

**Kent County Council - Kent & Medway Networks**  
**Contract Performance Management - Support Phase - Update April 2010**  
RAG Ratings: **Red = Not met**; **Amber = Partially met**; **Green = Fully met**

**1. Finance**

<i>Key Performance Indicator</i>	<i>Reqd ref</i>	<i>Output &amp; timescale</i>	<i>RAG Rating</i>	<i>Action required &amp; timescale</i>
<p>1. Maintain all processes to ensure that</p> <p>a) LINK's decisions about use of LINK funds are recorded,</p> <p>b) LINK is using its budget within its governance arrangements and budget</p> <p>c) audit and accounting requirements are met</p> <p>d) timely reports are made to relevant groups within the LINK and KCC</p> <p>e) all finances are separated and comply with the financial reporting procedures</p> <p>f) Host stays within budget</p> <p>g) expenditure is recorded against budget headings as per the pricing schedule in the contract</p>	2.3	<p><b>Monthly</b></p> <p>1. Minutes of relevant budget sub committee / Governors Group meetings</p> <p>2. Financial reports to Governors Group</p> <p><b>Quarterly</b></p> <p>3. Reports to KCC Performance Manager</p> <p>4. Reports to the LINK Community Engagement Events</p> <p><b>Annually</b></p> <p>5. Accounts published in the LINK Annual Report</p> <p>6. Audited LINK accounts</p>	<p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Amber</b></p> <p><b>Green</b></p>	<p><b>For year 2008/2009</b></p> <p><b>In hand for year 2009/2010</b></p> <p><b>LINK audited accounts for year 2008/2009 COMPLETE (received from Accountants – 22 April 2010)</b></p>

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**2. Project Management**

<i>Key Performance Indicator</i>	<i>Req't ref</i>	<i>Output and timescale</i>	<i>RAG Rating</i>	<i>Action required &amp; timescale</i>
1. Local Agreement between KMN and the LINK and a review process in place	2.8	<b>1 May 2010</b> 1. Local Agreement document (agreed by both parties and then to be included in LINK Annual Report)	<b>Green</b>	<b>Governors agreed that this is not required – do not wish to be so specific and certain activities are required as per the contract between KCC and KMN. Any issues arise they will be addressed as they arise.</b>
2. Provide project support to ensure that all LINK projects are managed and actioned according to the LINK's Annual Work Programme and project management protocols	?	<b>Ad hoc</b> 1. Project plan and monitoring system in place per project  <b>Monthly</b> 2. Updated LINK Work Programme (Governors Group)	<b>Green</b>  <b>Green</b>	
3. Assist LINK to review project management protocols	?	<b>Annually</b> 1. Up to date, relevant project management protocols	<b>Green</b>	Agreed for year 2008/09 and review next quarter <b>19/4/10: GH - Reinforced current guidance on project management and re-circulated guidance. Chair of Governors (also</b>

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				<p>lead Governor on Projects) and Operational Director have had several discussions - need to put into guidance for staff, including:</p> <ul style="list-style-type: none"> <li>• For each project there needs to be a clear project definition.</li> <li>• If no participants wish to take part then the LINK does not undertake the project.</li> </ul>
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**3. Community Engagement & Partnerships**

<i>Key Performance Indicator</i>	<i>Req<sup>t</sup> ref</i>	<i>Output and timescale</i>	<i>RAG Rating</i>	<i>Action required &amp; timescale</i>
<p><b>Community</b></p> <p>1. Maintain all information management and reporting systems (database and associated processes) to ensure that:</p> <p>a) Appropriate information is held on each LINK participant</p> <p>b) Networks of participants can be formed</p> <p>c) Management information is readily available, as required by the LINK, its Groups, the public or any external body (including KCC)</p>	2.1(c)	<p><b>Ongoing</b></p> <p>1. LINK database entries</p> <p>2. Searches undertaken and relevant reports produced</p>	<p><b>Green</b></p> <p><b>Green</b></p>	
<p>2. Support the LINK in its community engagement activities</p>	2.1(c)	<p><b>Ad hoc</b></p> <p>1. LINK Access Points established</p> <p>2. LINK Development Worker Activity Log</p> <p><b>Quarterly</b></p> <p>3. Community Engagement Events feedback</p>	<p><b>Amber</b></p> <p><b>Green</b></p> <p><b>Green</b></p>	<p><b>Access Points:</b></p> <p>1. <b>Governors agreed to trial 4 Access Points through the Gateways and one in Dartford that is not a Gateway.</b></p> <p>2. <b>Two pilots to be negotiated by 30 June 2010 and to be on line by 1 July for a 6 month trial.</b></p>

