

Maidstone Borough Council Communications Strategy 2016-2020

Pride in our borough



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The Council has a vision to make Maidstone a great place where residents can:

- live in decent homes
- enjoy good health and a pleasant environment
- with a successful economy that is supported by reliable transport networks.

The effectiveness of how our vision is perceived is determined to a significant extent by the quality of our communications and engagement. This strategy outlines the approach we will take to ensure our communications and engagement activity is the best possible and helps to achieve our vision.

The council's vision is reflected in our 5-year strategic plan, which was formulated and adopted in 2015. It is important, when communicating with residents, that consistency is maintained over this timeframe so that our messages are clear and regularly reinforced. This does not prevent the communications strategy showing how the vision and strategic plan respond to changing circumstances.

Vision, Mission and Values

Our Vision

That our residents live in decent homes, enjoy good health and a pleasant environment, with a successful economy that is supported by reliable transport networks.



Our Values

 Putting People First

Services

Everything we do impacts on our customers, both internal and external. We will listen to and understand their needs, then take action to provide the right service in a positive and professional manner.

Teamwork

Working together to achieve our objectives and goals in a way that utilises the talents and creativity of everyone in our organisation.

Responsibility

We work in an environment that encourages us to take ownership for our actions. Making the right choices and decisions that lead to a satisfactory outcome for all.

Integrity

We have the courage to act on our convictions to build trust and honesty. We work with our partners and customers to create a feeling of openness and transparency in everything we do.

Value

Taking care and weighing up our options, aiming to get the maximum effect for every penny of public money we spend.

Equality

Valuing our differences and understanding how they can contribute to a better working environment and services that are fair and easy to access

Context

The council's vision is that Maidstone is a place where residents, communities and businesses can all thrive. To achieve this the council will strive to help people reach their full potential, businesses to build a stronger economy and communities to flourish.

The council does face significant budget challenges. We must adapt and rise to the challenge of prioritising our finite resources to support the delivery of the council's priority outcomes.

We must ensure that residents understand what these reductions mean to them, and that they have the opportunity to influence decisions taken by the council in setting its budget and priorities.

The purpose of this document is set out below.

EXTERNAL

- Communicate the Council's vision to residents and stakeholders
- Promote pride in Maidstone Borough Council in all communications
- Keep Maidstone Borough residents well informed
- Maintain a culture of two-way communication with all our stakeholders
- Address negative or potentially damaging information about council services
- Reach all sections of the community
- Maintain a strong and consistent identity for the council
- Raise awareness of council services to maximise access to them
- Develop and promote opportunities for residents, community groups and other stakeholders to engage with the council

INTERNAL

- Support council staff in their roles as ambassadors for the organisation
- Support managers to deliver organisational change.
- Have a positive effect on employee engagement and staff satisfaction.
- Support elected members in their role as community leaders
- Keep abreast of technological developments and embrace them where feasible
- Keep staff informed and promote understanding
- Working with partners and others to co-ordinate communications and engagement for the benefit of Maidstone residents and businesses.



Our Communications strategy is guided by the following principles:

1. We will communicate clearly, openly, accurately and regularly with residents, business and our partners, and throughout the council, to promote mutual understanding, and give a better service to the people of Maidstone Borough.
2. Our communication activity will protect, promote and enhance the council's reputation.
3. We will promote activities and services that support and deliver the strategic priorities in the council's strategic plan.
4. Our communications will be open, honest, clear, concise, simple and accessible.
5. We will make use of resident survey data to ensure our campaigns are audience led and outcome focused.
6. Our key messages will be consistent with the council's priorities of keeping Maidstone Borough an attractive place for all and securing a successful economy.
7. We will ensure that there are clear opportunities for residents and partners to have an influence on decision making.
8. Our internal communication will ensure that employees understand that customer focused, good communication relates to all staff and we will work to embed best practice across the whole council.
9. We will use appropriate channels to help engage and inform residents and to drive behaviour change to encourage them to do things differently.
10. Communication will be creative, cost effective and innovative, comply with relevant laws and information standards and follow industry best practice.



The communications team plays a key role in how residents, staff and stakeholders perceive the council.

We recognise the importance of reputation and will work to protect and enhance the council's trusted name through effective branding, excellent media relations providing good quality information in a timely manner.

