

POLICY AND RESOURCES COMMITTEE MEETING

Date: Tuesday 24 July 2018
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership: Councillors Mrs Blackmore, Boughton, M Burton, Clark, Cox (Chairman), Field, Garland, Mrs Gooch, Harper, Harvey, McLoughlin, D Mortimer, Newton, Perry (Vice-Chairman) and Springett

The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.

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1. Apologies for Absence	
2. Notification of Substitute Members	
3. Urgent Items	
4. Notification of Visiting Members	
5. Disclosures by Members and Officers	
6. Disclosures of Lobbying	
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
8. Minutes of the Meeting Held on 27 June 2018	1 - 10
9. Presentation of Petitions (if any)	
10. Questions and answer session for members of the public (if any)	
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Issued on Monday 16 July 2018

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

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MAIDSTONE BOROUGH COUNCIL

POLICY AND RESOURCES COMMITTEE

MINUTES OF THE MEETING HELD ON 27 JUNE 2018

Present: Councillor Cox (Chairman) and Councillors Mrs Blackmore, Boughton, M Burton, Clark, Field, Garland, Mrs Gooch, Harper, Harvey, McLoughlin, D Mortimer, Newton, Purle and Springett

5. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillor Perry.

6. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Purle was substituting for Councillor Perry.

7. URGENT ITEMS

There were no urgent items.

8. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

9. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

Note: Councillor Mrs Blackmore entered the meeting during consideration of this item (6.35 p.m.).

10. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

11. EXEMPT ITEMS

RESOLVED: That the items on the agenda be taken in public as proposed.

12. MINUTES OF THE MEETING HELD ON 25 APRIL 2018

RESOLVED: That the Minutes of the meeting held on 25 April 2018 be approved as a correct record and signed.

13. MINUTES OF THE MEETING HELD ON 22 MAY 2018

RESOLVED: That the Minutes of the meeting held on 22 May 2018 be approved as a correct record and signed.

14. PRESENTATION OF PETITIONS

There were no petitions.

15. QUESTION AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

16. COMMITTEE WORK PROGRAMME

Mr Mark Green, the Director of Finance and Business Improvement, updated the Committee on changes to its Work Programme as follows:

Commissioning and Procurement Strategy scheduled for July 2018 and September 2018 – Amend to September 2018.

King Street Housing Development scheduled for July 2018 and December 2018 – Amend to December 2018.

Kent Medical Campus Innovation Centre scheduled for July 2018 – Amend to September 2018.

Medium Term Financial Strategy 2019/20-2023/24 scheduled for October 2018 and **Draft Strategic Plan** scheduled for December 2018 - Amend to November 2018 to enable recommendations on both issues to be made to Council in December 2018.

In response to a question by a Member about the King Street Housing Development, Mr William Cornall, the Director of Regeneration and Place, advised the Committee that the King Street car park site, in the Council's ownership, was allocated for a mixed use development in the Maidstone Borough Local Plan 2017. The viability/deliverability of various development scenarios was being examined.

RESOLVED: That the Committee Work Programme, as amended, be noted.

17. CORPORATE PLANNING TIMETABLE

Mrs Angela Woodhouse, the Head of Policy, Communications and Governance, presented her report setting out proposals in relation to the corporate planning process; in particular, refreshing the Council's Strategic Plan or creating a new one to run concurrently with the Medium Term Financial Strategy for 2019-2024.

Mrs Woodhouse explained that the proposal was to create a new Strategic Plan going beyond the deadline of the current Plan to ensure that the

Council had in place an up to date corporate vision to inform the refresh of the Local Plan and other documents and strategies. The proposed corporate planning timetable was set out in the report and included details of how the Strategic Plan would be developed through the Council's formal governance structure whilst maximising Member engagement and involvement through the use of workshops, the Member sounding board for communications and engagement and the Leaders' Forum.

In response to questions, Mrs Woodhouse confirmed that:

- The reference to the year 2010 in the last line of paragraph 1.2 of the report should be amended to read 2020.
- The Leaders' Forum, comprising the Leaders of each Political Group represented on the Council, was not a decision making body; it was a sounding board like those set up for communications and engagement and office accommodation. It was for the Policy and Resources Committee to decide whether to retain and refresh the current Strategic Plan or to create a new one.

It was proposed and seconded that the corporate planning timetable for the creation of a new Strategic Plan to run concurrently with the Medium Term Financial Strategy from 2019-2024 be adopted subject to the removal of both references to the Leaders' Forum and that if Officers need to take further soundings from Members this should be through sounding boards that are politically balanced. When put to the vote, this motion was lost with five Members voting in favour and 10 against.

RESOLVED: That the corporate planning timetable for the creation of a new Strategic Plan to run concurrently with the Medium Term Financial Strategy from 2019-2024, as set out in paragraph 2.5 of the report of the Head of Policy, Communications and Governance, be adopted.

Voting: 11 – For 4 – Against 0 – Abstentions

18. KEY PERFORMANCE INDICATOR UPDATE QUARTER 4 P&R

Mrs Angela Woodhouse, the Head of Policy, Communications and Governance, introduced the report setting out the Council's performance against the top three priorities for 2017/18: Providing a clean and safe environment; Regenerating the Town Centre; and A home for everyone. It was noted that:

- Overall, 67% of targeted Key Performance Indicators reported this quarter achieved or exceeded their target for quarter 4 and only one indicator was rated as red (Processing of planning applications (minor applications)).
- In terms of providing a clean and safe environment there had been strong performance in relation to street cleanliness and fly tipping. The percentage for recycling had dropped below target for quarter 4, but remained above 50% for the year. The focus remained on

boosting plastic and food waste recycling and the new Waste and Recycling Strategy would be reported to the Communities, Housing and Environment Committee in July.

- In terms of regeneration of the town centre, footfall in the High Street had not met the target for the quarter and the Economic Development Team had commented that there was usually a drop in footfall following the Christmas peak and the figures whilst down on quarter 4 last year were significantly up on quarter 4 the year before. Overall there had been a steady rise in footfall over the course of the year and the annual target had been achieved.
- In terms of a home for everyone, there had been a drop in performance in determining planning applications because of the need to clear a significant backlog. This was being addressed by the Strategic Planning, Sustainability and Transportation Committee. There had been positive performance in housing in quarter 4 with the number of affordable homes delivered above target and the number of households prevented from becoming homeless through the intervention of housing advice above target as well as those housed through the Housing Register.

In response to questions, Mrs Woodhouse explained that:

- The target for the percentage of land and highways with acceptable levels of detritus had increased for 2018/19.
- 47.3% of household waste was sent for reuse, recycling or composting during January and February. The figures for March were still awaited from Kent County Council. She would look into the reasons for the delay and circulate an explanation to Members of the Committee.
- For 2018/19, a Key Performance Indicator had been included to detail the percentage of fly tips cleared within 4 working days in addition to the Key Performance Indicator detailing the percentage of fly tips cleared within 2 working days.

Members wished to place on record their appreciation of performance in relation to the number of households housed through the housing register, homeless preventions and the number of households living in temporary accommodation owned by the Borough Council (with a consequential reduction in temporary accommodation costs).

RESOLVED: That the summary of performance for Quarter 4 of 2017/18 for Key Performance Indicators be noted.

19. BUSINESS RATES - DISCRETIONARY RATE RELIEF SCHEME

Mrs Sheila Coburn, the Head of Revenues and Benefits Shared Service, presented her report relating to the Business Rates Discretionary Rate Relief Scheme and the level of Business Rates Discretionary Rate Relief to

be awarded to certain defined rate payers within the Borough for 2018/19, 2019/2020 and 2020/21.

It was noted that:

- In March 2017, Central Government announced that it would make available a £300m discretionary fund over four years to help Councils support those businesses in their area facing the steepest increases in their Business Rates bill as a result of the 2017 revaluation. It was left to Councils to determine how the fund should be targeted and administered to support those businesses within their area that were in the greatest need.
- The Policy and Resources Committee, at its meeting held on 20 September 2017, gave delegated authority to the Head of Revenues and Benefits to finalise and implement the agreed scheme for 2017/18.
- The funding available for 2017/18 was £287k and the scheme awarded 80% relief of the increase in Business Rates to businesses with a rateable value less than £100k. The number of businesses that benefitted from the funding was 271 which was more than it was originally thought would qualify. However, the amount of relief that was awarded was £175k because the increases as a result of the 2017 revaluation were not as significant as the Government had anticipated.
- The funding for 2018/19 and subsequent years of the scheme would reduce considerably: 2018/19 (£140k), 2019/20 (£57k), and 2020/21 (£8k). It was proposed that relief for 2018/19 and the subsequent two years of the scheme be awarded on a percentage basis to those businesses that qualified in 2017/18 without applications having to be made to avoid delays (Option 2).

In response to questions, Mrs Coburn explained that:

- Relief was available to businesses that were in occupation of the premises as at 31 March 2017 and remained in continuous occupation. The policy approved by the Policy and Resources Committee in September 2017 related to the distribution of funding in 2017/18 only because of uncertainty at that time about the number of businesses affected. In 2017/18, the scheme awarded 80% relief of the increase in Business Rates to businesses meeting the criteria. In 2018/19, this would reduce to approximately 50%.
- The Council consulted with the major preceptors in 2017/18 in relation to the proposed funding of the scheme, and they were supportive.
- The scheme was discretionary; there was no requirement for the Council to operate the scheme. Any unspent funding would need to be returned to Central Government.

RESOLVED: That delegated authority be given to the Head of Revenues and Benefits Shared Service to distribute the funding made available by Central Government to support those businesses facing the steepest increases in their Business Rates bill as a result of the 2017 revaluation as set out in Option 2 (paragraph 2.2 of the report) for 2018/19 and the subsequent two years of the scheme.

Voting: 14 – for 1 – Against 0 – Abstentions

20. DISCRETIONARY RATE RELIEF - KENT MEDICAL CAMPUS ENTERPRISE ZONE

Mrs Sheila Coburn, the Head of Revenues and Benefits Shared Service, presented her report setting out a policy identifying the circumstances in which the Council would grant Business Rates Discretionary relief to occupiers of non-domestic properties located within the Kent Medical Campus Enterprise Zone. It was noted that

- As part of the financial incentives associated with an Enterprise Zone, Local Authorities had the option to award up to 100% Discretionary Business Rates Relief up to the value of £275k over five years to any business which sets up operation within the Enterprise Zone area before 31 March 2022 and is eligible to receive the support within the State Aid De Minimis threshold.
- The Government would reimburse the Council the cost incurred in providing up to 100% Business Rates Relief for up to five years. To be able to award Discretionary Rate Relief, it was necessary for the Council to adopt a policy.

Referring to the plan attached as Appendix A to the proposed Kent Medical Campus Enterprise Zone Business Rates Relief Policy which showed edged red the boundary for the Enterprise Zone, a Member enquired whether the field to the south east corner should be within the red-line of the Enterprise Zone. Mr William Cornall, the Director of Regeneration and Place, said that it was his understanding that the field was within the Enterprise Zone, but not the Local Plan allocation for the Kent Medical Campus. He would check with colleagues and confirm by email.

RESOLVED: That the Policy for the award of Business Rates Discretionary relief to occupiers of non-domestic properties located within the Kent Medical Campus Enterprise Zone, attached as Appendix 1 to the report of the Head of Revenues and Benefits Shared Service, be approved.

Voting: 15 – For 0 – Against 0 – Abstentions

21. REFERENCE FROM HERITAGE, CULTURE AND LEISURE COMMITTEE - REQUEST FOR MONIES FROM THE HCL UNDERSPEND TO FUND A SERIES OF REVIEWS

The Chairman said that he wished to take this reference after consideration of the report of the Head of Finance relating to the revenue

and capital outturn 2017/18 (agenda item 18). The Committee indicated its agreement to this approach.

