

Marketing and Communications Plan

April 2009 – March 2010

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1.0 Introduction

SASSOT is ideally placed to understand what is happening in sport and active recreation across our geographical area. The independent function and central information hub role of our Partnership allows promotion of success, sharing and celebration of sport. The CSP is in an ideal position to manage communications across its wide range of partners, by interpreting national policies, which are cascaded down from organisations such as Sport England, National Governing Bodies etc, and more crucially in a position to feed back what is and is not working in sport within the local areas. The Partnership will be marketed as a signpost for sport and active recreation organisations and will share information and innovation to ensure effective delivery on the ground. In addition, it is essential that the Partnership develops its advocacy role both on behalf of its wider partners and also to further raise the profile of SASSOT.

The outcomes will be the increased awareness of the value of sport and physical activity; provision of an evidence base of support for the Partnership and a motivated workforce with the competencies and adequate supply of resources to deliver satisfactorily on behalf of the Partnership against Partners' expectations.

2.0 Setting the Marketing & Communications Strategy – SASSOT Delivery Plan 2009-2010

The Partnership's Delivery Plan 2009-2010 sets the strategic direction and emphasises the role of Marketing and Communication as a key function for the Partnership Team. In addition, the Partnership has identified Champions from the Executive Board, utilising the skills and experience of its members to mentor, oversee and support implementation of plans for the various work strands of the core team. Marketing, Communications Champions will assist directly in the area of Marketing and Communications.

3.0 Review of Marketing & Communications for period 2008-09

The year 2008-09 saw a number of successful outcomes delivered against the plan.

- New look website has received over 435,000 hits last year which was over double the amount of the previous year
- Monthly Sport E-newsletter circulated with recorded number of articles being submitted by partners.
- Strong press coverage for CIF projects, Coaches Conference, Sport Unlimited, ACCESS Across Staffordshire, The Youth Games and Special Schools Sports Festival
- Ongoing website developments including expansion of events calendar, video downloads facility installed, clubs database and Sport Unlimited discussion forum
- Delivery of Marketing Workshop by *GoodForm* Marketing agency to both CSN and NGB representatives
- New Coach & Volunteer promotional material produced and distributed to all key venues
- New 'QualityMark' branding established for the generic clubmark programme
- SASSOT continued its commitment to recognising and rewarding local sporting achievement by sponsoring number of local sports awards
- GIS mapping services offer to all partners

4.0 INTERNAL Marketing & Communications – SWOT Analysis (Core Team)

<p>Strengths</p> <ul style="list-style-type: none"> • Good interpersonal relationships • Good use of 'WhereABOUTS' board • Ability to maintain good communication whilst working from home • Consistent brand message from the team, voicemail, email signatures etc 	<p>Opportunities</p> <ul style="list-style-type: none"> • To collaborate on work areas that share a common goal • To establish monthly, informal Core Team meetings regardless of attendance • Efficient use of 'Outlook' calendar and meeting request facility • To create back-up strategies for absenteeism
<p>Weaknesses</p> <ul style="list-style-type: none"> • Becoming self contained within individual work areas and not effectively sharing ideas and providing advice • The specialist nature of work areas means that effective cover can be compromised when a member of staff is absent • Location of staff is fragmented within the building • Volume and storage methods used for the 'P Drive' shared electronic files 	<p>Threats</p> <ul style="list-style-type: none"> • The volume of emails received by staff • The administrative capacity within the team

4.1 EXTERNAL Marketing & Communications – SWOT Analysis (Core Team)

<p>Strengths</p> <ul style="list-style-type: none"> • Diverse range of team skills and expertise • Good partner relationships • Provision of relevant and up to date information • Effective marketing & Communication tools, website and e-newsletter • Providing consultation opportunities on key strategies, documents and policies 	<p>Opportunities</p> <ul style="list-style-type: none"> • Establish who are the marketing leads within each NGB • To communicate better with the ‘end user’ • Produce more promotional material and better utilise the opportunities to distribute this e.g. Training Workshops • Raise the profile of the website and link to the ‘Positive Activities’ website • Use of new forms of marketing e.g. text messaging, social networks such as Facebook • Provide user friendly summary version of the partnerships key policies and strategies • Develop the Club and Coach databases • Better utilisation of sponsorship
<p>Weaknesses</p> <ul style="list-style-type: none"> • Uncertainty as to whether we are communicating to the right people within organisations • Too reliant upon third parties to relay key information • Weak links with the media • Limited knowledge and links directly with clubs • To many strategies which partners do not have the time to digest the detail of • Too reliant on good meeting attendance to drive key work areas forward • Profile of the website 	<p>Threats</p> <ul style="list-style-type: none"> • Filtering the volume and importance of information to partners • Relatively small team • Small budget • Large number of different programme and initiatives to implement and communicate to partners • Loss of the Sport England West Midlands Communications lead • Current financial climate compromising organisations ability to commit time and funds to marketing, communications and sponsorship