**Kent County Council - Kent & Medway Networks**  
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<p><b>Key stakeholders</b></p> <p>3. Provide support to the LINK and maintain all information management and reporting systems (database and associated processes) to ensure that:</p> <p>a) The LINK is in a position to influence local health and social care decisions (effective working relationships with key stakeholders are enabled)</p> <p>b) Working agreements are in place, between the LINK and the relevant stakeholders</p>	<p>2.6(a) 2.7</p>	<p><b>Ongoing</b></p> <p>1. LINK database entries</p> <p>2. Searches undertaken and relevant reports produced</p> <p><b>Ad hoc</b></p> <p>3. Referral(s) made to relevant stakeholder</p> <p><b>1 May 2010</b></p> <p>4. Local Agreement document (agreed by both parties and included in LINK Annual Report)</p>	<p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Amber</b></p>	<p><b>3. System in place for referrals to be made and need to ensure feedback to participants involved in the project, participants in general via the Bulletin and Governors to ensure that the external organisation took account of the LINK views</b></p> <p><b>4.1 Negotiations well in hand with key stakeholders</b></p> <p><b>4.2 NHS Eastern and Coastal Kent agreement in place.</b></p> <p><b>4.3 NHS West Kent negotiations commenced:</b></p> <p><b>4.3.1 D Smith to be asked</b></p>
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				<p>to represent LINK on Board</p> <p>4.3.2 LINK to be represented on commissioning groups (5 work streams)</p> <p>4.3.3 J Ashelford to be asked to lead this groups of LINK representatives</p> <p>4.3.4 Regular reviews of the arrangements to take place - G Hills</p> <p>4.4 Partnership Trust - a LINK participant to attend the Board meetings.</p>
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**4. Legislation / Policy / Governance**

<i>Key Performance Indicator</i>	<i>Req't ref</i>	<i>Output and timescale</i>	<i>RAG Rating</i>	<i>Action required &amp; timescale</i>
<p>1. Maintain support to the LINK Governors Group and / or the LINK Priorities Panel to ensure that the Groups are enabled to</p> <p>a) Make appropriate decisions on behalf of the LINK</p> <p>b) Monitor progress of all LINK activities as per the LINK's annual work programme</p> <p>c) Monitor the LINK's expenditure against the annual budget</p> <p>d) Make decisions on behalf of the LINK on the use of the LINK's allocated budget</p> <p>e) Monitor the performance of the Host organisation</p> <p>The LINK's governance arrangements, policies, strategies and procedures are kept up to date, regularly reviewed and fit for purpose</p>	<p>2.1, 2.2, 2.6(b)</p>	<p><b>Monthly</b></p> <p>1. Agenda and associated papers LINK Governors Group meetings</p> <p>2. Agenda and associated papers LINK Priorities Panel meetings / record of decisions made</p> <p>3. Updated LINK work programme</p> <p>4. Financial reports to Governors Group</p> <p><b>Quarterly</b></p> <p>5. Reports to KCC Performance Manager</p> <p>6. Reports to the LINK Community Engagement Events</p> <p><b>Annually</b></p> <p>7. Accounts published in the LINK Annual Report</p> <p>8. Up to date governance arrangements</p>	<p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Amber</b></p> <p><b>Green</b></p>	<p>For year 2008/09. <b>KMN commenced work on year ending 31 March 2010.</b></p>

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<p>2. Maintain support to the LINK's Authorised Visitors to ensure that the Visitors are</p> <p>a) selected and authorised under the LINK's governance arrangements</p> <p>b) provided with appropriate training</p> <p>c) provided with the necessary information to undertake visits (perform the enter and view role)</p>	<p>2.6(c)</p>	<p><b>Ad hoc</b></p> <p>1. Visitor holds an authorisation letter and an ID badge</p> <p>2. Relevant documentation for visits</p> <p>3. Reports of visits</p>	<p><b>Green</b></p> <p><b>Green</b> N/A yet</p>	<p><b>2. Documents relevant to the type of visit available.</b></p>
<p>3. Maintain support to the LINK's appointed external representatives</p>	<p>2.6(c)</p>	<p><b>Ad hoc</b></p> <p>1. Terms of reference for each external group</p> <p>2. Relevant documentation for the LINK representative</p> <p>3. Report of attendance at each external meeting / representation of LINK</p>	<p><b>Red</b></p> <p><b>Red</b></p> <p><b>Red</b></p>	<p><b>Process and proforma being developed to enable External Representatives to function - by 26 May 2010 (AGM) -G Hills.</b></p>
<p>4. Maintain recruitment programme to ensure that the LINK has sufficient capacity to carry out its role (eg enter and view and representation externally)</p>	<p>2.6(c)</p>	<p><b>Ad hoc</b></p> <p>1. Recruitment programme and associated activities</p>	<p><b>Red</b></p>	<p><b>To fill Governor, Authorised Visitors and External Representatives vacancies - KMN to hold a further recruitment and selection process by 31 May 2010 - G Hills</b></p>



