

SHROPSHIRE AND TELFORD & WREKIN SPORTS AND PHYSICAL ACTIVITY PARTNERSHIP

Marketing and Communications Plan 2006-09 – Final

*“Enabling sport and physical activity to be a part of everybody’s everyday life
in Shropshire and Telford & Wrekin”*

**SHROPSHIRE AND TELFORD & WREKIN SPORTS & PHYSICAL ACTIVITY PARTNERSHIP
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Executive Summary

Where are we now?

Current Situation: Previous marketing and communication activities undertaken by the partnership (through the Active Sports Team) have been limited and ad-hoc to date. There has been no systematic approach to communication and sharing of information. As a result, there is no existing identity or strong awareness of the partnership to the wider audience.

Opportunities: Shared ownership, commitment and support from partners
Good relationships and existing links
Network for greater consultation and sharing best practice
Framework for improved, co-ordinated reporting procedure leading to increased funding

Areas of Concern: Lack of systematic two-way communication channels
Poor links with non-competitive sports, private sector and the media
Different demographics and working practices of partners
Continuation of funding after 2009

What do we want to achieve?

Overall Aim Improve the communication of opportunities, successes and best practice across the county to successfully support the partnerships' overall aim of enabling sport and physical activity to be a part of everybody's everyday life in STW.

2006/07 Goals Launch a branding campaign and presence for the partnership and introduce effective communication channels through which awareness of the partnership can be established. The first year will also see the introduction of a central database/ management information system to support effective performance measurement.

2007/08 Goals The focus for the second year will be on developing positive brand recognition and greater awareness of SPA opportunities across the county. Partners will be encouraged to share information and best practice through the development of effective two-way communication channels and regular consultation and feedback opportunities. The database will also be extended to include wider groups and increased input and use from partners.

2008/09 Goals Create ownership of brand by partners and establish the partnership as a flagship CSP for its achievements and working practices. The partnership will be in a position to react efficiently to the needs of partners through on-going consultation, monitoring and evaluation. Successful promotion of SPA opportunities to wider, harder-to-reach groups.

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What do we want to say to whom?

Target Groups: The purpose of the marketing plan is to provide a framework for co-ordinating communication efforts across the county and therefore strengthening the message to our target groups which are recognised as active and non-active participants and organisations from the following sectors: public and private sectors, sport, education, youth, equity and inclusion groups.

Messages: Active Everyone - you don't have to be sporty to be active
Active Life - a little everyday goes a long way
Active Voice - one voice for sport and physical activity

What are we going to do?

2006/07 Actions: A combination of cost-effective marketing and communication activities have been identified in the action plan to achieve the first year marketing goal of STW CSP and to make a positive move towards the partnership's overall aim. Priorities within the action plan include the creation and launch of a brand, development of a new website and electronic partnership news service, establishing positive media relations, production of promotional literature, reports and newsletters, marketing support for events and the development of a central data management system.

What are the resource implications?

Marketing Budget: £24,500 (as identified in the STW CSP action plan)

How will it be measured, monitored & evaluated?

Criteria: Annual partnership survey and focus groups
On-line feedback form
Positive media coverage, monitoring and evaluation
On-line registration for website and partnership E-News service
Participation figures – attendance at internal partnership events as well as other county events
Delivered within budget

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Introduction:

The Shropshire and Telford & Wrekin County Sports Partnership (STW CSP) is a partnership of key agencies committed to establishing a sustainable infrastructure to provide an integrated and unified system for all the community to benefit from sport and physical activity (SPA).

The simple principle of effective marketing and communications - knowing what you should be saying, to who and how - is fundamental to the work of the STW CSP. Marketing and communications is recognised by Sport England as being one of the three key strategic areas that CSPs need to focus on to deliver their goals and objectives. It has been identified through consultation as a real opportunity for partners to work together and add value through a collective approach and offering.

With the overarching aim of striving towards a single, coherent system for sport in the UK and increasing participation in SPA by one percent (participation is defined as 30 minutes of physical activity three times per week), marketing this message and communicating the benefits of SPA to improve uptake and involvement is essential.

Our aim is to build a strong partnership that moves towards these goals by bringing together all interested parties to create a momentum and coherence that develops and improves the provision and delivery of SPA in Shropshire and Telford and Wrekin.

The creation and successful implementation of an effective marketing communications plan forms the basis of ensuring our partners and key target groups know:

- What the STW CSP is
- What it does
- Who it works for and with
- How it can service, inform and support SPA in our county

Integral to this plan is the creation of a partnership management information system which can be adopted and used by the core team as well as individual partners.

The format and structure of the following marketing communications plan is based on the partnership's business plan and action plan.

Quote: "People don't want to be marketed TO - they want to be communicated WITH." (Source: Flint McGlaughlin)

Current Position:

Where are we now?

Previous marketing and communication activities undertaken by the partnership (through the Active Sports Team) have been limited.