4.2 EXTERNAL Marketing & Communications – SWOT Analysis (Steering Group)

<p>Strengths</p> <ul style="list-style-type: none"> • Partner relationships • Effective marketing & Communication tools, website and e-newsletter • Meeting networks • The key central point of information for courses and workshops • Coverage 	<p>Opportunities</p> <ul style="list-style-type: none"> • Link to clubs • Hold press event • Link into Freshers fayre • Utilise the links to 'Change For Life' • Liase with competition managers • Use of 2012 athletes • Links with national events • Add info on SASSOT into the Induction Packs of key partners • The profile of SASSOT & the work that we do
<p>Weaknesses</p> <ul style="list-style-type: none"> • Staffing capacity in certain areas • Information awareness • Budget for advertising • Lack of media follow up • Transfer of information to partners • PR & media contacts 	<p>Threats</p> <ul style="list-style-type: none"> • Funding • Capacity of team

5.0 Commitment to Marketing & Communications

The Partnership Delivery Plan April 2009 –March 2010 focuses upon 3 key Strategic Objectives:

Marketing and Communications (Extending and Sustaining the Influence and Infrastructure)	
Strategic Objective 1:	<u>Marketing & Communications</u> Increased awareness of the value of sport, physical education and physical activity
Strategic Objective 2:	<u>Two Way Communication Systems</u> To develop a 'one stop shop' for information relating to sport and active recreation To interpret policy being fed down nationally and fed back up the delivery chain to support effective delivery at a local level
Strategic Objective 3:	<u>PR & Media</u> To raise the profile and brand recognition of Sport Across Staffordshire & Stoke-on-Trent
Outcomes:	Increased awareness of the value of sport, physical education and active recreation, evidence base of support for the Partnership.

6.0 **Marketing & Communications External Delivery Plan 2009-10**

6.1 ***Strategic Objective One: Marketing & Communications (MC1)***

MC1	What	How	When	Review Status	Who	How Much
Implement Annual Marketing & Communications Plan	MC 1.1 Plan agreed by Executive Board	<ul style="list-style-type: none"> Draft plan for consultation with Board Champions and Marketing & Communications Implementation Group Adoption of Plan by Executive Board 	04/09 04/09		KCEM, Marketing Group and Board Champions, KCEM to lead; supported by: marketing group, marketing, communications and Admin and Partnership Director. Partners to input & help champion/ make the case in their networks.	Overall Marketing & Communications budget 2009-10 £15,000 Staff and Board Champion and Group time
	MC 1.2 Review annual plan	<ul style="list-style-type: none"> Consultation with Marketing & Communication Implementation Group, Board Champions & Director 	04/09			
	MC 1.3 Marketing & Communications Implementation Group Meetings	<ul style="list-style-type: none"> Quarterly meetings & ongoing review of membership 	Quarterly 22/4 15/7 14/10			

6.2 Strategic Objective Two: Two Way Communication Systems (MC2)

MC2	What	How	When	Review Status	Who	How Much
Two Way Communications System	MC 2.1 Develop Central Information Hub	<ul style="list-style-type: none"> External: Provide 'one-stop-shop' for availability of information on accessing sport, physical education and active recreation to partners and local communities External: provide communications in various formats/languages and ensure widened accessibility investigating alternative forms of media. Establish Marketing & Communications within each of the NGBs 	Monthly Updates		KCEM, AO supported by CTS and partners	Officer time plus specific costings as follow
			Monthly Review		KCEM, AO	Officer time plus translation /printing costs £1000
	MC 2.2 Monthly e-Newsletter	<ul style="list-style-type: none"> Issue monthly e-newsletter via subscription-based distribution list Collate newsworthy articles from partners with e-mail reminders and requests at various forums Identify 2 to articles each to appear on the homepage of the website Add all that attend the Education & Training workshops to the newsletter distribution list 	Monthly		AO	Officer time
			Weekly		AO	Officer time
			Monthly		AO	Officer time
			Monthly		ETO	Officer Time



