

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members.
This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

Priority	Possible Milestones	Possible Measures
Transform how we procure and commission services to support new models of service delivery.	<ul style="list-style-type: none"> • Establish 7 Locality Boards by July 2012 • Publication of Procurement and Commissioning Register for all services by April 2012 • Pilot Right to Challenge • At least 3 Locality Boards with delegated budgets from County and District to allow joint commissioning of agreed services 	<ul style="list-style-type: none"> • The number of tenders from Small-Medium Sized Enterprises and the VCSE in KCC procurement processes • The total number of funding streams / the total volume of funding delegated to Locality Boards
Support the transformation of health and social care in Kent	<ul style="list-style-type: none"> • Full Shadow Health and Wellbeing Board for Kent established by April 2012 • JSNA completed and used to inform commissioning plans – October 2011 • An Integrated Health & Social Care Commissioning Strategy agreed by 2013 • By 2014 a 5% shift in total NHS resource in Kent from acute to community and primary health care 	<ul style="list-style-type: none"> • % NHS and Social Care budget commissioned jointly by KCC and Clinical Commissioning Consortia • Differences in all-age mortality gap across Kent • Measure relating to the patient /social care user experience of care

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Ensure all pupils meet their full potential	<ul style="list-style-type: none"> • Introduction of the Kent Challenge • Establish EduKent by September 2011 • Kent Association of Schools established by September 2011 • Agreement on increased delegation of DSG from KCC to schools 	<ul style="list-style-type: none"> • Key stage 2 results achieving national average • Attainment gap (for children FSM, SEN or LAC) at key stage 2 reduced
Shape education and skills provision around the needs of the Kent economy	<ul style="list-style-type: none"> • Publication of KCC Select Committee on Student Journey • 14-24 Strategy Launched • Bid to transfer functions from National Apprenticeship Service for Kent submitted to Government by April 2012 	<ul style="list-style-type: none"> • No of apprenticeships provided by Kent Success Apprenticeship Scheme • Number of apprentices in Kent • % Residents with level 3 and level 4 skills
Deliver the Kent Environment Strategy	<ul style="list-style-type: none"> • Established a Kent 'Green Deal' • Delivered a targeted package of low carbon business support • Established functional habitat areas and wildlife networks in Biodiversity Opportunity Areas 	<ul style="list-style-type: none"> • KCC carbon footprint • Renewable energy generated in Kent • Biodiversity levels in Biodiversity Opportunity Areas

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Promote Kent and enhance its cultural and sporting offer for residents	<ul style="list-style-type: none"> • Kent School Games delivered in 2012 and 2014 • Future Libraries Strategy published • Opening of the Marlowe Theatre • Open Golf at Sandwich • Paralympics cycling event at Brands Hatch 	<ul style="list-style-type: none"> • Growth (new business or % share of economy) of the leisure and cultural sector in Kent • Participation in sport and physical activity
Build a strong relationship with key business sectors across Kent	<ul style="list-style-type: none"> • Programme of 'sector conversations' completed with actions identified and taken forward • Kent Rural PLC established and adding value to Kent economy 	<ul style="list-style-type: none"> • Businesses supported by Produced in Kent and Kent Downs and March Leader programmes • Employment growth in key sectors (advanced manufacturing, renewables/environmental, construction, rural, creative)
Respond to key regeneration challenges working with our partners in the Local Enterprise Partnership	<ul style="list-style-type: none"> • Programme of development commenced at Manston Park and Eurokent in Thanet • Town centre regeneration schemes in Dartford, Sittingbourne and Dover underway • Development of the Commercial Quarter in Ashford, adjacent to the Station 	<ul style="list-style-type: none"> • Rate of growth in Kent economy compared to national and regional average • Increased inward investment in the Kent economy (£ or job numbers)

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Support new housing growth that is affordable, sustainable with the right infrastructure	<ul style="list-style-type: none"> • Introduction of Community Infrastructure Levy across Kent • At least 100 homes brought back to use in Thanet and Dover through No Use Empty campaign • Establishment of Kent and Medway Investment Fund • 1,000 homes delivered on public sector land by 2015 	<ul style="list-style-type: none"> • Number of affordable homes delivered • % Kent residents expressing concern regarding access/affordability of housing in Kent
Facilitate access to high speed broadband infrastructure	<ul style="list-style-type: none"> • 15 innovative proof of concept models to deliver superfast broadband to rural communities underway • BDUK BID funded at an agreed level and actions underway 	<ul style="list-style-type: none"> • Better broadband provision to more businesses and households
Deliver Growth without Gridlock	<ul style="list-style-type: none"> • Location and funding package for a Lower Thames Crossing agreed with DfT • Kent Rail Action Plan has influenced new Integrated Kent rail franchise commencing in April 2014 	<ul style="list-style-type: none"> • Increased economic activity in the Thames Gateway through private sector confidence in the DfT's commitment to deliver a Lower Thames Crossing • Increased public satisfaction with the performance of the rail network

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Improve access to KCC services and move towards a single initial assessment process	<ul style="list-style-type: none"> • Publication of Customer Services Strategy • X new gateways introduced • Kent Card rolled out to at least three new service areas by April 2012 • Gateway online by March 2012 • Single initial assessment process established by April 2013 	<ul style="list-style-type: none"> • % Shift in customer contact from face-to-face to telephone and online • % Satisfaction with customer access
Empower Social Service users through increased use of personal budgets	<ul style="list-style-type: none"> • 100% of eligible social care users with a personal budget by 2013 • Roll out of additional Enablement Services 2011/12 • Additional investment in telecare and telehealth solutions through NHS integration grant 2011/12 	<ul style="list-style-type: none"> • % increase in use of enablement by 2014 • % Social care users with a personal budget • % Social care users accessing independent brokerage services
Establish a Big Society Fund to support new social enterprise in Kent	<ul style="list-style-type: none"> • Establishment of Fund • Bid to Big Society Bank • Leverage in at least an additional £5m by April 2014 	<ul style="list-style-type: none"> • Number of applications made to the Big Society Fund • Number of new social ventures supported by the fund

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Ensure the most robust and effective public protection arrangements	<ul style="list-style-type: none"> • Peripatetic team in place 2011-12 • Workforce strategy agreed 2011 • Revised establishment and structure for children's social care in place 2011 • Integrated access arrangements for public protection enquiries in place 2012 • Ofsted satisfactory rating for unannounced inspection 2011 • Ofsted satisfactory rating for announced inspection of safeguarding and LAC 	<ul style="list-style-type: none"> • Improvement Notice targets met in full • Audits of safeguarding in adults consistently demonstrate good practice across FSC
Improve services for some of the most vulnerable young people in Kent	<ul style="list-style-type: none"> • Specialist LAC teams in place by Sep 2011 • Integrated Community CAMHS service in place by April 2012 • Range of targeted prevention services in place to avoid unnecessary family breakdown 2011 • Supported Boarding Pilot established by September 2011 • Martin Narey report in Kent Fostering & Adoption published by September 2011 	<ul style="list-style-type: none"> • Number of Looked After Children (LAC) to 47 per 10,000 • Increase in numbers of children adopted

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Support families with complex needs and increase the use of community budgets	<ul style="list-style-type: none"> • Three new services areas identified, and pilot areas agreed for new Community Budgets by April 2012 • Further roll out of Community Budget for Families with Complex Needs by April 2012 • Locality Board to integrated into Community Budget governance arrangements by April 2012 	<ul style="list-style-type: none"> • Number of families with complex needs supported through Community Budget pilots • Saving per family to public services from engagement with families with complex need through programme