22. REVENUE AND CAPITAL OUTTURN 2017/18

Mr Mark Green, the Director of Finance and Business Improvement, introduced the report providing an overview of the revenue and capital budgets and outturn at the end of 2017/18. Mr Green explained that:

- The figures included within the report were still subject to external audit so should be considered provisional at this stage. The report also included an update on other matters which might have a material impact on the Council's Medium Term Financial Strategy and Balance Sheet.
- The main headline was positive in that the overall position for 2017/18, after write-offs and adjustments for amounts to be carried forward, was an underspend of £185k against the budget.
- The Policy and Resources Committee was responsible for co-ordinating financial management across the Council and it was therefore appropriate for the Committee to make a decision about the allocation of the underspend. The Heritage, Culture and Leisure Committee had asked that £75k of the underspend be set aside for reviews of a number of areas within its remit. However, it was important to look at the position of the Council in aggregate and it was recommended that it would be appropriate to take an overall Council-wide approach to the allocation of the underspend with a report back to the next meeting of the Committee with detailed proposals. This would enable the other Service Committees to have an input.
- There had been very positive performance in relation to Business Rates growth, and it was recommended that the Committee receive a report setting out how it was proposed to use the Kent Business Rates pool surplus to promote the Council's economic development strategy and as a growth fund.
- The report sought agreement to the write-off of income following a dispute over contract payments and unpaid business rates.
- The capital outturn reflected substantial investment in major schemes including housing for temporary accommodation and the acquisition of commercial property.

In response to a question by a Member, the Director of Finance and Business Improvement said that he would circulate to Members of the Committee an explanation for the overspend of £53k for Phoenix Park in the year 2017/18.

It was noted that the paragraph of the report referred to in recommendation 5 should read 1.8.

RESOLVED:

1. That the revenue position of the Council at the end of 2017/18 as set out within Appendix 1 to the report of the Head of Finance be noted.
2. That the revenue resources to be carried forward into the current financial year, detailed at Appendix 2 to the report of the Head of Finance, be noted.
3. That the write-off of uncollectable debt totalling £13,750 be approved.
4. That the 2017/18 underspend of £185,000 be ringfenced within General Fund balances for one-off expenditure that is required to deliver Council strategic objectives and that a report be submitted to the next meeting of the Committee setting out specific proposals.
5. That a report be submitted to the Committee setting out how it is proposed to use the Kent Business Rates Pool surplus to promote the Council's economic development strategy and as a Growth Fund, as set out in paragraph 1.8 of the report of the Head of Finance.
6. That the use of the 2016/17 underspend detailed at paragraph 1.18 of the report of the Head of Finance be noted.
7. That the capital outturn and slippage within the capital programme in 2017/18, detailed in Appendix 3 to the report of the Head of Finance, be noted.
8. That the performance of the Collection Fund and the level of balances at 31 March 2018 be noted.
9. That the write-off of unpaid business rates as set out in Appendix 4 to the report of the Head of Finance be approved.
10. That the performance in relation to the Treasury Management Strategy for the final quarter of 2017/18 be noted.

Voting: 15 – For 0 – Against 0 – Abstentions

23. REFERENCE FROM HERITAGE, CULTURE AND LEISURE COMMITTEE - REQUEST FOR MONIES FROM THE HCL UNDERSPEND TO FUND A SERIES OF REVIEWS

RESOLVED: That having regard to the decision set out in Minute 22 above relating to the treatment of the 2017/18 revenue underspend, the request by the Heritage, Culture and Leisure Committee that £75k of the underspend be set aside to fund a series of reviews of areas within its remit be refused.

Voting: 13 – For 2 – Against 0 – Abstentions

24. MEDIUM TERM FINANCIAL STRATEGY 2019/20-2023/24 - INITIAL SCOPING AND ASSUMPTIONS

Mr Mark Green, the Director of Finance and Business Improvement, introduced his report setting the scene for updating the Medium Term Financial Strategy (MTFS) and rolling it forward to cover the five year

period 2019/20-2023/24 in parallel with the development of the new Strategic Plan to cover that period. Mr Green explained that:

- The report described the issues and risks involved, starting with the Council's current financial position. It set out key assumptions to be made in preparing the MTFS and concluded by setting out the subsequent steps involved in developing an updated MTFS, including an outline timetable.
- Local authority funding was currently subject to a four year national settlement announced in 2016. It was difficult to predict the funding situation after 2020. Because of this uncertainty, projections were being prepared based on three different scenarios: Favourable, Neutral and Adverse.
- The strategic revenue projections underlying the current MTFS suggested that a small budget gap, having taken account of savings already planned, would arise in 2019/20, increasing to £1.5m by the end of the five year period. The projections were based on a neutral scenario and assumed that Council Tax increases would be at the referendum limit and this limit would be 2%, being the Government's medium term target rate of inflation.
- A report would be submitted to the November meeting of the Committee with proposals to plug the gap together with any growth proposals.

In response to questions by Members, Mr Green explained that:

- The Council Tax base had increased steadily in recent years reflecting the number of new housing developments in the Borough. The projected increase in the number of dwellings in 2018 compared with the previous year was 1.5%, but this figure would be reviewed in October taking into account performance against the Local Plan target for the delivery of new homes.
- The current MTFS revenue projections 2018/19-2022/23 showed zero Business Rates growth in 2020/21 because the baseline would be reset that year.

A Member wished to place on record the understanding of the Committee that the assumptions described in the report were not a commitment to a 2% Council Tax increase at this point in time and that other scenarios such as a 0% increase could be examined. Mr Green advised the Committee that the effect of a 0% Council Tax increase could be modelled.

RESOLVED:

1. That the issues and risks associated with delivering the budget for 2018/19 and updating the Medium Term Financial Strategy be noted.

2. That the assumptions described in the report of the Director of Finance and Business Improvement for planning purposes and to establish the remit for detailed budget development be noted.
3. That the approach outlined to development of an updated Medium Term Financial Strategy for 2019/20 – 2023/24 and a budget for 2019/20 be agreed.

Voting: 13 – For 2 – Against 0 – Abstentions

25. DURATION OF MEETING

6.30 p.m. to 8.10 p.m.

2018/19 WORK PROGRAMME

Report Title	Committee	Month	Lead	Report Author
Kent Medical Campus Innovation Centre	P&R	Sep-18	Dawn Hudd	Abi Lewis
Maidstone East Update	P&R	Sep-18	Dawn Hudd	John Foster
Q1 Budget Monitoring 2018/19	P&R	Sep-18	Ellie Dunnet	Paul Holland
Q1 Performance Report 2018/19	P&R	Sep-18	Angela Woodhouse	Anna Collier
Debt Recovery Policy	P&R	Sep-18	Stephen McGinnes	Sheila Coburn
Commissioning and Procurement Strategy	P&R	Sep-18	Mark Green	Georgia Hawkes
Commercial Property Investment Strategy	P&R	Sep-18	Mark Green	Lucy Stroud
Risk Management Update	P&R	Oct-18	Russell Heppleston	Russell Heppleston & Alison Blake
100% Business Rates Retention Pilot - Update	P&R	Oct-18	Mark Green	Ellie Dunnet
Council Tax Reduction Scheme	P&R	Oct-18	Stephen McGinnes	Sheila Coburn
Flooding Update	P&R	Oct-18	Mark Green	Lucy Stroud
Draft Strategic Plan 2019/20 - 2023/24	P&R	Nov-18	Alison Broom	Angela Woodhouse
Draft Medium Term Financial Strategy 2019/20 - 2023/24	P&R	Nov-18	Mark Green	Mark Green
Q2 Budget Monitoring 2018/19	P&R	Nov-18	Ellie Dunnet	Paul Holland
Q2 Performance Report 2018/19	P&R	Nov-18	Angela Woodhouse	Anna Collier
Collection Fund adjustment 2018/19 and Council Tax base 2019/20	P&R	Dec-18	Mark Green	Ellie Dunnet
Medium Term Financial Strategy - Budget Proposals 2019/20	P&R	Dec-18	Mark Green	Ellie Dunnet
King Street Housing Development	P&R	Dec-18	Dawn Hudd	Andrew Connors
100% Business Rates Retention Pilot - Update	P&R	Jan-19	Mark Green	Ellie Dunnet
Fees & Charges 2019/20	P&R	Jan-19	Mark Green	Ellie Dunnet
Medium Term Financial Strategy - Capital Programme 2019/20 - 2023/24	P&R	Jan-19	Mark Green	Ellie Dunnet
Strategic Plan 2019/20 - 2023/24 - Final	P&R	Feb-19	Alison Broom	Angela Woodhouse
Q3 Budget Monitoring 2018/19	P&R	Feb-19	Ellie Dunnet	Paul Holland
Q3 Performance Report 2018/19	P&R	Feb-19	Angela Woodhouse	Anna Collier
KPIs for 2019-20	P&R	Mar-19	Angela Woodhouse	Angela Woodhouse
Risk Management Update	P&R	Apr-19	Russell Heppleston	Russell Heppleston & Alison Blake
100% Business Rates Retention Pilot - Update	P&R	Apr-19	Mark Green	Ellie Dunnet
Kent Medical Campus Innovation Centre	P&R	Apr-19	Dawn Hudd	Abi Lewis
Mote Park Lake Dam	P&R	TBC	Mark Green	
Economic Development Strategy Review	P&R	TBC		

Agenda Item 12

POLICY AND RESOURCES COMMITTEE

24 July 2018

Communication and Engagement Action Plan 2018-19

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service/Lead Director	Angela Woodhouse, Head of Policy, Communications and Governance
Lead Officer and Report Author	Angela Woodhouse, Head of Policy, Communications and Governance Georgie Grassom, Communications Manager
Classification	Public
Wards affected	ALL

Executive Summary

This report sets out the action the communications team will be undertaking in 2018-19 in line with the Communication and Engagement Strategy 2016-20.

This report makes the following recommendations to this Committee:

1. To approve the Communication and Engagement Action Plan for 2018-19 as set out in Appendix A.

Timetable

Meeting	Date
Policy and Resources Committee	24 July 2018

Communication and Engagement Action Plan 2018-19

1. INTRODUCTION AND BACKGROUND

- 1.1 The Communication and Engagement Action Plan at Appendix A sets out the planned work of the communications team for 2018-19. The work is organised according to the priorities set out in the Communication and Engagement Strategy 2016-20.
- 1.2 The Communication and Engagement Action Plan is an appendix to the Communication and Engagement Strategy and will be added to it once approved.
- 1.3 The Action Plan has been created to meet the priorities of our Strategic Plan and the Communication and Engagement Strategy. In 2018 the Council confirmed commitment to the following three main action areas as priorities for 2018-19:
 - Providing a Safe Clean and Green Environment
 - A Home for Everyone
 - Regenerating the Town Centre
- 1.4 The Action Plan includes campaigns which support the three priority action areas in the Strategic Plan. The proposed campaigns include:
 - Fly-Tipping - increase the visibility of prevention measures and awareness of penalties
 - Litter Enforcement – increase community responsibility
 - Recycling – increase resident knowledge and recycling rates
 - Phase 3 of the Regeneration of the Town Centre – raise awareness and highlight investment, positive impact on residents
 - Park and Ride – increase use of park and ride
 - 365 days of good news – news about success and promotion of services, events and actions
 - Local Plan Refresh – community engagement.
- 1.5 Following feedback from Councillors that the previous Action Plan was not detailed enough, the Action Plan now contains all campaigns the team currently have planned to run in 2018-19. These campaigns have been identified following consultation with services on their needs for 2018-19 as well as ensuring we meet the Council's priorities. A communications campaign template is attached at Appendix C for information.
- 1.6 During 2017-18 the team has achieved many of the actions set out in the last plan including the following.
 - Encouraging pride in Maidstone with participation in the Great British Spring Clean on 26 March with litter pickers from Tovil, Collier Street, Otham, Marden, Staplehurst and Vinters Park.

