22	s47E outcomes. An itemised budget for s47E to be provided for the remainder of the project. Follow up amendents to the project description. Obtain an update on the employment of the s47E
11	s47E	.				No data available	CS5 is Off Track. s47E **Action**: Monitor improvement in Jan-June 2017 reporting period.	s22	s47E .
14	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. **Action:** Follow up with Grant Manager	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.

	A	B	C	D	E	F	G	H	I
18	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 from 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	s22	5..6.2017: Email sent to s47 to provide update
20	s47E					No data available	KPIs CS1, CS7, CS10, and M2 are all Partly on Track. s47E s47E . **Action:** Monitor improvement in Jan-June 2017 reporting period	s22	^s47E
22	s47 E					M2, CS7, CS9, CS18 Partly 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 s47E **Action**: Follow up with Grant Manager	s22	Apparently s22 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 s47E 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 s47 to provide update

	A	B	C	D	E	F	G	H	I
36	s47E					All KPIs On Track	KPIs M2, CS2 and CS7 are Partly on Track.s47E erformance and Reporting section is unable to asses level of risk for this Activity as there is no PRA ins47 Action: Follow up with Grant Manager	s22	s47E provided.s47E A Community Led application pack was progress is satisfactory.
38	s47E				s47E	M2, CS17 Partly on Track	KPIs M2, CS1, CS7, CS17 Partly on Track.s47E Action: Follow up with Grant Manager	s22	s47E
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 withs47 fors4 to call.
45	s47E					CS5 Partly on Track	KPIs M2, CS5 Partly on Track.s47E s47E However, provider continues to underperform against CS5. Action: Follow up provision of PRA	s22	All KPIs rated as pass.s47E Should the provider wish to terminate the arrangement, they will approach the Department to discuss the process.
50	s47E					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
56	s47E					M2, CS1 Partly on Track, CS7 Off Track	KPIs M2, CS1, CS7 reported Partly on Track by providers47E Action: Monitor improvement in Jan-June 2017 reporting period	s22	2.5.2017:s47E

	A	B	C	D	E	F	G	H	I
59	s47E						M1, M2, CS5, CS7, S16 Partly on Track	CS17 Partly on Track. Improved performance. s47E s47E . 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	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. s47E 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
65	s47E						CS11	KPIs M1, CS5, CS7, CS19 Partly on Track s47E Action: Monitor improvement in Jan-June 2017 reporting period	s22	s47E

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

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The KPI Performance Reports and Activity analysis generated by the s47E   is
based on the s47E   S report provided by s47E

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.

Australian Government

Department of the Prime Minister and Cabinet

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 s47E   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 s47E   .
s47E   s47E   and
s47E   (funding model is client based) were excluded from this analysis.
The agreed criteria for the analysis included:

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Organisation Profiling Process

s47E

s47E

Recommendations:

That you note that:
s47E
s47E

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

Reports on findings and outcomes will be provided to s47E
s47E   and Regional Managers once the six monthly in depth analysis is
completed.

Noted/ Please
discuss

Noted/ Please
discuss

Noted/ Please
discuss

s22

7 March 2017

Australian Government

Department of the Prime Minister and Cabinet

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 s47E   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 s47E   .
Universities, organisations delivering s47E   ) and
s47E   (funding model is client based) were excluded from this analysis.
The agreed criteria for the analysis included:

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s47E

Organisation Profiling Process

s47E

s47E

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 s47E   Noted/ Please
s47E   and Regional Managers once the six monthly in depth analysis is   discuss
completed.

s22

s22

7 March 2017

Program Name	Organisation Name	Activity Managing Office	Total	Activity ID	P&R Assessment	Planned Actions
s47E			s47E		Org is rated as high risk s47E Org delivers 2 activities of which one is a s47E There is good progress on service delivery and the Grant Manager is working with the co-ordinator to address governance and compliance issues.	Follow up with GM to asses if there have been improvements in governance and compliance. Chase up GARP Form with Risk Unit.
s47E			s47E		s47E s47E No overdue milestones. I Activity with KPI Partly on Track.	Follow up with GM if data has been provided
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. s47E	Follow up with GM, no PRA in FOFMS
s47E			s47E		s47E . GM is considering a variation to remove CS18 from the KPI reporting list	Follow up with GM implementation of variation

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 GM is managing underspend. Provider is to substantiate claims to meeting programme objectives and KPIs. Financial Report indicates an underspend of s47E . 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.	Follow up with GM re management of underspend and orgs ability to meet reporting requirements.
s47E			s47E		GM reported that s47 is winding up service delivery and novation is being planned for the contract to be managed by s47E s47E has invited tenders for the management of the two s47E 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 **Varied**

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 Monitor and follow up any discussions planned with s47E	Follow up with GM-lack of services, **termination?**
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 s47E other activities delivered by the organisation. s47E	Compare next PR regarding KPI's M1 and SRAS16.
s47E			s47E		Service requires follow up. Provider identified a number of 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.	Follow up with GM required as no PRA in s47E and a s47E .
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 **terminated**
s47E			s47E		Organisation identified for termination.	Follow up **termination** 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 s47E	Follow up with GM on **future of the provide**r 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 s47E : Low risk, 3 Partly on track activities. Two overdue payments. In sufficient attendance information in PR. No payment release at this stage.	Follow up with GM
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 and has now been changed through a letter of variation to	Follow up with GM, service delivery and payments to org .

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 s47 project s47E Further conversations planned regarding underspend.	Follow up with GM if this requires a **variation.**
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 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%.	Compare next PR
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 the 4 Partly on Track KPIs	
s47E					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 s47E was deregistered by the s47E . GM will finalise FOFMs record.	Funding agreement has been **terminated.**
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		s47E and they are now on track to meet their KPIs	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 **variation** 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. s47E A variation has been flagged for this service.	Follow up with GM if variation has been implemented
s47E			s47E		s47E	Follow up with GM-service failure, t**ermination?**
s47E			s47E		s47E Both projects require follow up but there is no GM assessment report on FOFMS	Follow up with GM, no PRA in s47E
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 s47E 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 s47E	
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 s47E 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. s47E	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 s47E	Compare next PR
s47E			s47E		s47E	Compare next PR outcomes.
s47E			s47E		s47E no overdue milestones. Org has s47E . 3 KPIs are Partly on Track with CS5 Off Track.	Compare with next performance report.
s47E			s47E		NO PRA unable to assess	Follow up with GM-no PRA in s47E
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 Contact GM for service delivery update.	Follow up with GM, service delivery.

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 s47-E project re progress on s47 E	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 s47E
s47E			s47E		Compare next PRA for project service delivery s47E	Compare next PR
s47E			s47E		Compare next PRA for project service delivery s47E	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 s47E and IAS Risk re GARP.
Remote School	s47E		s47E		s47E They continue to implement strategies to improve service delivery s47E	Compare next PR
s47E			s47E		s47E 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	Follow up with GM challenges faced by in regard to: s47E departmental expectations and KPI requirements.

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