

**NATIONAL AUDIT OFFICE - INDEPENDENT PERFORMANCE ASSESSMENT**  
**SEEDA IMPROVEMENT PLAN**  
**UPDATE ON PROGRESS**

1. Improve transparency to partners on our priorities and flexibilities by incorporating the following in the next RES: a) further feedback to partners on what has and has not been included in the RES and why not if not included; b) practical help for small organisations who want to consult on the RES i.e. signposting parts of RES.	Action completed
2. Partner relationships to be strengthened to deliver the new RES. This includes keeping sub regional partners informed of issues and challenges.	Action completed
3. Improved joint planning across the organisation by: a) clearer link from RES to Corporate Plan; b) thematic, corporate business plan in place; c) increased transparency of decision making as part of planning process; d) update IS strategy	Action completed (a). Action completed (b) Action ongoing (c - d)
4. Organisational structure to support RES implementation including Area teams integration.	Action completed
5. Improve business information and further develop internal communications to address silo working	Action ongoing
6. Develop flexible working practices.	Action ongoing
7. Conduct Value for Money benchmark research to ascertain what and how benchmark indicators could be used to discuss and compare projects	Action ongoing
8. Improve project and contract management and monitoring to: a) focus on smaller number of projects; b) ensure consistent approach to agreeing AIF and delivery plans with sub regional partnerships; c) keep more robust written records of variance so can derive more learning.	Action completed  Further work continues in new Programme Office

9. Review risk management within the Agency and ensure best practice adopted to ensure continuous review of risk at Board level, and effective mitigation and communication within contract management.	Action completed Review ongoing
10. Contracts fit for purpose to deliver the new 2006/2016 RES	Action completed
11. Have a single reference for Governance issues and formal SEEDA induction process for Board members.	Action completed
12. Continue simplification work of business support across Agency, applying where possible to all other agency's programmes	Action ongoing
13. Continue to implement SEEDA's business engagement strategy for improving business engagement.	Action ongoing
14. More focus on Innovation lead role.	Action completed
15. Further embed performance management more systematically within SEEDA, supported by robust systems including: a) improved choice of outputs; b) annual performance measures contained within Corporate Plan; reviewing possible outcomes targets; d) further monitoring of CIB by the Executive Board.	Action completed
16. Complete implementation of evaluation framework to include: a) more publicity of achievements (inward investment) to help stakeholders; b) disseminate achievements more – between projects and with regional bodies and partners (especially with sustainability); c) continue to push partners role in achievements to help their local standing.	Action completed
17. New Equality and Diversity SEEDA implementation plan launched and mainstreamed. Further work with voluntary and community sector in region.	Action ongoing
18. SEEDA gains ISO14001/EMAS certification and sets EMS delivery programme	Action ongoing