- Marketing the Museum - we continuously manage to secure coverage for Maidstone Museum regularly in the Kent Messenger and the Downs Mail. Notable exhibitions with exceptional coverage were Game Plan (22.6.2017) and the opening of Ancient Lives 16 October 2017, which resulted in double page spreads that would have cost around £7,000 if they had been purchased.
- Produced three editions of the Borough Insight in 2017-18 highlighting the work of the council, promoting villages, events and other community information for all residents.
- Mote Park improvements and the public realm projects have been promoted using video, website, Borough Insight and press releases.
- We successfully supported the Residents survey and produced all engagement material - over 2,350 responses were gathered as well as supporting comments from 9 roadshows.
- Promotion and coverage of mayoral and civic events.
- Crisis communications including during the severe weather (see Appendix D) and the evacuation of Midhurst Court.
- A new set of branding guidelines has been introduced that has been rolled out internally and externally. This has produced savings particularly for the waste team, where the new vehicle branding is less expensive.

1.7 Attached at Appendix B is a summary of our reach on social media, which was an area of focus for 2017-18. This shows the progress that we have continued to make in increasing our reach and audience. We now have over 12,500 Twitter followers and almost 4,500 likes for our Facebook page. We will be looking to build upon our LinkedIn profile and looking at Pinterest and Snapchat for improving our communication with the younger demographic (16 – 24 years).

2. AVAILABLE OPTIONS

- 2.1 Approve the Action Plan at appendix A. The plan has been created to meet the priorities of our strategic plan and outlines the work of the communications team for the year. The plan provides a clear focus for the work of the communication and engagement team supporting council services to achieve their priorities. The latest plan has taken into account previous feedback and is a much more detailed document than in previous years.
- 2.2 Make amendments to the Action Plan at Appendix A.
- 2.3 Not adopt the Action Plan. This would mean that the current plan does not have actions for 2018-19 and does not include the detailed work planned across council services for 2018-19.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 The Committee is recommended to approve the Action Plan attached at Appendix A to ensure we have appropriate communication and

engagement activities for the year. The Communications team plays a key role in how residents, staff and stakeholders perceive the council and the Plan sets out how we will achieve this. It identifies clear focused, budgeted, effective and measurable communications campaigns for each core message.

4. RISK

- 4.1 Communications has a key role to play in managing risk. Each campaign considers Strengths, Weaknesses, Opportunities and Threats as per the template at Appendix C. The team identify risks and how these can be mitigated when campaigns are planned.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 Conversations have been held with each service area to identify the key messages they wish to convey and campaigns they need through the course of the year. The Member Sounding Board has also been informed of the work being undertaken and a draft of the Action Plan.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The Action Plan will be designed and added to the Communication and Engagement Strategy 2016-20 on the Council’s website.
- 6.2 It will also be used by the communications team as their plan of work as such it will be a dynamic document.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Communications Action Plan is a key document which details how communications activity can support the council’s ongoing commitment to residents by promoting activities and services that support and deliver the strategic priorities in the council’s strategic plan.	Head of Policy, Communications and Governance

Risk Management	Already covered in the risk section	Head of Policy, Communications and Governance
Financial	The steps set out in the Action Plan are all within already approved budgetary headings and so need no new funding for implementation.	Section 151 Officer & Finance Team
Staffing	The Communications Action Plan will be monitored and reported on by the Communications Manager. Actions in the plan include internal engagement and communication activities.	Head of Policy, Communications and Governance
Legal	There are no legal implications arising from the action plan.	Legal Team
Privacy and Data Protection	Data Protection principles will be taken into account when personal information is gathered and/or stored in relation to communication activity.	Head of Policy, Communications and Governance
Equalities	Large campaigns will need to include stakeholder analysis and information on how our residents like to be communicated with and appropriate methods of communication	Policy & Information Manager
Crime and Disorder	The Action Plan includes campaigns to promote a safe environment.	Head of Policy, Communications and Governance
Procurement	Any procurement for communication activities will be taken within procurement rules.	Head of Policy, Communications and Governance

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix A: Communication and Engagement Action Plan 2018-19
 - Appendix B: Social Media reach
 - Appendix C: Communications Plan Template
 - Appendix D: Crisis Communications Information
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9. BACKGROUND PAPERS

The Communication and Engagement Strategy 2016-20:

http://www.maidstone.gov.uk/_data/assets/pdf_file/0010/164665/Communications-Strategy-Action-Plan-2017.pdf

Communications and Engagement Action Plan 2018 – 2019

The Communications and Engagement Action Plan (CEAP) has been drafted, following conversations with each service area, to help identify the key messages that they wish to convey to external audiences. The CEAP will introduce a clear, focused, budgeted, effective and measurable communications campaign for each overarching message. For the purposes of the CEAP, audiences identified are all 'external' facing.' A specific 'internal' CEAP is outlined to be delivered to employees within the Council for ease.

The Communications and Engagement Campaigns:

Each overarching communications campaign links to an overall objective, as set out in the adopted Communications and Engagement Strategy 2016 – 2020, as well as linking to one or more of the **Corporate Strategic Action Areas** as listed:

Corporate Strategic Action Areas:

- 1) Safe, Clean and Green Environment
- 2) A Home for Everyone
- 3) Regeneration of the Town Centre
- 4) Health and Wellbeing (prevention)
- 5) Keeping Maidstone Borough an Attractive Place for All
- 6) Securing a Prosperous Economy for Maidstone Borough
- 7) Promoting a range of employment opportunities and skills required across our Borough
- 8) Respecting the Character and Heritage of our Borough

Measurability and effectiveness of campaigns:

Each campaign will be evaluated using statistics that measure output, outtakes and outcomes. Objectives, anticipated outcomes and suitable metrics to measure (e.g. press coverage, social media return, downloads, increased revenue) will be decided upon with the service directly. A full report will be delivered to each service to look at the campaign's delivery, timing and overall return on investment - taking into account budget or staff resources used.

Budget for each campaign:

Each service area will discuss available budget with the Communications team before embarking on the individual campaign. A plan for how funds are to be allocated will be agreed upon and worked to.

Objective - Encourage Pride in Our Borough (encouraging behavioural change)

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Waste Crime Priority: 1 & 5	Fly-tipping	<ul style="list-style-type: none"> Fly-tipping – prevention, behavioural change in community Highlighting successful prosecutions and vehicle destruction Waste Carrier Licence – dangers of using a non-registered waste carrier 	Residents, fly-tippers, Facebook fly-tippers and commercial enterprises.	<p>Mixed media channels including: video, signage, data intelligence from service, press releases, social media, engagement and outreach opportunities, Borough Insight and website.</p> <p><i>Opportunities to engage with media for radio interviews and TV - KMTV.</i></p>	March 2018 onwards	Service	<p>Increased visibility of prevention measures.</p> <p>Resident knowledge regarding fines – up to £5,000.</p> <p>Reduced number of fly-tips across the borough.</p>
Waste Crime Priority: 1 & 5	Throwing waste from moving vehicles	<ul style="list-style-type: none"> We're watching and will prosecute Fines – how much 	Visitors, residents.	Improved signage, press releases, social media, outreach opportunities, website.	Sept 2018 onwards	Service	To decrease amount of litter thrown from moving vehicles on rural and high speed roads.
Waste Crime Priority: 1 & 5	Litter Enforcement	<ul style="list-style-type: none"> Keeping your streets clean and tidy Tackling problem areas fairly Don't drop litter it is a crime! 	Perpetrators of litter crime, school education outreach, residents, specific areas affected.	Mixed media channels including: social media, website, press releases, Borough Insight, face-to-face engagement.	Ongoing	Service	<p>Reduction in penalties needed to keep the borough clean and tidy.</p> <p>Community responsibility.</p>
Waste Priority: 1 & 5	Recycling	<ul style="list-style-type: none"> What goes in each bin?(food, green and black bin) Why we should recycle Contamination - why it costs the Council and residents Christmas collection dates and recycling dos and don'ts 	Residents (in particular non- users of current services).	Mixed media channels including: video, social media, roadshows, targeted messages in areas of low uptake, Borough Insight, 365 Days of Great News content.	July 2018	Service	<p>To increase knowledge of residents and their use of recycling services.</p> <p>Increase overall recycling rate to 50%.</p> <p>Claim number one spot across Kent for best recycling rates. Current position - number two.</p>
Waste Priority: 1 & 5	Litter picks	<ul style="list-style-type: none"> Support us and love where you live – community involvement Why not join your community litter pick group? 	Residents, volunteers groups, established litter picking groups.	Mixed media messages: face-to face (already established litter groups), social media – spread the word and visual proof of improvement, Borough Insight, 365 Days of Great News content.	Spring (March) Autumn (October)	Service	<p>To improve areas chosen for litter picks.</p> <p>Increase pride in the area where people live.</p> <p>Increase community cohesion.</p>

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Community Protection Priority: 1 & 5	Dog Waste	<ul style="list-style-type: none"> • Bag it and Bin it! • Raise awareness of fines for irresponsible dog owners • Dangers of dog fouling 	Irresponsible dog owners, community - to name whistleblowing in areas where perpetrators are known, Parish Councils and Councillors.	Mixed media channels including: video, signage, social media, Borough Insight, 365 campaign content, press releases (successful fines). <i>Media engagement to talk about topic and problem areas.</i>	Ongoing	Service	Decrease in reports and presence of dog fouling. Community satisfaction and whistleblowing.
Community Protection Priority: 1	Safety in the Borough	<ul style="list-style-type: none"> • Working with key partners (police) to keep everyone safe in the borough 	Residents and visitors of the borough.	Borough Insight, social media, service newsletters, website updates, case studies, info videos, 365 Days of Great News content. Media engagement on specific projects.	March onwards	Service	Improved sense of safety reflected in resident survey percentages. Raised awareness of joint schemes with MBC and police and any other third party agencies.

Objective: Satisfaction with Borough as a place to live

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Economic Development Priority: 3 & 7	Phase 3 of Regeneration of the Town Centre – Gabriel's Hill and Week Street	<ul style="list-style-type: none"> • Enhancement of the town • Respecting the heritage of the borough – history trail • Encouraging prosperity and inward investment in the town centre • Visitors welcome to Maidstone, The County Town of Kent • Business Capital of Kent • Great place, to live, visit work and play! • Time frames • Benefit to community and visitor experience 	Residents, visitors and businesses.	Mixed media channels including: vision boards, signage, website – FAQs, press releases, social media, specific 365 Days of Great News content, video updates/blog on progress.	June - Feb- 2019	Service	Awareness of project and the investment undertaken by the Council to invest in area. Media impact and positive coverage from local and national press. Increased footfall to town centre. Positive sentiment expressed across channels - viewed as a good use of public money.