Paragraph 4 of the Code of Recommended Practice on Local Authority Publicity 2011 (available for download from the gov.uk website) says "Publicity by local authorities should:

- Be lawful
- Be cost-effective
- Be objective
- Be even-handed
- Be appropriate
- Have regard to equality and diversity
- Be issued with care during periods of 'heightened sensitivity'"

Councillors' Role

Councillors in their role as elected representatives engage with residents, groups and business on a wide range of issues. Councillors provide a link between our community and the council.

Employees' Role

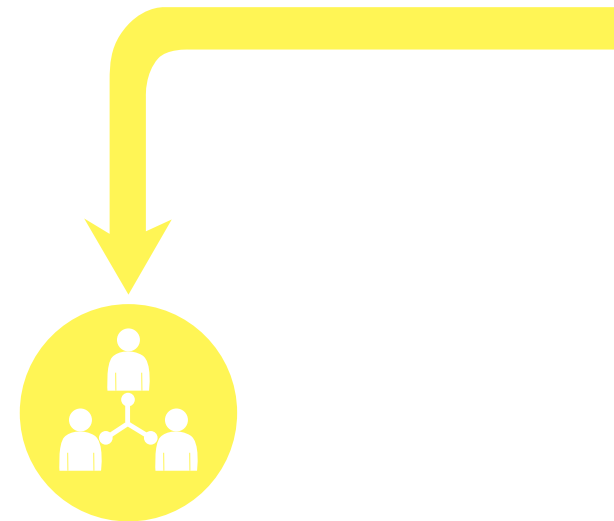
All employees have a responsibility for communication with the public and with their colleagues. It is important that all colleagues are kept well informed about our priorities and programme so they can act as council advocates.

Protecting and enhancing our reputation

We are guardians of the council's brand and reputation and we will use our resident survey data to form the basis for our work and action planning.

Research shows that the better informed people are about their council services, the more satisfied they feel. Good communications therefore can lead to more effective services, a better reputation and stronger relationships.

In our most recent residents' survey in Autumn 2015, 56% of residents believed they were kept well informed about the services and benefits Maidstone Borough Council provides.



Services within the Communication Team

Who we are...

The communications team is based within the finance and business improvement directorate of the council.

The team delivers internal and external communications, digital communications as well as campaigns, marketing, branding, design and print. The communications team also assists with consultations to canvas the views of our residents to inform priorities and service developments.

The services provided by the team include:

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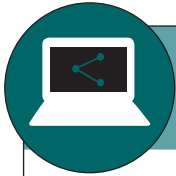


External communications

The communications team issues press releases proactively to inform the public about council initiatives, good work, achievements and events. The team deals with media enquiries, often issuing statements and comments to meet media deadlines. The team also organises radio and television interviews where appropriate. Members of the communications team also meet regularly with key members of the print and broadcast media, as well as other partners and key stakeholders to build and sustain trusted relationships.



Our starting point



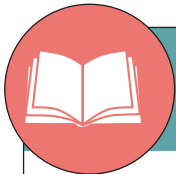
Digital communications

The communications team manages the council's corporate social media pages such as Facebook, Twitter and upload news stories to our public facing website. Members of the communications team are happy to provide help and advice to members who are interested in setting up a social media account and how to use it effectively to engage with local residents.



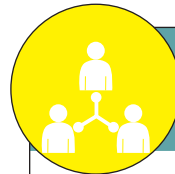
Marketing

The team works alongside colleagues and partners to develop, deliver and evaluate co-ordinated public relations and marketing campaigns to raise awareness of the council's priorities to both internal and external audiences.



Branding, design and print

The communications team is responsible for ensuring that the council's corporate identity is used consistently throughout the organisation and in all communications literature. A strong brand inspires confidence and positivity, which is why consistency is needed and a corporate identity style guide has been developed which should be followed at all times.



Internal communications

There are well-established internal communications channels in the council which celebrate the good work of our staff as well as updating them about key issues.

Councillors and officers receive an electronic communication from the team at least once a week including a media update detailing coverage received in the Kent Messenger and Kentonline.

Our starting point

Communication is not a bolt-on service but should be one of the first things that is considered when service planning. The failure to engage at the start of a project is a real risk to its ultimate success. Our team can provide sound communication advice from the outset to help support any service change which will contribute to successful outcomes.

In order to demonstrate how our narrative and internal and external campaigns are delivering against the council's outcomes, we must benchmark against past performance and target improvements.

In 2015 we conducted a survey with residents to investigate their attitudes towards the council and the Maidstone area. These surveys provide a focus for the council's business and performance planning and allow us to monitor changes in customer perceptions and satisfaction over time.