	MC 2.3 Networks with CSP's and lead partners such as LAs, NGB, LEA , SEWM	<ul style="list-style-type: none"> E-mail networks for information sharing 	Monthly Review		Core Team	Officer time
		<ul style="list-style-type: none"> Attend Marketing & Communications meeting with SEWM and CSPs 	Quarterly		KCEM	Officer time
		<ul style="list-style-type: none"> Maintain links with PANWM and disseminate information to partners 	Quarterly		PADM	Officer time
		<ul style="list-style-type: none"> Meeting networks implemented to service all areas of sport, PE and physical activity eg. NGB Forum, CSP/SSP Interace, CSNs, SLCOF etc 	Quarterly		Core Team	Officer time
		<ul style="list-style-type: none"> Ensure that Marketing & Communications is a standard agenda item at SDO and NGB Forum with the relevant steering group member disseminating the information 	07/09 Quarterly		KCEM	Officer time

MC2	What	How	When	Review Status	Who	How Much
Two Way Communications System	MC 2.4 Website Developments	<ul style="list-style-type: none"> Maintain website as an accessible central information hub and marketing tool for the Partnership – and ensure AA accessibility rating. 	Weekly		KCEM, AO, ETO	£3000 website annual maintenance & hosting fee
		<ul style="list-style-type: none"> Monitor and evaluate web traffic and feedback to partners 	Monthly		KCEM	Officer time
		<ul style="list-style-type: none"> Develop forum facility for Sport Unlimited, clubs working towards accreditation 	Weekly		KCEM, AO	Officer time
		<ul style="list-style-type: none"> Populate and maintain events calendar and implement developments 	Weekly		AO	£100
		<ul style="list-style-type: none"> Provide details of CSP structure and contacts, board membership 	Weekly		AO, All Core Team Members	Officer time
		<ul style="list-style-type: none"> Provide links to partners' websites and other useful sites 	Weekly		KCEM, AO, ETO	Officer time
		<ul style="list-style-type: none"> Populate and maintain news features 	Weekly		KCEM, AO	Officer time
		<ul style="list-style-type: none"> Populate & maintain Plans & Strategies page 	Quarterly		AO	Officer time
		<ul style="list-style-type: none"> Produce 2 page summary documents of all SASSOT strategies of post on website 	09/09		Core Team	Officer time
		<ul style="list-style-type: none"> Populate & maintain Databases – club, coach, workshop, 	Weekly		KCEM, AO, CDM, WDM, ETO	£400
		<ul style="list-style-type: none"> Maintain CSPAN web pages 	Quarterly		PADM	Officer time
		<ul style="list-style-type: none"> Provide info on relevant Jobs and careers within and linked to the Partnership 	Weekly		AO	
	<ul style="list-style-type: none"> Encourage reciprocal web links with partners and appropriate organisations 	Quarterly at sub groups		KCEM		
MC 2.5 Mapping service	<ul style="list-style-type: none"> Provide county-wide mapping service facility to partners via membership scheme 	Weekly		KCEM, supported by AO		

	MC 2.6 Annual Report	<ul style="list-style-type: none"> Produce annual report covering 04/08 to 03/09 	07/09		KCEM, AO, core team, partners	£2000 design & print plus officer time
		<ul style="list-style-type: none"> Partner satisfaction survey 	05/09		KCEM	
		<ul style="list-style-type: none"> Implement actions from April 2009 survey 	09/09		Core Team	

6.3 Strategic Objective Three: PR & Media (MC3)

MC3	What	How	When	Review Status	Who	How Much
PR & Media	MC 3.1 PR & Media Releases	<ul style="list-style-type: none"> Make contact with each of the main publications within the county and establish a named contact Hold a Press Event to raise the profile of the work of SASSOT Review Media Atlas listing and update on quarterly basis & strengthen relationships to promote publicity Utilise media release template for uniformity and consistent brand circulation Celebrate CSP and Partner success via established media links Identify elite athletes for promotion and linkages with 2012 potential Create clear local links with National campaigns / awareness weeks and publish press releases accordingly 	08/09 09/09 Quarterly Monthly Weekly Monthly Monthly		KCEM, AO KCEM, Core Team KCEM, AO KCEM KCEM 2012 Co-ordinators x2 KCEM	Officer time
	MC 3.2 Promotional Material	<ul style="list-style-type: none"> Consistent conspicuous use of the Partnership's name, logo, vision and purpose as appropriate on all promotional material, stationery, clothing and communications. Provision of uniform clothing for staff Provision of event support material – banners, portfolio folders and event publicity material – flyers, posters etc Support material for CSP club accreditation and training and education programme Add information about SASSOT into staff induction packs of key partners 	Daily Annually Quarterly 12/08 09/009		AO and SASSOT team AO AO plus Core Team KCEM, AO KCEM, AO	£500 £7,000