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Economic Development Priority: 3 & 7	Maidstone East	<ul style="list-style-type: none"> Investment in town centre Mixed use site including office, resident and commercial Improving the gateway to the town 	Residents, businesses and media	<p>Press releases, MBC website, Business in Kent website, interactive map, social media, Borough Insight, industry trade press.</p> <p><i>Working in tandem with Quantum PR company recruited to deliver marketing campaign specifically aimed at inward investment.</i></p>	Ongoing	Service	<p>Awareness of project as it develops.</p> <p>Encouraging inward investment and relocation of businesses.</p> <p>Securing Maidstone as the Business Capital of Kent.</p>
Parking Services and Economic Development Priority: 3	Promote Sandling Road car park	<ul style="list-style-type: none"> Central town parking Cheaper than competitors Conveniently located Long stay car parking options 	Visitors, commuters, retail businesses and residents.	Signage, social media campaign, Borough Insight and press releases	Ongoing	Services	<p>Increased revenue to Sandling Road Car park.</p> <p>Raised awareness about car park and viable option for commuters over other centrally located car parks.</p>
Economic Development Priority: 1 & 3	Mote Park Adventure Zone	<ul style="list-style-type: none"> £4.3 million investment in Mote Park over 3 years Securing the parks sustainable future Visitor Centre – room hire Adventure Zone, Mini-golf, High Ropes, Skate park, play area, Segway. Improved access routes to park Improved facilities including toilets and car parking. 	Residents, visitors, event organisers, business for corporate hospitality, schools and community groups.	Mixed media channels including: press releases, video, project pages on MBC website, public consultation, signage, Borough Insight, parks newsletters (digital), social media, 365 Days of Great News stories, crisis comms as needed (for example - sewer collapse)	January 2018 - March 2019	Services	<p>Increased awareness and interest in Mote Park.</p> <p>Knowledge of commercial offer when Serco take over the management of the facilities.</p> <p>Increase in visitor numbers by 10 %</p> <p>Increase use and revenue for café.</p>
Economic Development Priority: 3 & 7	Business Capital of Kent	<ul style="list-style-type: none"> Maidstone is a great place to relocate your business Quality of life Transport links Great schools Vibrant economy and nightlife Multiple specialist industry sectors 	Businesses, Councillors, SMEs, investors, trade press, sectors specialists, (medical)	<p>Press releases, MBC website, Business in Kent website, interactive map, social media, Borough Insight, industry trade press.</p> <p><i>Working in tandem with Quantum PR company recruited to deliver marketing campaign specifically aimed at inward investment.</i></p>	June – December 2018	Business Retention Pilot Scheme	<p>Increased positive coverage in local media.</p> <p>Attract inward investment.</p> <p>Brand - Business Capital of Kent to be recognised and adopted</p> <p>Maidstone on the map for first choice destination.</p>

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Environmental Protection Priority: 1	Clean Air for Schools	<ul style="list-style-type: none"> • Turn off your engine at the school gates • Walk on Wednesday • Clean Air project to get schools to test air pollution where they are and reduce it by walking or cycling 	Schools, teachers, pupils, parents and Councillors	Mixed media channels: radio, press releases, video, website project/event page and social media	June 2018- Sept 2019	Service	<p>Schools across the borough signed up to scheme.</p> <p>Fall in pollution around school grounds.</p> <p>Increased number of parents and children walking to school.</p> <p>Reduction in number of idling engines at school gates</p> <p>Improved and sustainable relationships with local schools.</p> <p>Increased awareness of dangers or air pollution.</p> <p>Commitment from third party groups to spread the message about ways in which they can reduce air pollution.</p>
Parking Services Priority: 1 & 3	Park & Ride	<ul style="list-style-type: none"> • £2.50 to park • Up to 6 people can car share and travel • Cashless Parking • Viable option for commuters 	Residents, commuters, visitors and businesses	Mixed media channels: video, social media, Borough Insight, website, flyers, billboard, bus advertising, commercial poster sites, press releases and media interviews	Jan 2018 – Jan 2019	Service	<p>Increased use of Park & Ride service.</p> <p>Increased revenue generated from service - improved sustainability.</p> <p>Increased car sharing.</p>

Objective: Restoring Faith and Trust in the Council

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Corporate Direct link to objective	Brand	<ul style="list-style-type: none"> Vibrant and fresh new MBC Trustworthy Cost effective 	Residents, visitors, businesses	Mixed media channels including: Borough Insight, corporate vehicle branding, customer facing staff uniform, digital and letter templates, stationery, website, logos (Tab and Wave).	January 2018 onwards	All service areas	Positive branding and repositioning of a fresh look and feel MBC within the minds of all external stakeholders Reduction in costs for vehicle production for branding.
Corporate Direct link to objective and All Priorities 23	What's the Story? 365 Days of Great News	<ul style="list-style-type: none"> Great news each day about the organisation's success and any community impact that the work of the Council may have. 	Residents, visitors, businesses	Social Media - Facebook, Twitter, Instagram, Borough Insight	1 May 2018 – 1 May 2019	Communications	Improved knowledge of areas of service in the Council for residents Positive news stories in the media Positive engagement across all channels 2.5% average across measured channel Increased social media reach including shares, likes, retweets, impressions, followers, engagement rating
Direct link to objective and All Priorities	Borough Insight	<ul style="list-style-type: none"> Services key messages Councillors – who are your Councillors Mayoral news Leader's Viewpoints Spot light on one ward Community news Businesses in Maidstone (Business Terrace) 	Residents, visitors	Printed version to 68K residents, online option via website	March, July and November 2018	Communications	Improved communication between the Council, residents and local businesses Increase awareness of public consultations and opportunities to feedback. Improved perception of services and awareness Pride in the Borough Cost neutral channel of communication Improved trust in Council

Objective: Residents influence decisions affecting their local area

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
<p>Elections/ Democratic Services</p> <p>Direct link to objective</p>	<p>Local elections (May) and any ongoing Ward Elections</p>	<ul style="list-style-type: none"> • Have your say - vote • Your voice matters • Know your ward Councillor and what they can do for you • Which ward do you live in? • Love where you live, pride in your area • How to report issues to your Councillor • Democratic process – get involved 	<p>Residents, Councillors, Parish Council, agents and media.</p>	<p>Mixed media channels including: social media, Borough Insight, HEF forms, press releases, face-to-face engagement, video content and Borough Insight.</p>	<p>February – onwards</p>	<p>Service</p>	<p>Increase participation in local elections across all wards.</p> <p><i>Current average from May 2018 local election is 30% across all 26 wards but target is 35%.</i></p> <p><i>Increase of 5%</i></p>
<p>Elections/ Democratic Services</p> <p>24</p> <p>Direct link to objective</p>	<p>Household Enquiry Form/ Annual Canvass – response</p>	<ul style="list-style-type: none"> • Don't ignore your HEF form. • It can help with your credit rating • Acts as a register to vote/ if you are not registered you can't vote • If you don't register you could face £1,000 fine • Quick and easy - takes less than 5 minutes to register • Ways to register/online/by post 	<p>Residents, specific groups: non-registered, unemployed, 24yrs – 35yrs, social housing.</p>	<p>Mixed media channels including: face-to-face, drop in sessions, posts, social media and Borough Insight.</p>	<p>June - October 2018</p>	<p>Service</p>	<p>HEF first time response increases.</p> <p>Spend decreases on follow-up communications.</p> <p>Increase in numbers eligible to vote.</p> <p>Improve online return - reduces Council's spend.</p>

Objective: Community Engagement

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Museum Priority: 5 & 8	Planning the future of your local Museum - consultation	<ul style="list-style-type: none"> 20 year vision – explaining the plan What the museum could look like What do visitors like? What exhibitions would you like to see 	Non-users, existing visitors, schools, Maidstone Museum Friends (MMF), CUR8 (12 – 24 years) and community groups.	Mixed media channels including: survey - online, website (museum), MBC website, social media, focus groups with BME, community groups, Councillors, roadshows (selected areas to include rural outreach/ events)	July- Sept 2018	Service	Evidence to support improvement to Maidstone Museum. Increased awareness of facility.
Planning Priority: 2 & 7	Local Plan Review	<ul style="list-style-type: none"> What does the local plan mean? How does it affect your community? 	Residents, developers, businesses, Councillors and Parish Councillors.	Mixed media channels including: direct mail, opens sessions, website, face-to-face consultation, Borough Insight and workshops.	August to 2021	Service	Improved participation in consultation process. Stakeholders feeling better informed.
Policy and Information Direct link to objective	Consultations –service led and statutory	<ul style="list-style-type: none"> Promote key aspects of any Council consultation 	Residents, businesses, other interested key stakeholders depending on consultation.	Online, focus groups, face-to- face (events)	Ongoing* *(Individual campaign as indicated below with respective time frames)	Service	Increase awareness of public consultations and opportunities to feedback. Increase respondents to consultations for each survey. Better understanding of budget spend, issues that matter leading to better decision making processes.
Policy and Information Direct link to objective	Borough Insight	<ul style="list-style-type: none"> Feedback on Council's magazine How would you like to receive Borough Insight? What do you like and don't like? How can we improve the magazine? 	Residents, businesses and advertisers.	Online survey Promotion of the survey via magazine, social media and third party engagement	July – Sept 2018	Service	Using most appropriate method of delivery for customer: pick-up points, digital version, and printed copies. Streamlined magazine – more targeted content. Improved engagement with residents – trust and perception of the Council. Improved awareness of services and projects