- Brand Identity – STW CSP currently has no logo, strap line or widely recognisable identity of its own. The partners have their own logos which some are keen to have recognised through the partnership's new brand. The fact that the partnership currently has no strong brand association or single identity presents an opportunity for marketing and developing a new, all encompassing identity for the partnership.
- Website – the Active Sports Team developed a website (www.shropshiresport.gov.uk) which is hosted by Shropshire County Council. Each SDO is responsible for the content and updating of their particular section. The statistics show that the site is not used to its full potential in terms of users and search engines. It also appears visually inconsistent and parts of it are not updated on a regular basis. The website feedback report (see appendix) rated the site's accessibility, especially for people with disabilities, very high (9.7 out of 10), but found marketing of the site and user satisfaction to be very poor with scores below 2.5 for each.
- @ction Replay Magazine – this has a circulation of 10,000 and is produced 3x per annum to coincide with the start of the new school term. It is aimed at young people, parents and clubs and is distributed to children (via a direct mail database) and through schools, libraries, youth associations and leisure centres. The magazine is valued for its club contact information and details of upcoming coach education courses, but research has identified two areas of concern. The first is that as the content is aimed at both young children and adults, the magazine is not 'owned' by either group. The second is a duplication issue; there are already different forms of communication that each target group receives in which the partnership's news and messages would be more effectively delivered and at a greatly reduced cost to the partnership.
- Communication – apart from @ction Replay, there is no systematic or regular approach to communications and information is shared on an ad-hoc basis which results in limited awareness of the partnership and its achievements across all target groups. There is the need to create greater reliability in any future communication links or new marketing vehicles introduced as this two-way relationship with partners does not currently exist.

Quote: "A brand is not a product – it's the sum total of everything a company does" (Source: Scott Bedbury formerly of Nike and Starbucks)

SWOT Analysis from a Marketing Perspective:

The following SWOT analysis highlights the partnerships strengths, weaknesses, opportunities and threats from a marketing perspective. These have been taken into consideration when forming the strategy and action plan.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Dedicated core team in place • Shared ownership and commitment of partners • National recognition through Sport England • No competition • Existing contacts and links with partners • Support from host partners – SCC and T&W both of whom are excellent councils • Success of Youth Games and DFest • Depth and breadth of partners (LAs, SSPs, Police, PCTs) • SABC & T&W beacon status for services in SPA • Good links with LSPs in Shropshire and T&W 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Lack of identity • Website • Confusion between Active Sports & STW Partnership • Two-way communications between partners • Existing media relations • Large geographical area • Lengthy decision-making process • Engagement of private sector • Links with non-competitive sports • Fragmented working – no collective approach across the county • Importance of SPA dictated by personal agendas • Links with HE & FE establishments • Lack of central database or information system
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Framework for greater consultation • Evidence-based reporting and future investment • Provide a network for sharing best practice • No existing brand identity – blank canvas • London Olympics 2012 • National campaigns and initiatives • Ability to draw on national and regional funding • Links with regional CSPs and SEWM • Centralising information and data storage • Lifestyle trend towards healthier living • National surveys (e.g. Active People) to provide base-line data • Adding value to partners • Diversify into other physical activity areas • Attract wider participation – 16+ and inactive target groups 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Confusion with role and perception of hosting partner • Different demographics and working practices of partners • Continuation of partnership funding after 2009 • Other short-term funding issues • Difficulty accessing sedentary market • Ageing population (in Shropshire) • Expectations in terms of partnership functions

Vision & Objectives:

What do we want to achieve?

To deliver an effective marketing strategy and improve the communication of opportunities, successes and best practice between partners and target groups to successfully support the partnerships' overall aim of enabling sport and physical activity to be a part of everybody's everyday life in Shropshire and Telford & Wrekin.

The very essence of marketing is strategic planning and coordination. The STW CSP will have a yearly marketing plan that weaves together all activities and promotions in a considered and effective manner. This recognises the shift that has taken place within the marketing element of the Active Sports Team from ad hoc operational promotions to a longer term strategic marketing plan. A branding campaign needs to be the first stage of lifting the STW CSP to a new level giving us a springboard to engage with wider sectors.