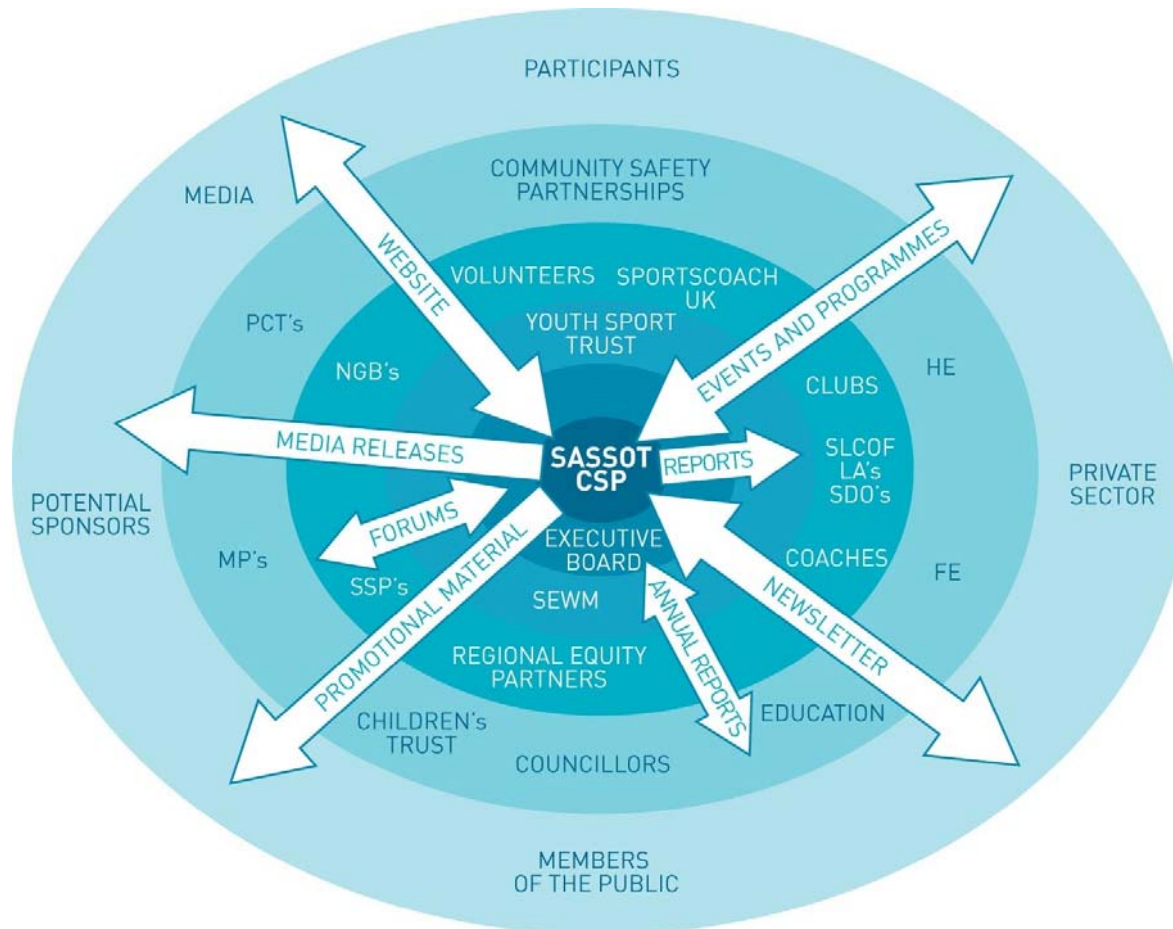
	MC 3.3 Events	<ul style="list-style-type: none"> Link with Staffordshire University 'Welcome Fayre' Co-ordinate Partnership events, venue hire, guest invitations, Sporting Champions, guest speakers, and event logistics and management: <ul style="list-style-type: none"> Playground To Podium Special School Games Grow, Sustain, Excel Staffordshire Event Coaches Conference 	09/09		KCEM, AO	
	MC 3.4 Advertising	<ul style="list-style-type: none"> Agree potential areas of CSP work to advertise an explore opportunities for in kind advertisement 	06/08		PD, SM + Core Team	Officer time
	Mc 3.5 Sponsorship	<ul style="list-style-type: none"> Attract sponsorship from private sector as appropriate 	Monthly review, time limited quarterly		PD, KCEM, Board Finance Champion plus champion input	Officer time