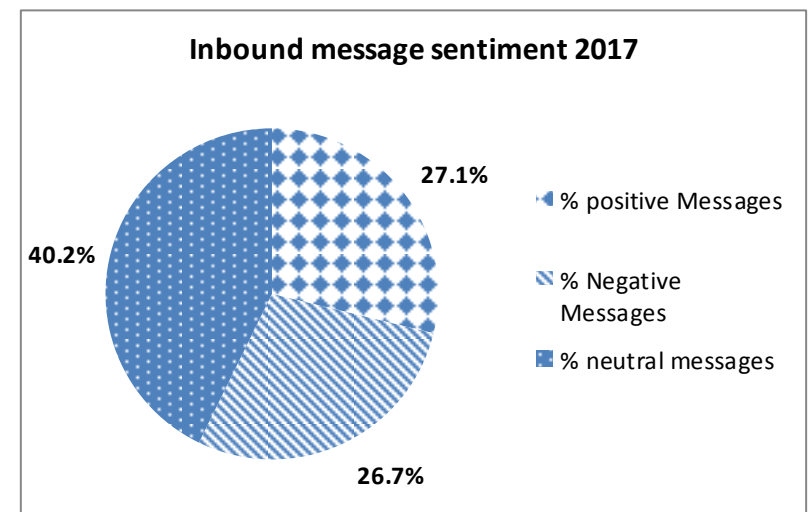
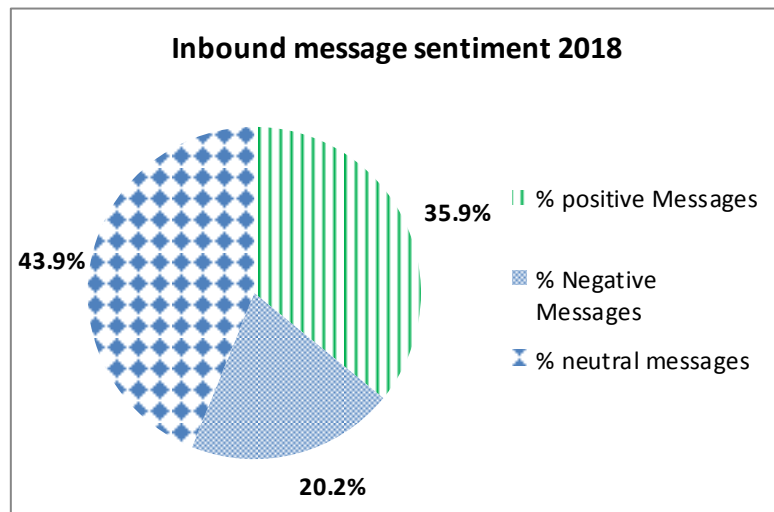
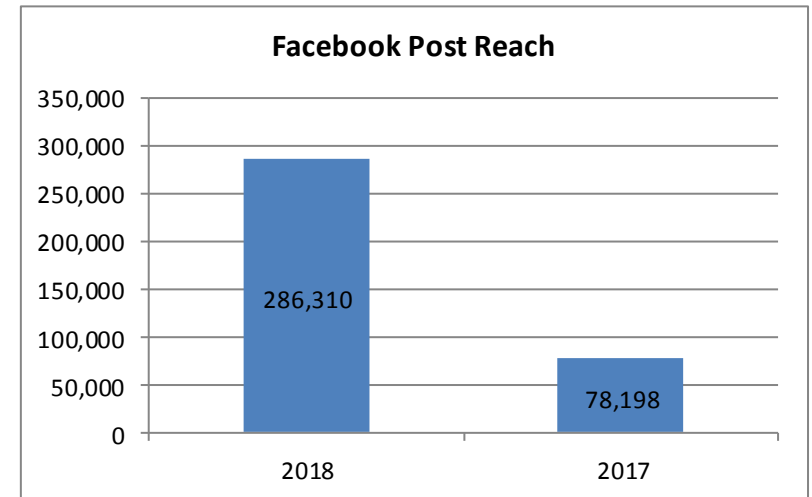
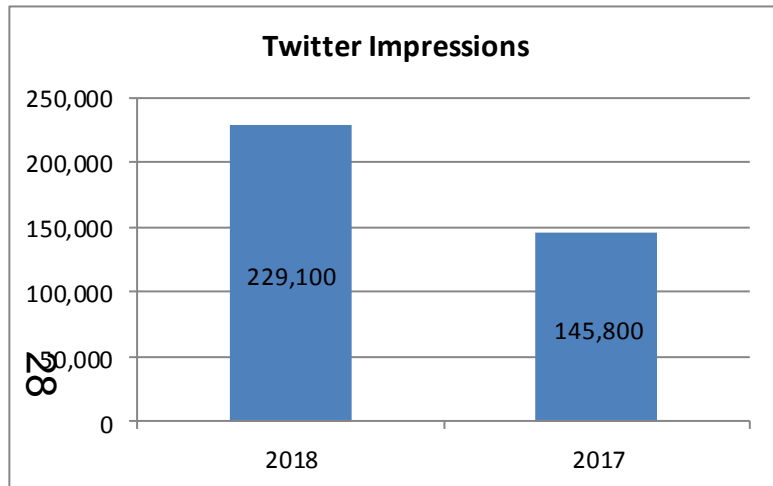
							Increase in satisfaction rating for Residents' Survey – 'how well informed do you feel about the services the Council offers?'
Policy and Information Direct link to objective	Customer Services	<ul style="list-style-type: none"> Evaluation of customer services and access to them. Online services promotion, range of services available self-service 	Residents	Online survey	August – Sept 2018	Service	<p>Improved performance.</p> <p>Improved customer satisfaction.</p> <p>Perception of the Council – improved.</p> <p>Streamlined channels of contact.</p>
Policy and Information Direct link to objective	18yrs- 24yrs	<ul style="list-style-type: none"> Awareness of relevant services Encourage democratic process participation 	18-24yrs	Online, website, face-to-face consultation and third party engagement	Ongoing	Service	<p>Improved participation in consultation process.</p> <p>Stakeholders feeling better informed about all service areas.</p> <p>Raised awareness and interest in democracy.</p> <p>Sense of belonging and community.</p>
Policy and Information Direct link to objective	Over 75yrs	<ul style="list-style-type: none"> Awareness of services that are relevant 	Over 75yrs	Face-to-face consultation and third party engagement	Ongoing	Service	<p>Improved participation in consultation process.</p> <p>Stakeholders feeling better informed about all service areas.</p> <p>Raised awareness and interest in democracy.</p> <p>Sense of belonging and community.</p>
Policy and Information Direct link to objective	Black, Minority and Ethnic groups (BME)	<ul style="list-style-type: none"> Awareness of services Encourage democratic process participation Your voice matters Encouraging involvement Representation of cultural views and beliefs within the community 	BME	Online, website, face-to-face consultation, third party engagement.	Ongoing	Service	<p>Improved participation in consultation process.</p> <p>Stakeholders feeling better informed about all service areas.</p> <p>Raised awareness and interest in democracy.</p> <p>Sense of belonging and community.</p>

<p>Corporate Priority: All</p>	<p>Strategic Plan</p>	<ul style="list-style-type: none"> • New strategic priorities 	<p>Residents, Councillors, businesses and Parish Councillors</p>	<p>Online</p>	<p>Sept 2018</p>	<p>Service</p>	<p>Central and unified vision for the Council. Clear strategic direction and core themes for key stakeholders to act upon.</p>
<p>Corporate Direct link to objective</p>	<p>Budget Consultation</p>	<ul style="list-style-type: none"> • Financial priorities • Where money is to be divided and how? 	<p>Residents and businesses</p>	<p>Online</p>	<p>Sept 2018</p>	<p>Corporate</p>	<p>Improved participation in consultation process. Stakeholders feeling better informed and able to voice opinion. Knowledge about how public money is being spent.</p>

Social Media Analytics 2017 vs 2018 Comparison

Statistics are comparing the periods of 1 January 2017 - 16 March 2017 and 1 January 2018 - 16 March 2018

Twitter Followers	Twitter Impressions	Engagement rate	Facebook Likes	Facebook Post Reach	Inbound Messages	Users Engaged	% positive Messages	% Negative Messages	% neutral messages
12293	229,100	1.80%	4,037	286,310	3,603	1,637	35.9%	20.2%	43.9%
11333	145,800	1.70%	2,451	78,198	1,127	424	27.1%	26.7%	40.2%
960	~83,300	0.10%	1,586	208,112	2,476	1,213	8.8%	-6.5%	-3.69%
8.47%	57.13%	5.88%	64.71%	266.13%	219.70%	286.08%	32.47%	-24.34%	-9.18%



Communications Plan - Template – EXAMPLE ONLY

Background:

This would normally be a summary of the topic. Background issues to be aware of.

It may also contain previous areas for former campaigns.

SWOT Analysis:

Example of how a SWOT analysis may look for a campaign.

Strengths <ul style="list-style-type: none">• Better value for some users• Promotes car sharing up to 5 people + 1 driver• Supports Integrated Transport Strategy• Eases congestion in Town• Consultation undertaken and user and potential users have responded	Weaknesses <ul style="list-style-type: none">• More expensive for some users as fare has increased.• No season ticket
Opportunities <ul style="list-style-type: none">• Increase number of users to service by 10% to fulfil target• Business Community will support• Extended operating hours Monday – Friday - 7pm may attract new audience• Flat rate fee of £2.50 for up to 5 passengers + 1 driver in the car – promotes car sharing• Eases congestion within the town	Threats <ul style="list-style-type: none">• Adverse publicity• Limited time frame to change behaviour• Lack of budget to sufficiently promote the service TBC

Risk Appraisal:

This is to outline any risks to the Council or service in respect of the campaign service. It also identifies any measures put in place to negate identified risks.

Risk	Mitigation
XXX	XXX

Stakeholder Analysis:

Example of stakeholder mapping.

Stakeholders	Required Engagement
Residents	<ul style="list-style-type: none"> • Clear communications through channels including Borough Insight, MBC website (specific page for P& R service videos, news stories, highlighting success), media channels, Arriva methods of communication online (website, social media), on-site (London Road and Willington Street) signage, Advertising as agreed.
Councillors	<ul style="list-style-type: none"> • Regular updates and briefings to members.
Media	<ul style="list-style-type: none"> • Prepared press releases detailing changes to service • Statements as necessary from committee Chairman and Leader of Council • Prepared talking heads for interviews from Leader of the Council, Council supporters • Invitation to launch event, openings and PR opportunities with Mayor and other key stakeholders
MBC and Shared Service Staff	<ul style="list-style-type: none"> • Regular updates through Wakey Wakey, Intranet, social media, engagement days, staff forum presentation internal posters and flyers
Businesses	<ul style="list-style-type: none"> • Direct mail, social media, One Maidstone, Business Terrace

Community Groups	<ul style="list-style-type: none"> • Involve
Parish Clerks	<ul style="list-style-type: none"> • General updates as required for notification in newsletter and communications

Objectives & Strategies:

Objective		Strategy	Measurement
1	Outline all key objectives	How are you going to achieve this	Measurement of success
2			
3			
4			
5			
6			

Communications and Marketing Activity Action Timetable - Example

Media	Action								Progress	Target	Responsible
		Mar	Apr	May	Jun	Jul	Aug				
MBC Website	Change Service pages	X							Completed	User/Residents	MBC Comms for updates
Press	Press Release – detailing development	X							Completed	Park users/Residents	MBC Comms
Intranet	New story – launch details, changes, its coming, why you should use it, it's open, it's great!	X	X	X	X	X	X			Staff and Members	MBC Comms
Internal News Letter	Internal MBC News Letter WW Article explaining s and ongoing news each month	X	X	X	X					Staff and Members	MBC Comms
Print	Information boards to be sited Concept graphic and information	X	X	X	X					Residents and visitors/park users	MBC Comms and Print Provider
Print	Roller Banner in Link/Business Terrace/Involve hub	X	X	X	X	X				Resident	MBC Comms/Print Provider
Print	Graphics for Advertising	X	X	X	X					Residents	MBC Comms and Print Provider
Social Media	Facebook and Twitter Updates through the project. Separate content plan		X	X	X	X	X			Residents /P& R non- users target by interest, profession /Business Press	MBC Comms/ Service area

MBC Website and Social Media	Frequently asked questions on MBC website and social media - to be circulated as need	X	X	X	X	X	X			Residents	MBC Comms
Digital	Video Users experience from start to finish.									Resident	Third party provider
Digital	Video - internal 'how to campaign'				X	X				Resident	MBC Comms
Radio	Heart Radio Campaign 20/30s advert			X	X	X				Resident	Third party provider
Face-to-face	Engagement days - roadshows									Resident, visitor,	MBC Comms, Service
TV	KMTV - interview				X					Resident, Councillors, Business	MBC Comms
Direct Email	Newsletter	X								Resident	MBC Comms

Advertising – Costs

Cost Code: XXX

Medium	Details	Length of Advertising	£ Cost per unit	Total	Approval for £XX budget	Actual	Progress Comms	Booked	Date
Video	1x 2 minute video user experience	Reusable resource	£XX	£XX	£XX	£XX	Have approached provider Video, Digital Visual display and Partner Visual Display.	Booked April 2018 Approved spend by service	Third week in May
Radio (Heart)	10s 20s and 30s second radio advert	Campaign length	TBC						
Radio (KM)	Radio Package	7 days/10 days	£XX		£XX		10 days of Radio adverts		
Billboard	Wat Tyler Way	2 weeks	£XX		£XX	£XX	Sites are being looked at along Wat Tyler Way and potential London Road		18 June for 2 weeks
Bus	Bus stops	2 weeks	£XX				Bus stops in town are being looked at.		
Mall Screen	Large Electronic Screen	2 weeks	£XX		£XX	£XX	July 2018	Booked with Emily 21 June 2018	
KM Advert	¼ page print advert	1 week	£XX						

KM Advert	½ page	1 week	£XX						
Social Media	Internal Campaigns (comms lead)	24 weeks	£XX Reduce to £XX	Budget can be reduced to and is only payable per click. This is roughly £XX for 6 months	£XX	£XX	Reduce budget to £XX and start May		
Social Media KM	Across online	4 weeks	£XX				**If we can reduce budget we will pick this up to increase engagement.		
Borough Insight	1 x July edition full page advert 1 x November Too	July - November	£XX	.		£0		Booked with Comms	

Find it 365 KM media package	Links to social media, Google AdWords, targeted approach.	Monthly	£XX per month (minimum 12 months contract)	£XX					
Design and print of flyers, posters and pop-ups		Through campaign		£XX					
Leaflets 5K				£XX					
Bus rears				£XX	£XX	£XX	Mid May until mid-June	Booked	
External Posters throughout town				£XX	£XX	£XX	Mid May until mid-June	Booked	
Business cards		Throughout campaign		£XX	£XX	£XX	Available from May		
				TOTAL	£XX	£XX			

Messages:

What is the overarching message/s of the campaign?