Key results were:

68%

of residents are satisfied with the way Maidstone Borough Council (MBC) runs things.

52%

of residents agree that MBC provides value for money.

66%

of residents trust the Council, a great deal or a fair amount.

56%

of residents feel fairly or very informed about the services and benefits provided by MBC.

31%

of residents agree that they have the ability to influence decisions affecting their local area.

56%

of residents responded positively to the statement 'MBC is making the area a better place for people to live'.

82%

of residents are satisfied with their local area as a place to live

Our audiences

The team will ensure that any communication activity has a clear audience in mind and is outcome-focused in its approach. Campaigns that are linked to our action areas will be prioritised. This is a new approach for the team and the council. There will be an integrated approach to communication and engagement through the channels and methods we use.

All of our activity will be evaluated against measurable outcomes and will demonstrate how it has supported the priorities of the council.

Our Parish Councils are an important community voice as well as community groups and residents associations. We have put in place a parish charter and a new parish liaison officer to improve communication and engagement with Parish Councils.



The Council's narrative

We want to share our story through our communications. Our narrative is informed by our Strategic Plan. It shows our commitment to aligning our priorities with our vision that residents live in decent homes, enjoy good health and a pleasant environment with a successful economy that is supported by reliable transport networks.

Keeping Maidstone Borough an attractive place for all

- Providing a clean and safe environment
- Encouraging good health and wellbeing
- Respecting the character of our borough

Securing a successful economy for Maidstone Borough

- Securing improvements to the transport infrastructure of our Borough
- Promoting a range of employment opportunities and skills required across our Borough
- Planning for sufficient homes to meet our Borough's needs

Joint action area for both

- Ensuring there are good leisure and cultural attractions
- Enhancing the appeal of the town centre for everyone



Priority communication activity

A number of priorities have been identified through resident survey data which align with priorities in the council's strategic plan which, if successfully implemented, will have a positive effect on the lives of residents and enhance the reputation of the council.

Communication and Engagement Action Plan 2018-19

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 2017 – 2018, as well as linking to one or more of the **Corporate Strategic Priorities** as listed:

Corporate Strategic Priorities:

- 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

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.	Mixed media channels including: video, signage, data intelligence from service, press releases, social media, engagement and outreach opportunities, Borough Insight and website. <i>Opportunities to engage with media for radio interviews and TV - KMTV.</i>	Mar 2018 onwards	Service	Increased visibility of prevention measures. Resident knowledge regarding fines – up to £5,000. Reduced number of fly-tips across the borough.
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 by 10%.
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	Reduction in penalties needed to keep the borough clean and tidy. Community responsibility.

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
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.	Jul 2018	Service	To increase knowledge of residents and their use of recycling services. Increase overall recycling rate to 60%. Claim number one spot across Kent for best recycling rates. Current position - number two.
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 (Mar) Autumn (Oct)	Service	To improve areas chosen for litter picks. Increase pride in the area where people live. Increase community cohesion.
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.

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
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.	<p>Borough Insight, social media, service newsletters, website updates, case studies, info videos, 365 Days of Great News content.</p> <p>Media engagement on specific projects.</p>	Mar onwards	Service	<p>Improved sense of safety reflected in resident survey percentages.</p> <p>Raised awareness of joint schemes with MBC and police and any other third party agencies.</p>

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	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	<p>Awareness of project and the investment undertaken by the Council to invest in area.</p> <p>Media impact and positive coverage from local and national press.</p> <p>Increased footfall to town centre.</p> <p>Positive sentiment expressed across channels - viewed as a good use of public money.</p>
Economic Development Priority: 3	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 inwards 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	Service	<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>

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
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)	Jan 2018 -Mar 2019	Service	<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	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>	Jun-Dec 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	Jun 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 and businesses.	Mixed media channels including: Borough Insight, corporate vehicle branding, customer facing staff uniform, digital and letter templates, stationery, website, logos (Tab and Wave).	Jan 2018 onwards	All service areas	<p>Positive branding and repositioning of a fresh look and feel MBC within the minds of all external stakeholders</p> <p>Reduction in costs for vehicle production for branding.</p>
Corporate Direct link to objective	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 and businesses.	Social Media - Facebook, Twitter, Instagram, Borough Insight	1 May 2018 – 1 May 2019	Communications	<p>Improved knowledge of areas of service in the Council for residents</p> <p>Positive news stories in the media</p> <p>Positive engagement across all channels 2.5% average across measured channel</p> <p>Increased social media reach including shares, likes, retweets, impressions, followers, engagement rating</p>