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<p>year and contains a report of LINK expenditure, activity and achievements</p> <p>f) The LINK annual report is made as widely available as possible and within statutory requirements</p> <p>g) All complaints are dealt with effectively, in a timely way and kept under review</p>	2.24	<p><b>Annually</b></p> <p>12. LINK Governors Group minutes (covering any recommendations to the LINK's annual meeting)</p> <p>13. LINK annual meeting agenda and minutes</p> <p>14. LINK annual report published by 30<sup>th</sup> June</p> <p>15. LINK Annual Work Programme</p>	<p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p>	<p>Year 2008/09</p> <p>Next review report on 2009/10.</p>
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**6. Communications, PR and Media**

<i>Key Performance Indicator</i>	<i>Reqd ref</i>	<i>Output and timescale</i>	<i>RAG Rating</i>	<i>Action required &amp; timescale</i>
1. Maintain support to the LINK to ensure that a) The LINK's Communications strategy and systems are current and fit for purpose b) A range of methods are in use for communicating with all participants, taking account of any special requirements c) All LINK information is made available to the general public in a range of ways d) All LINK correspondence is dealt with in an efficient and timely way e) current technology and suitably trained staff are employed f) feedback on the LINK's communications systems can be sought g) Hosts' office hours and contact details are widely available	2.4 2.16	<b>Monthly</b> 1. LINK Bulletin  <b>Quarterly / ad hoc</b> 2. Database entries 3. LINK correspondence file 4. Complaints log 5. LINK Governors Group minutes 6. LINK website 7. Feedback from participants re information needs  <b>Annually</b> 8. LINK annual meeting agenda and minutes  9. LINK annual report published by 30 <sup>th</sup> June	<b>Green</b>   <b>Green</b> <b>Green</b> <b>Green</b> <b>Green</b> <b>Green</b> <b>Green</b>  <b>Green</b> <b>Amber</b>  <b>Green</b> <b>Amber</b>	<b>For year 2008/09.</b> <b>KMN working on 2009/10 - AGM on 26 May 2010</b> <b>For year 2008/09.</b> <b>KMN started work on 2009/10.</b>

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**7. Strategic**

<b>Key Performance Indicator</b>	<b>Req't ref</b>	<b>Output and timescale</b>	<b>Actual outcome</b>	<b>Action required &amp; timescale</b>
<p>1. Maintain support to the LINK to ensure that:</p> <p>a) Local publicity about the LINK is evident</p> <p>b) Introduction to LINK events held</p> <p>c) Contact made with voluntary and community organisations and user-led groups</p> <p>d) The LINK as a 'network of networks' continues to develop and grow (capacity building of LINK) and is enabled to influence health and social care issues</p>	2.1(a), 2.10	<p><b>Quarterly / ad hoc</b></p> <p>1. Database entries</p> <p>2. Statistical information from the database</p> <p>3. LINK Development Worker summary of community engagement activity</p> <p>4. LINK community engagement events</p> <p>5. LINK poster on display in relevant outlets</p> <p>6. Complaints log</p> <p>7. LINK Governors Group minutes</p> <p><b>Annually</b></p> <p>8. LINK annual meeting agenda and minutes</p> <p>9. LINK annual report published by 30<sup>th</sup> June</p>	<p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Amber</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Amber</b></p>	<p><b>LINK is engaging a PR consultancy to undertake a full review of the LINK's PR generally, including publicity material</b></p> <p><b>2008/09</b></p> <p><b>2008/09</b></p> <p><b>KMN started work on year 2009/10.</b></p>

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**8. Performance Management**

<i>Key Performance Indicator</i>	<i>Req't ref</i>	<i>Output and timescale</i>	<i>RAG Rating</i>	<i>Action required &amp; timescale</i>
<p>1. Maintain information and processes to ensure that:</p> <p>a) Quarterly performance reviews are undertaken with KCC</p> <p>b) An annual 360 degree feedback process is undertaken</p> <p>c) Action plans updated to improve performance when necessary, e.g. through an Action Plan which identifies:</p> <p style="margin-left: 20px;">a. details of the issues and associated risks</p> <p style="margin-left: 20px;">b. appropriate solutions</p> <p style="margin-left: 20px;">c. responsible owners for all remedial actions required</p> <p style="margin-left: 20px;">d. timescales for all remedial actions</p> <p style="margin-left: 20px;">e. monitoring arrangements to ensure remedial actions are completed</p>	2.22, 2.25	<p><b>Quarterly</b></p> <p>1. Programme of contract performance reviews</p> <p>2. Updated performance management plan</p> <p>3. Updated action plan for remedial action as required</p> <p><b>Annually</b></p> <p>4. 360 degree review report</p> <p>5. Any action plan arising from the annual review</p>	<p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p> <p><b>Green</b></p>	<p>To monitor each quarter.</p> <p>2008/09. To monitor each quarter.</p>

*Brenda O'Neill, KMN Contract Manager*  
*Alex Burnand, KCC Contract Performance Officer*  
21 April 2010