Key Messages

Bullet points of all key messages – clear and concise.

Supporting information

Other points for the Communications team to be aware of. Ref documents, reports etc.

Draft article for press**Draft article for website****Press Release****FAQs**

Question	Answer	Comments	Approved by?

Additional copy:**Social media content:**

Crisis communications

Severe Weather, - Tuesday 27th February – Sunday 4th March

Social media inbound messages: 1,510

Customer service responses: 674

Twitter

Retweets: +650%

Likes: +647%

Replies: +888%

Impressions: 65,750 +289%

Engagement: +100%

New followers: 209 (+125%)

Inbound messages: 169 (+219%)

Positivity: +6.9%

Negativity: -8.6%

Instagram

Average post impression: 474

Total impressions: 2,842

Likes: 170

New followers: 11

Web pages

Severe weather page

Page views: 31,067, unique pages views 12,305

Find my bin page: 40,650, unique page views 12,454

Facebook

Page likes: +969 (+12,383%) Usually average 6 per week

Page followers: +1,093 (+6,660%)

Post reach up to 84,858 people (+2,467%)

Total reach: 127,568 (+1,303%)

Engagements up 48,322 (+3,301%)

Reactions: +1,644%

Comments: 2,231 (+2,352%)

Shares: 1,228 (+2,756)

Page views up by 1,500 %

Actions on page up by 500%

Inbound messages: 1,341

Users engaged: +1,636%

Positivity: +3%

Negativity: -1.2%

Swale FB page engagement for same period: 1.5k (up 5.5%) compared to our 3.5k (up 31.3%).

By Facebook post:

Snow slideshow video – 3,164 people reached, 1,773 video views, 60 likes on post, 32 likes on shares, 10 comments on post, 9 comments on shares, 17 shares

Reminder, black bin collection this week - 32,057 people reached, 195 likes (80 on post, 115 on shares), 268 comments on post, 91 comments on shares, 264 shares, 322 link clicks

Revised bin dates – 49,519 people reached, 445 likes (86 on post, 359 on shares) 486 shares, 168 comments on post, 367 comments on shares, 5,263 photo clicks, 423 link clicks

Parking during severe weather – 3,741 people reached, 7 shares, 8 likes (3 on post, 5 on shares)

Street clearing – 3,690 people reached, 122 likes (91 on post, 31 on shares), 29 comments, (17 on post, 12 on shares)

Bin collections, Friday 2nd March – 11,273 people reached, 58 likes on post, 24 comments on shares, 58 shares, 279 link clicks

Quick bin update, Friday 2nd March – 2,685 people reached, 17 likes, 5 comments

Gritting Cobtree – 2,285 people reached, 17 likes, 45 comments

Advice for keeping warm – 1,677 people reached, 8 likes, 2 shares

Wondering when your bin will be collected? All advice – 4,061 people reached, 12 likes on post, 7 on shares, 51 comments, 18 shares

Crews are out, Thursday 1st March – 2,535 people reached, 15 likes on post, 6 likes on shares, 28 comments, 7 shares

Assisting with burst water main – 4,332 people reached, 16 likes on post, 3 on shares, 16 comments, 18 shares

Bin collection, Thursday 1st March – 11,570 people reached, 31 likes on post, 31 on shares, 169 comments on post, 33 comments on shares, 74 shares, 283 link clicks

Info on whether your bin collection will take place today, 8:30am – 8,619 people reached, 40 likes on post, 24 likes on shares, 109 comments on post, 28 comments on shares, 47 shares, 367 link clicks

Full Council meeting cancelled – 1,432 people reached, 5 likes, 1 share

Street cleansing in town centre – 1,693 people reached, 44 likes, 7 comments

Submit photos for snow slideshow – 3,488 people reached, 27 likes, 184 comments on post, 16 comments on shares, 5 shares

Bin collections, Wednesday 28th Feb – 4,795 people reached, 17 likes on post, 15 likes on shares, 64 comments on post, 26 comments on shares, 19 shares, 94 link clicks

11 crews deployed, Wednesday 28th Feb – 2,085 people reached, 19 likes on post, 5 likes on shares, 6 comments, 31 link clicks

Bin collection morning announcement, Wednesday 28th Feb – 6,843 people reached, 16 likes on post, 8 likes on shares, 124 comments on post, 14 comments on shares, 37 shares, 104 link clicks

Advice for vulnerable people in bad weather – 1,543 people reached, 6 likes, 8 comments, 2 shares

Bin collection update, Wednesday 28th Feb – 4,165 people reached, 25 likes on post, 6 likes on shares, 86 comments on post, 16 likes on shares, 14 shares, 88 link clicks

SWEP success – 4,913 people reached, 64 likes on post, 55 likes on shares, 13 comments on posts, 4 comments on shares, 35 shares

Mote Park photo – 2,538 people reached, 139 likes on post, 61 likes on shares, 9 comments on post, 4 comments on shares. 8 shares

Clearing Park and Ride – 1,673 people reached, 19 likes, 1 comment

Street clearing town centre – 2,325 people reached, 47 likes on post, 12 likes on shares, 5 comments on post, 6 comments on shares, 6 shares

Marge found – 4,674 people reached, 25 likes on post, 36 likes on shares, 9 comments on post, 13 comments on shares, 53 shares

Jubilee Square, severe weather page – 1,857 people reached, 24 likes on post, 12 likes on shares, 1 comment on post, 7 comments on shares, 7 shares, 22 link clicks

Bex out for SWEP – 1,351 people reached, 40 likes, 3 shares

Bin collections suspended – 4,935 people reached, 14 likes on post, 13 likes on shares, 19 comments on post, 12 comments on shares, 7 link clicks

Update on closures – 2,066 people reached, 2 likes, 4 comments on post, 10 comments on shares, 30 link clicks

Pay and Display car parks – 1,533 people reached, 4 likes, 16 comments, 1 share

Advice for driving in bad weather – 3,578 people reached, 11 likes on post, 6 likes on shares, 3 comments on post, 4 comments on shares, 10 shares

SWEP – 20,051 people reached, 56 likes on post, 95 likes on shares, 11 comments on post, 21 comments on shares, 217 shares, 9 link clicks

Snowy town hall – 3,595 people reached, 31 likes on post, 20 likes on shares, 5 comments on post, 8 comments on shares, 16 shares, 267 link clicks

Policy and Resources Committee

24 July 2018

100% Business Rates Retention Pilot - Update

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service/Lead Director	Mark Green, Director of Finance and Business Improvement
Lead Officer and Report Author	Mark Green, Director of Finance and Business Improvement
Classification	Public
Wards affected	All

Executive Summary

The Council is due to receive additional business rates income, initially estimated as £640,000, for one year only in 2018/19 as a result of its participation in the Kent and Medway 100% Business Rates Retention pilot. Policy and Resources Committee agreed 13 projects for funding from this additional income at its meeting on 28 March 2018. This report describes progress with these projects.

This report makes the following recommendations to this Committee:

1. That progress with the Business Rates Retention pilot projects be noted.

Timetable

Meeting	Date
Policy and Resources Committee	24 July 2018
Further progress reports will be submitted to the Committee each quarter.	

100% Business Rates Retention Pilot - Update

INTRODUCTION AND BACKGROUND

- 1.1 Kent County Council, Medway Council, and all twelve districts within the Kent county area successfully applied last year to become a 100% Business Rates Retention pilot. This means that the Government will allow 100% of business rates growth to be retained within the local area. The consequent financial gain across the whole area was estimated to be £24.7 million in 2018/19, to be split between a Financial Sustainability Fund and a Housing and Commercial Growth Fund.
- 1.2 Policy and Resources Committee on 24 January agreed the following criteria for use of Maidstone's share of the Financial Sustainability Fund(FSF), estimated as being £640,000.

Optimising impact of FSF expenditure

In order to achieve maximum impact from the FSF, it was proposed that it be focused on a small number of discrete projects, distinct from existing agreed revenue and capital expenditure. A greater number of projects would risk spreading management input into individual projects too thinly, and would lead to relatively small budgets for each project, thus limiting their potential to make an impact.

Alignment with strategic objectives

The projects will respond to the Council's corporate priorities. In general, therefore, they will promote social, economic and environmental wellbeing. They are likely to relate to one or more of the three action areas – A Home for Everyone, Town Centre Regeneration and Clean, Safe and Green. They must also be consistent with relevant Council strategies such as the Economic Development Strategy. Performance against corporate priorities is evaluated regularly through public engagement, eg through Resident Surveys, so it would be appropriate to consider projects that residents are likely to see as improving their quality of life.

Leveraging benefit of expenditure

The FSF provides a relatively limited sum of money, and is only available on a one-off basis. Accordingly, it is important that any investment of the FSF exploits the opportunities for leveraging additional income, either by creating a future income stream or by attracting a matching contribution in cash or through partnership working, eg with external organisations like central government or Kent County Council.

- 1.3 Officers developed proposals for a number of discrete projects which would meet the criteria set out above. An informal briefing was held on 8 March, to which all councillors were invited, at which project sponsors described their projects and answered questions on them. The Committee then formally agreed thirteen projects at its meeting on 28 March.

- 1.4 To assist with prioritisation, the projects have been divided into three tranches, as follows.

	£000
<u>Tranche 1</u>	
Housing First and Rough Sleepers	80
Regeneration Opportunity Areas	80
Property Asset Review	55
Members' Community Grant	60
 <u>Tranche 2</u>	
Predictive analytics and preventing homelessness	80
Housing Delivery Partnership	40
Community Environmental Engagement Initiative	90
Maidstone Business capital of Kent – marketing strategy	35
Staplehurst Village Centre Masterplan	15
 <u>Tranche 3</u>	
Maidstone Housing Design Guide	40
Electric vehicle charging points	20
Bus Station improvement - feasibility study	10
Data analytics for Inclusive Growth	35
 TOTAL	 640

- 1.5 In order not to delay projects unnecessarily, funding has been released as soon as it is considered prudent to do so. So far, funding for tranches 1 and 2 has been released.
- 1.6 Progress to date is set out in Appendix 1. Work has commenced on six of the nine projects in tranches 1 and 2. In total, £232,000 has been spent or committed.

2. AVAILABLE OPTIONS

- 2.1 This report is to note only.

3. RISKS

- 3.1 As with any projects, the Business Rates Retention Pilot projects could fail to be delivered, or could be delivered but exceed their budget allocations. This risk is mitigated in several ways. There is a strong project management culture in the Council. Monitoring arrangements have been

put in place for all the projects, to ensure that they deliver within budget and to the agreed timetable. Finally, post project reviews will be carried out to evaluate the outcomes and to derive any lessons learned from the projects.

4. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

4.1 Policy and Resources Committee received an initial report on Business Rates Retention pilot projects at its meeting on 24 January 2018. A draft set of projects was included within the budget proposals considered by the Committee at its meeting on 14 February 2018. The Committee requested that further consideration be given to the priority and scope of the projects. An informal briefing was held on 8 March, to which all councillors were invited, at which project sponsors described their projects and answered questions on them. The Committee then formally agreed thirteen projects at its meeting on 28 March.

5. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

5.1 Progress with the pilot projects is being reported to Policy and Resources Committee on a quarterly basis during the course of the year.

6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The projects described in this report support the Council's strategic plan objectives.	Section 151 Officer & Finance Team
Risk Management	See section 3 above.	Section 151 Officer & Finance Team
Financial	Set out in report.	Section 151 Officer & Finance Team
Staffing	None.	Section 151 Officer & Finance

		Team
Legal	The Council has a statutory obligation to set a balanced budget. Allocation of resources in the way set out in this report supports achievement of a balanced budget.	Legal Team
Privacy and Data Protection	None.	Section 151 Officer & Finance Team
Equalities	Where appropriate, Equalities Impact Assessments will be carried out for specific projects.	Section 151 Officer & Finance Team
Crime and Disorder	None.	Section 151 Officer & Finance Team
Procurement	Procurement of services in the course of delivering the projects will be in accordance with the procurement provisions within the Council's constitution.	Section 151 Officer & Finance Team

7. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Project updates.