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
<p>Communications</p> <p>Direct link to objective</p>	<p>Borough Insight</p>	<ul style="list-style-type: none"> • Services key messages • Who are your Councillors • Mayoral news • Leader’s Viewpoints • Spotlight on one ward • Community news • Businesses in Maidstone (Business Terrace) 	<p>Residents, visitors</p>	<p>Printed version to 68K residents, online option via website</p>	<p>Mar, Jul and Nov 2018</p>	<p>Communications</p>	<p>Improved communication between the Council, residents and local businesses</p> <p>Increase awareness of public consultations and opportunities to feedback.</p> <p>Improved perception of services and awareness</p> <p>Pride in the Borough</p> <p>Cost neutral channel of communication</p> <p>Improved trust in Council</p>

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
Elections/ Democratic Services Direct link to objective	Local elections (May) and any ongoing Ward Elections	<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 	Residents, Councillors, Parish Council, agents and media.	Mixed media channels including: social media, Borough Insight, HEF forms, press releases, face-to-face engagement, video content and Borough Insight.	Feb onwards	Service	<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>
Elections/ Democratic Services Direct link to objective	Household Enquiry Form/ Annual Canvass – response	<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 	Residents, specific groups: non- registered, unemployed, 24yrs–35yrs, social housing.	Mixed media channels including: face-to-face, drop in sessions, posts, social media and Borough Insight.	Jun-Oct 2018	Service	<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	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	<p>Evidence to support improvement to Maidstone Museum.</p> <p>Increased awareness of facility.</p>
Planning Priority: 2	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	<p>Improved participation in consultation process.</p> <p>Stakeholders feeling better informed.</p>
Policy and Governance 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	<p>Increase awareness of public consultations and opportunities to feedback.</p> <p>Increase respondents to consultations for each survey.</p> <p>Better understanding of budget spend, issues that matter leading to better decision making processes.</p>

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Policy and Governance 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	Jul–Sept 2018	Service	<p>Using most appropriate method of delivery for customer: pick-up points, digital version, and printed copies.</p> <p>Streamlined magazine – more targeted content.</p> <p>Improved engagement with residents – trust and perception of the Council.</p> <p>Improved awareness of services and projects</p> <p>Increase in satisfaction rating for Residents' Survey – 'how well informed do you feel about the services the Council offers?'</p>
Policy and Governance 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	Aug–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>

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Policy and Governance 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	Improved participation in consultation process. Stakeholders feeling better informed about all service areas. Raised awareness and interest in democracy. Sense of belonging and community.
Policy and Governance 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	Improved participation in consultation process. Stakeholders feeling better informed about all service areas. Raised awareness and interest in democracy. Sense of belonging and community.
Policy and Governance 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	Improved participation in consultation process. Stakeholders feeling better informed about all service areas. Raised awareness and interest in democracy. Sense of belonging and community.

Service Area and Corporate Priority	Campaign	Key Messages for Campaign	Audience (external)	Delivery method	Time frame	Budget	Outcomes
Corporate Priority: 1, 2, 3, 4,5 and 6	Strategic Plan	<ul style="list-style-type: none"> New strategic priorities 	Residents, Councillors, businesses and Parish Councillors	Online	Sept 2018	Service	<p>Central and unified vision for the Council.</p> <p>Clear strategic direction and core themes for key stakeholders to act upon.</p>
Corporate Direct link to objective	Budget Consultation	<ul style="list-style-type: none"> Financial priorities Where money is to be divided and how? 	Residents and businesses	Online	Sept 2018	Corporate	<p>Improved participation in consultation process.</p> <p>Stakeholders feeling better informed and able to voice opinion.</p> <p>Knowledge about how public money is being spent.</p>

Evaluating our communication

The team will ensure that each priority campaign is set against clear communication objectives which will be agreed jointly with Directors or Heads of Service.

There are already in place formal measurement mechanisms for our communications and engagement activities. These are in line with communications best practice, and indicate progress towards the achievement of our targets.

We will also continue to support the delivery of the staff survey to evaluate the impact of our internal corporate communication to ensure that every employee feels that they have a voice.

We will regularly review our progress in implementing this strategy and will share updates as required.