6.4 Marketing & Communications Internal Delivery Plan 2009-10

MC4	What	How	When	Review Status	Who	How Much
Two Way Communications System	MC 4.1 Develop effective internal communication networks	<ul style="list-style-type: none"> Ensure open availability of information via e-mail, shared network drives for all team members 	Ongoing		Core Team	
		<ul style="list-style-type: none"> Mapping exercise of existing P Drive folders and the new achieving system put in place based on common work areas 	06/09		Core Team	
		<ul style="list-style-type: none"> Regular monthly Core Team meetings to be held 	05/09 (Monthly)		Core Team	
		<ul style="list-style-type: none"> All team members to maintain Outlook calendars 	Monthly		Core Team	
		<ul style="list-style-type: none"> A formalised team member induction process to be put in place for all new members of staff 	09/09		Core Team	
		<ul style="list-style-type: none"> Establish contingency plans for absenteeism within individuals work areas 	09/09		Core Team	
		<ul style="list-style-type: none"> Ensure consistency and use of voicemail, out of office assistant and email signatures 	Ongoing		Core Team	
		<ul style="list-style-type: none"> Update main contact list of those changes aware of within the specific area 	Monthly		Core Team	

	MC 4.2 Monthly e-newsletter and website developments	<ul style="list-style-type: none"> ▪ Provide articles for inclusion in the CSP section of the e-newsletter ▪ Pass new partners through to be added to the newsletter distribution list ▪ All members of staff to carry out monthly checks of the web pages they have ownership of 	Monthly		Core Team	
			Ongoing		Core Team	
			Monthly		Core Team	
	MC 4.3 Annual Report & Satisfaction Survey	<ul style="list-style-type: none"> ▪ Provide articles for inclusion in the 2008-2009 Annual Report ▪ Support the implementation of recommendations from the SASSOT Satisfaction survey 2009 	05/09		Core Team	
			09/09		Core Team	
PR & Media	MC 4.4 PR & Media Releases	<ul style="list-style-type: none"> ▪ Put forward press releases for major projects or major funding received 	Quarterly		Core Team	
	MC 4.5 Events	<ul style="list-style-type: none"> ▪ To support the implementation of the partnerships key events <ul style="list-style-type: none"> ▪ Playground To Podium ▪ Special School Games ▪ Grow, Sustain, Excel Staffordshire Event ▪ Coaches Conference 	06/09 07/09 09/09 10/09		Core Team	

6.5 **SASSOT Communication Targets & Media**



7.0 Roles and Responsibilities

SASSOT Marketing & Communications Team

Naomi Bird – Knowledge, Communications & Equalities Manager
Leigh Morton – Administration Officer
TBC - Additional Admin Support

Executive Board Champions

Sue Finnigan, Dave Pinnock – Marketing & Communications

8.0 Glossary of Acronyms

AO	Administration Officer (CSP)
CDM	Club Development Manager(CSP)
CSP	County Sports Partnership
CTS	Core Team Staff (CSP)
ETO	Education & Training Officer (CSP)
FE	Further Education
HE	Higher Education
KCEM	Knowledge, Communications & Equalities Manager (CSP)
LA's	Local Authorities
LSP's	Local Strategic Partnerships
MC	Marketing & Communications
MP's	Members of Parliament
NGB's	National Governing Bodies
PADM	Physical Activity Development Manager
PCT's	Primary Care Trusts
PD	Partnership Director (CSP)
PR	Public Relations
SASSOT	Sport Across Staffordshire & Stoke-on-Trent
SDO's	Sports Development Officers
SEWM	Sport England West Midlands
SLCOF	Staffordshire Leisure & Culture Officers Forum
SM	Sports Manager (CSP)
SSP's	School Sport Partnerships
WDM	Workforce Development Manager