

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	Press releases, MBC website, Business in Kent website, interactive map, social media, Borough Insight, industry trade press. <i>Working in tandem with Quantum PR company recruited to deliver marketing campaign specifically aimed at inward investment.</i>	Ongoing	Service	Awareness of project as it develops. Encouraging inward investment and relocation of businesses. Securing Maidstone as the Business Capital of Kent.
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	Increased revenue to Sandling Road Car park. Raised awareness about car park and viable option for commuters over other centrally located car parks.
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	Increased awareness and interest in Mote Park. Knowledge of commercial offer when Serco take over the management of the facilities. Increase in visitor numbers by 10 % Increase use and revenue for café.
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)	Press releases, MBC website, Business in Kent website, interactive map, social media, Borough Insight, industry trade press. <i>Working in tandem with Quantum PR company recruited to deliver marketing campaign specifically aimed at inward investment.</i>	June – December 2018	Business Retention Pilot Scheme	Increased positive coverage in local media. Attract inward investment. Brand - Business Capital of Kent to be recognised and adopted Maidstone on the map for first choice destination.

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	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>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*	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>