8. BACKGROUND PAPERS

There are no background papers.

BUSINESS RATES RETENTION PILOT PROJECTS
QUARTERLY MONITORING RETURNS

HOUSING FIRST AND ROUGH SLEEPERS

Name of project	Housing First and Rough Sleepers	Quarter ended	30/6/18
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Overall RAG rating
Green

Financial Summary	
	£
Allocation	80,000
Spent to date	0
Committed future spend	80,000
Remaining budget	0

Project overview	
What progress has been made to date?	<p>The Project Group has been created and met for the first time. The Group has representation from MBC and Porchlight. The formal agreement with Porchlight has been drawn up and is due to be signed imminently.</p> <p>Recruitment for the new Housing First (HF) officer (who will be attached to the programme) is under way.</p> <p>Discussions with landlords regarding future partnerships in relation to HF have commenced.</p> <p>Long list of Rough Sleepers identified for potential placements – this is being overseen at the Street Population Meetings and is held within the Project Group.</p>
What issues have you faced?	<p>The appetite amongst our main housing association partner to assist the spectrum of clients from the street population has shifted. We are exploring ways to make the project more agreeable for them by having larger deposit bonds, guaranteed rent etc.</p>
What successes have been achieved?	<p>Relationship building and partnership arrangements with Porchlight have been successful as well as positive. There is continued support from the Ministry of Housing & CLG for Maidstone to deliver the project.</p>
What are the next steps?	<p>More assertive engagement with Landlords and Registered Providers.</p> <p>Complete recruitment and staff training.</p>
Are there any risks that need reporting?	<p>Previously mentioned concerns about the landlord uptake and our ability to find appropriate and affordable accommodation.</p>

REGENERATION OPPORTUNITY AREAS

Name of project	Town Centre Opportunity Sites	Quarter ended	30/6/18
------------------------	--------------------------------------	----------------------	---------

Overall RAG rating
Green

Financial Summary	
	£
Allocation	80,000
Spent to date	0
Committed future spend	59,440
Remaining budget	20,560

Project overview	
What progress has been made to date?	<p>Savills have been appointed. One stakeholder workshop has been held to date and one Member session. Second workshop and second member session scheduled for 18th July.</p> <p>Quantum have been appointed to carry out the phase 2 marketing. Inception meeting held and marketing messages are being developed. Remaining £20,000 is to support this work and other associated marketing costs.</p>
What issues have you faced?	None
What successes have been achieved?	Cross departmental support for the delivery of this project. Positive engagement from stakeholders in to the project and the first update to Members well received.
What are the next steps?	Masterplans for 5 sites are due in September. Project deadline set for October. Masterplans will go to SPST.
Are there any risks that need reporting?	None currently identified.

PROPERTY ASSET REVIEW

Name of project	Property Asset Review	Quarter ended	30/6/18
------------------------	------------------------------	----------------------	---------

Overall RAG rating
Green

Financial Summary	
	£000
Allocation	55
Spent to date	0
Committed future spend	40
Remaining budget	15

Project overview	
What progress has been made to date?	Following a competitive selection process, Gen2 have been appointed to carry out the review. Work is currently under way, including developing a property database and property inspections.
What issues have you faced?	Gen2 have had to devote more resource than envisaged to construction of the property database, owing to the complexity of our title documentation (in some cases title deeds go back over 100 years).
What successes have been achieved?	Project is meeting deadlines so far.
What are the next steps?	Gen2 are due to report in August and the outcomes will be reported to Policy and Resources Committee in September 2018.
Are there any risks that need reporting?	No.

MEMBERS' COMMUNITY GRANT

Name of project	Members' Community Grant	Quarter ended	30/6/18
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Overall RAG rating
Green

Financial Summary	
	£
Allocation	£55,000
Spent to date	£750
Committed future spend	£0
Remaining budget	£54,250

Project overview	
What progress has been made to date?	We have received two enquiries about the grant however only the Shepway North Members have allocated any grant funding.
What issues have you faced?	None.
What successes have been achieved?	The grant information and conditions are now available via the website. http://www.maidstone.gov.uk/home/other-services/communities-and-volunteering/tier-2-additional-areas/members-community-grant
What are the next steps?	Continue to administer the grant funding as per the grant conditions. Email all Members at the beginning of September to remind them that the grant exists and must be spent before the financial year end.
Are there any risks that need reporting?	None.

PREDICTIVE ANALYTICS AND PREVENTING HOMELESSNESS

Name of project	Predictive analytics and preventing homelessness	Quarter ended	30 June 2018
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Overall RAG rating
Green

Financial Summary	
	£
Allocation	80,000
Spent to date	0
Committed future spend	0
Remaining budget	80,000

Project overview	
What progress has been made to date?	<p>A meeting has taken place with the London Borough of Southwark, which is leading on a similar project. Their consultant, EX Xantura has been contacted to explore how MBC can learn from the LB Southwark project.</p> <p>Invitations to Universities have been sent out to ascertain whether the analytical piece of work can be undertaken and the cost involved.</p>
What issues have you faced?	The main issue is around GDPR and the sharing of data between different organisations that will be required to populate the analytical model.
What successes have been achieved?	Local project team established from within Housing and MKIP IT services to explore the best route forward.
What are the next steps?	<p>A meeting has been arranged in early August with EX Xantura and the local project board to look at next steps.</p> <p>Review feedback from Universities to determine viability in both financial and academic terms.</p>
Are there any risks that need reporting?	Overcoming data sharing remains a significant risk particularly in a two tier local authority area.

HOUSING DELIVERY PARTNERSHIP

Name of project	Housing Delivery Partnership (HDP)	Quarter ended	30/6/18
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Overall RAG rating
Green

Financial Summary	
	£
Allocation	40,000
Spent to date	3,000
Committed future spend	£0
Remaining budget	37,000

Project overview	
What progress has been made to date?	Full preliminary legal advice is now in place at a cost of £3k. The report for the proposal has been approved by CLT (in July) and will go forward to CHE in Sept 18. For the Affordable Housing Supplementary Planning Guidance, a specification has been produced, and two tenders have been received. An appointment will be made for the successful candidate (to draft the SPG) will be made by the end of July. This element of the work will cost c£25k.
What issues have you faced?	The initial procurement for the consultant didn't yield any bids, but a subsequent invitation has proved more fruitful.
What successes have been achieved?	The legal advice shows that there is a means by which the Council can get back into the direct delivery of affordable housing.
What are the next steps?	For CHE to endorse the project and for the consultant for the SPG to be appointed, as this will be produced regardless of whether the Council decides to press ahead with pursuing an HDP or not.
Are there any risks that need reporting?	No.

COMMUNITY ENVIRONMENT ENGAGEMENT INITIATIVE

Name of project	Community Engagement Initiative (Brand Name to be agreed)	Quarter ended	30/6/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	90
Spent to date	0
Committed future spend	0
Remaining budget	90

Project overview	
What progress has been made to date?	<ul style="list-style-type: none"> - Project group has been set up including Parks & Open Spaces, IT, Digital and Communications - Project progress being recorded using Trello - Brand name brain-storming - Shortlist of names being compiled - Opportunities to engage with public on concept have been identified - Existing data for website identified
What issues have you faced?	<ul style="list-style-type: none"> - Identifying a clear brand / project name which resonates with the public and incorporates key objectives of the project - Internal resource to lead the project and ensure it continues to move forward at pace
What successes have been achieved?	<ul style="list-style-type: none"> - Buy in from internal partners
What are the next steps?	<ul style="list-style-type: none"> - Agree Brand name - Develop concept for website - Engagement with local groups, stakeholders and public to understand the - Undertake Discovery Phase with Digital Team to scope out the website - Report to Heritage, Culture and Leisure in September - Website build
Are there any risks that need reporting?	<ul style="list-style-type: none"> - Not at current time

MAIDSTONE BUSINESS CAPITAL OF KENT MARKETING CAMPAIGN

Name of project	Maidstone Business capital of Kent - marketing campaign	Quarter ended	30/6/18
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Overall RAG rating	Financial Summary	
Green		£000
	Allocation	50 (£35 from this fund + £15k from Opportunity Sites fund)
	Spent to date	2
	Committed future spend	43
	Remaining budget	5

Project overview	
What progress has been made to date?	Inward Investment Brochure content completed. Enterprising Britain Award Submission. Press Release on Innovation Centre. Front page of Kent Messenger business promoting ongoing and upcoming projects. Press Release on Business Terrace Phase Expansion. Briefing set for Dawn Hudd with Denise Eaton, editor of KM. Top ten key themes agreed.
What issues have you faced?	Confusion in agreeing and communicating the aim of the campaign. Coordinating PR messages on shared projects eg Maidstone East & Kent Medical Campus.
What successes have been achieved?	Improved relationship with Kent Messenger. Increased awareness of Maidstone's economic development projects within first month of contract. Uptake of articles and press releases across media.
What are the next steps?	Agreeing message and branding for the campaign. Branding for the Innovation Centre. Interactive map showing Maidstone's recent/ongoing development history. Workshop with all members invited for input into campaign.
Are there any risks that need reporting?	None noted at this time.

STAPLEHURST VILLAGE CENTRE MASTERPLAN

Name of project	Staplehurst Village Centre Masterplan	Quarter ended	30/6/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	15
Spent to date	0
Committed future spend	0
Remaining budget	15

Project overview	
What progress has been made to date?	Initial discussions with local councillors, Sainsbury's and Network Rail.
What issues have you faced?	Potential challenges that will need to be addressed include Sainsbury's willingness to proceed with development of their site next to the station and obstacles to the expansion of parking provision.
What successes have been achieved?	None so far.
What are the next steps?	Commissioning masterplan.
Are there any risks that need reporting?	Lack of consensus about the way forward amongst the local community.

MAIDSTONE HOUSING DESIGN GUIDE

Name of project	Maidstone Housing Design Guide	Quarter ended	30/6/18
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Overall RAG rating	Financial Summary	
Green		£000
	Allocation	40
	Spent to date	0
	Committed future spend	0
	Remaining budget	40

Project overview	
What progress has been made to date?	Initial discussion with Design South East about commissioning.
What issues have you faced?	None so far.
What successes have been achieved?	Positive discussions with Design South East.
What are the next steps?	Commissioning a Building for Life 12 study to be complemented by Member Study Tours and a workshop. This will form the basis for guides to cover the Street Scene, Green Corridors and the Public Realm.
Are there any risks that need reporting?	None so far.

ELECTRIC VEHICLE CHARGING POINTS

Name of project	Electric vehicle charging points	Quarter ended	One
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	20
Spent to date	0
Committed future spend	14
Remaining budget	6

Project overview	
What progress has been made to date?	Preferred Electric Vehicle charging point supplier (Pod) identified through market research and through the ESPO procurement framework 636. Quotes for civil works undertaken by UK Power Network for each EV point location and these have been included in the future spend summary.
What issues have you faced?	Some proposed EV point locations require significant civil works to upgrade the infrastructure to accommodate suitable electric supply. This has been considered in the overall delivery plan and the most efficient sites have been selected in terms of location and costs.
What successes have been achieved?	Initial quotes from UK Power Network estimated civil work costs at £22,846. This has been reduced to £13,309 following detailed investigation works and negotiation saving £9,537.
What are the next steps?	To place the order with UK Power Network as the only supplier able to carry out the civil works and to proceed with the procurement / leasing of 10 Pod units for installation following completion of the civil works. Installation will be funded from the remaining budget. This will provide 20 Electric Vehicle bays in prime town locations in off-street car parks.
Are there any risks that need reporting?	None.

BUS STATION IMPROVEMENT PROJECT

Name of project	Bus Station Improvement Project	Quarter ended	30/6/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	10
Spent to date	0
Committed future spend	0
Remaining budget	10

Project overview	
What progress has been made to date?	<p>A bid for £750,000 has been made to the Kent & Medway Business Rates Retention Pilot Housing and Commercial Growth Fund - NORTH KENT CLUSTER. The bid is matched by partner contributions including MBC, Capital and Regional and negotiations are underway with Arriva, the main user of the Bus Station.</p> <p>Stakeholders have been made aware of the bid and asked to reaffirm their commitment to invest in the Station.</p>
What issues have you faced?	Lack of internal resources to progress the project at pace.
What successes have been achieved?	The prioritisation and submission of the bid to the Kent & Medway Business Rates Retention Pilot Housing and Commercial Growth Fund.
What are the next steps?	<p>Confirm award</p> <p>Enter into detailed negotiations with all stakeholders including Arriva</p> <p>Agree specification for the improvements to the Station and who will take on the long term operating costs and the mechanism for doing so.</p>
Are there any risks that need reporting?	<p>Arriva may choose to abandon the Bus Station in favour or an alternative approach such as on street bus stopping and layovers. As examined by The Tri- Study carried out by WSP this would be difficult to achieve in practice.</p> <p>The required specification may be greater than the budget available. As yet a condition survey of the business station has been carried out by Capital and Regional.</p>

DATA ANALYTICS FOR INCLUSIVE GROWTH

Name of project	Data analytics for Inclusive Growth	Quarter ended	30.06.18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	35
Spent to date	
Committed future spend	
Remaining budget	35

Project overview	
What progress has been made to date?	Funding has not yet been released. However, work is under way on development of the new Strategic Plan, which will help to define the data that we need to gather.
What issues have you faced?	N/A
What successes have been achieved?	N/A
What are the next steps?	Data requirements will be defined following the Member workshops due to be held in August 2018 on the Strategic Plan themes.
Are there any risks that need reporting?	No.

Agenda Item 14

Policy and Resources Committee

24 July 2018

Revenue Outturn 2017/18 – Allocation of Underspend and Business Rates Pool surplus

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service/Lead Director	Mark Green, Director of Finance and Business Improvement
Lead Officer and Report Author	Ellie Dunnet, Head of Finance
Classification	Public
Wards affected	All

Executive Summary

1. As reported to the last meeting of this Committee, the Council ended 2017/18 with an overall underspend against its revenue budget, amounting to £185,000. Recommendations for allocation of these funds have been received from Heritage, Culture and Leisure Committee and have been invited from the other two Service Committee. Policy and Resources Committee is asked to determine the allocation of the underspend.
2. It was also reported at the last meeting of the Committee that the surplus from the Kent Business Rates Pool in 2017/18, which the Committee has previously agreed be used to implement the Economic Development Strategy, amounted to £319,000. This report sets out proposals for use of the surplus.

This report makes the following recommendations to this Committee:

1. That the Committee allocates the 2017/18 revenue underspend of £185,000 as set out in paragraph 1.5.
2. That the Committee approves the proposals for use of the surplus on the Kent Business Rates Pool as set out in paragraph 1.13.

Timetable

Meeting	Date
Policy and Resources Committee	24 July 2018

Revenue Outturn 2017/18 – Allocation of Underspend and Business Rates Pool surplus

1. INTRODUCTION AND BACKGROUND

Revenue Underspend

- 1.1 The overall financial outturn for the Council for 2017/18 was a revenue underspend of £185,000. Within this underspend there were individual budget variances, both favourable and unfavourable. Explanations for variances within individual cost centres which exceed £30,000 have been provided in accordance with the Council's constitution and were considered by the relevant service committees in June 2018.
- 1.2 Overspends have been offset against underspends to arrive at the overall underspend for the Council of £185,000. It is common practice to rely on underspends to offset overspends, while recognising that if a service is overspending persistently then there may be an underlying problem, requiring remedial action and/or an adjustment to the budget.
- 1.3 Allocation of the £185,000 underspend falls to Policy and Resources Committee, given its financial remit. However, it was appropriate to seek the views of individual Service Committees on how this money is spent. The options available were as follows.
 - Identify one or more one-off projects required to deliver Council strategic objectives, relating to functions within its remit, for which funding would not otherwise be available
 - Add the underspend to revenue reserves. This is the default position if the underspend is not allocated to specific projects. If employed in this way, the underspend would provide additional resources for the Council, to be called on as necessary in the future.
 - Make no recommendation.
- 1.4 The proposals received to date are as follows.

Heritage, Culture and Leisure Committee

At its meeting on 5 June the Committee recommended that an allocation of up to £75,000 be used to review a number of areas. It subsequently agreed to delegate authority to its Chair and Vice-Chair to work on the details. It is now proposed that:

- £40,000 be allocated to fund a 12-month fixed term Heritage & Culture Officer, who would enable and facilitate a more vibrant culture and heritage scene in the borough, working with partners; and

- £10,000 be allocated to procure specialist consultancy, if required, to support the expansion of local Nature Reserves and to investigate the feasibility of securing AONB status for the Greensand Ridge.

Strategic Planning, Sustainability and Transportation Committee

At its meeting on 10 July the Committee recommended that the underspend be added to revenue reserves to provide additional resources for the Council, to be called on as necessary in the future.

Communities Housing and Environment Committee

The Committee was due to consider this at its meeting on 17 July and the outcome will be reported at this evening's meeting.

1.5 Summary of proposals received to date

	£000
Heritage and Culture Officer	40
Specialist Nature Reserve/ AONB consultancy	10
Transfer to revenue reserves	135
Total	185

Economic Development Strategy

- 1.6 Maidstone Council's direct 30% allocation from the Kent Business Rates Pool surplus in 2017/18 amounts to £319,000. The Committee has previously agreed that these funds will be used to progress the Economic Development Strategy. Note that Economic Development does not have a separate budget for the initiatives that it undertakes and it relies on the Business Rates Pool to fund core and new activity.
- 1.7 Since the inception of the Business Rates Pool in 2014/15, the surplus has averaged around £80,000 per annum, but has been as low as £56,000 in one year. In order for the Economic Development service to plan core expenditure it relies on a surplus being carried forward to even out the troughs in the Pool receipts. Expenditure in previous years has been used for initiatives identified in the Economic Development Strategy including:
- Business in Maidstone website
 - Marketing database
 - Destination Management Plan
 - Promotion of Enterprise Zone
 - Cultural Strategy
 - Start-up support for Business Terrace.
- 1.8 Ongoing initiatives which it is proposed to fund from the 2017/18 surplus are as follows:
- Additional business support and advice for SMEs in the Business Terrace
 - Support for BID business plan and ballot (repayable in the event that the BID ballot is successful)

- Grant to One Maidstone
- Destination Management Plan update
- Thames Gateway Kent Partnership membership.

It is estimated that a budget of £120,000 will be required for these initiatives and related activities in the current year.

- 1.9 This leaves nearly £200,000 unallocated from the 2017/18 surplus. This is very welcome, but it needs to be considered in the light of prospects for future business rates income and hence the availability of ongoing support for economic development initiatives. It is therefore worth explaining the background to the funding currently allocated to economic development.
- 1.10 The current local government funding regime, introduced in 2013/14, allocated 50% of business rates income to local authorities. The system assumed a notional business rates baseline in 2013/14, being the amount of business rates that the government considered would be collected in each local authority area. This baseline has increased by inflation each year, with growth above and beyond the baseline being retained by local authorities, subject to a 50% levy.
- 1.11 Maidstone Council has benefited significantly since 2013/14 both from the initial 50% business rates growth and from the further growth retained in the local area through the Kent Business Rates pool. However, in 2020/21 a new local government funding regime will be introduced. It is expected that the business rates baseline will be re-set, based on a new assessment of needs. A 'fair funding review' is in progress which will form the basis of this assessment.
- 1.12 This means that Maidstone Borough Council will lose the cumulative growth from which it has benefited since 2013/14, and there is a strong likelihood that the funding currently available for implementing the Economic Development Strategy will not be available after 2020/21. It is therefore proposed that £199,000 of the 2017/18 Business Rates pool surplus is set aside as a contingency to enable economic development expenditure to continue at the rate of approximately £100,000 per annum for a further two years from 2020/21.
- 1.13 The proposed allocation of the surplus may be summarised as follows:

	£000
Economic Development initiatives as set out in paragraph 1.8 above	120
Contingency to enable ongoing Economic Development activity from 2020/21 onwards	199
Total	319

- 1.14 Further surpluses may arise in 2018/19 and 2019/20, being the final two years of the current local government funding regime. Members will be invited at the time whether to set aside more money in the contingency described above or whether it is appropriate to release some for specific projects.

- 1.15 A further 30% of the Kent Business Rates Pool surplus is spent in consultation with Kent County Council and has been earmarked for the Maidstone East development. A report on the Maidstone East development is due to come to this Committee in September 2018 and proposals for the 2017/18 surplus will be set out there.
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2. AVAILABLE OPTIONS

Revenue Underspend

2.1 Option 1

Allocate the underspend of £185,000 as set out in paragraph 1.5.

2.2 Option 2

Substitute alternative proposals for allocation of the underspend.

2.3 Option 3

Add all the underspend to revenue reserves.

Economic Development Strategy

2.4 Option 1

Allocate the surplus of £319,000 as set out in paragraph 1.13.

2.5 Option 2

Substitute alternative proposals.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

Revenue Underspend

- 3.1 If the Committee is content that the proposals set out in paragraph 1.5 are genuinely required in order to meet the Council's strategic objectives, and would not otherwise be funded, the Committee is recommended to choose Option 1. Otherwise it is recommended that Option 3 is chosen.

Economic Development Strategy

- 3.2 Option 1 is the preferred option, as it enables a sustainable approach to implementation of the Economic Development strategy.
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4. RISK

- 4.1 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2018/19. The Council's reserves are considered to be adequate. The risk of using the £185,000 underspend and the £319,000 Business Rates pool surplus as set out in the recommendations in this report, rather than holding these monies in reserve, is not therefore considered to be excessive.
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5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The three Service Committees have input to the discussion on allocation of the underspend at their meetings in June (Heritage, Culture and Leisure) and July (Communities, Housing and Environment and Strategic Planning, Sustainability and Transportation). Economic Development is within the direct remit of this Committee.
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6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The overall outturn for the year ended 31 March 2018 will be reported as part of the Council's Statement of Accounts, which will be presented to the Audit, Governance and Standards Committee for approval at its meeting on 30 July 2018. The Statement of Accounts will be audited and is due to be approved by 31 July 2018 at the latest.
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7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Council's budget is set in accordance with the Council's Medium Term Financial Strategy which is linked to the strategic plan and corporate priorities.	Director of Finance & Business Improvement
Risk Management	This has been addressed in section 4 of the report.	Director of Finance & Business Improvement
Financial	Addressed in report.	Director of Finance & Business Improvement
Staffing	None.	Director of Finance & Business

		Improvement
Legal	The Council has a statutory obligation to maintain a balanced budget. This report informs the committee of a revenue underspend for 2017/18 and a surplus arising from the Kent Business Rates pool and recommends options that assist in maintaining a balanced budget for the current financial year.	Mid Kent Legal
Privacy and Data Protection	No specific issues arise.	Director of Finance & Business Improvement
Equalities	Equalities implications will be considered as part of each project identified for funding allocation in line with the Council's strategic priorities.	Equalities and Corporate Policy Officer
Crime and Disorder	No specific issues arise.	Director of Finance & Business Improvement
Procurement	No specific issues arise.	Director of Finance & Business Improvement

8. REPORT APPENDICES

None.

9. BACKGROUND PAPERS

None.