Marketing and Communication Aims

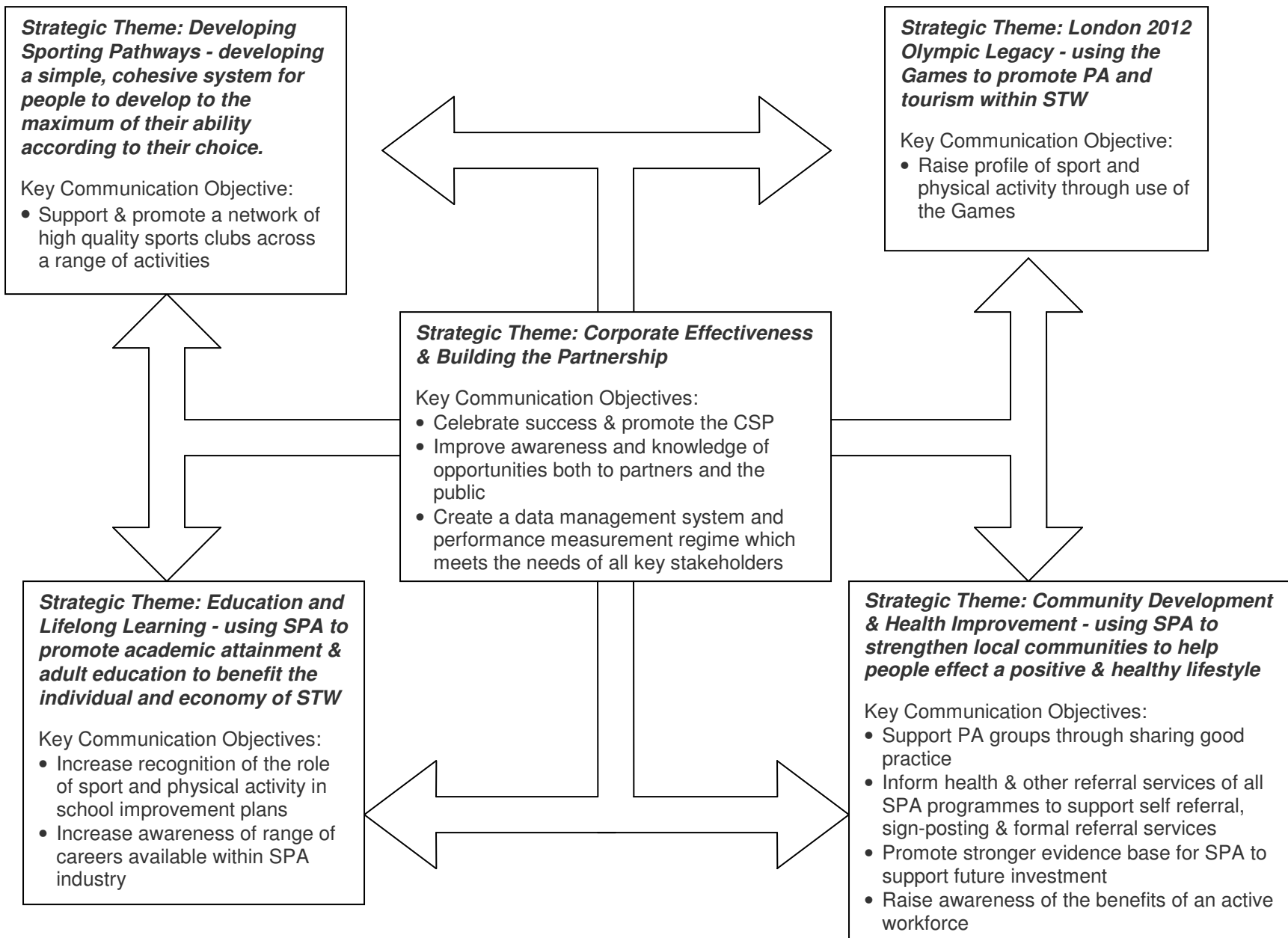
- 1.0 To achieve a strong corporate image and reputation for STW CSP consistent with its vision and values.
- 2.0 To develop and maintain a central database system to support an effective performance measurement structure.
- 3.0 To establish effective two-way communication with partners to promote STW CSP, share good practice and actively engage them in all aspects of the partnership's work.
- 4.0 To create positive communication with the public in order to raise awareness of the partnership, the benefits of physical activity and positively impact participation levels.
- 5.0 To raise the profile of SPA in Shropshire through use of the Olympic Games 2012, national campaigns and events.

Strategic Themes & Objectives

The five marketing aims have been developed from the partnerships' strategic themes and key communication objectives. STW CSP identified five strategic themes in the business plan through a process of analysis of local and national strategic context, local demographics and consultation. The communication objectives within each of these themes are identified below.

"A company's promise [vision] is supported by three key principles: positioning - determining what the promise is; communication - creating an expectation of what the promise is; operations - delivering the promise."

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Key Messages:

What do we want to say?

It is acknowledged that messages communicated by the STW CSP will differ depending on whether the recipient is a partner or member of the public. With this in mind, the marketing and communications strategy has identified the following key messages which all forms of communication should contain to ensure consistency within and across the partnership:

- **Active Everyone - providing sport and physical activity opportunities for everyone**
“You don’t have to be sporty to be active”
- **Active Life - enabling sport and physical activity to be a part of everyday life**
“A little everyday goes a long way”
- **Active Voice - providing a single voice and system for sport and physical activity in Shropshire and Telford & Wrekin**
“One voice for sport and physical activity”

Fact: “Research has revealed that consumers do not remember a marketing message until they hear it seven times”

Target Groups:

STW CSP has identified the following groups as key markets for the partnership:

- **Public Sector:**
Local Authorities; Leisure Centres; Primary Care Trusts; Leisure Trusts; Youth Sport Trusts; Countryside Access Unit & Countryside Agency.
- **Sport:**
County Sports Associations; Clubs – competitive and non-competitive; National Governing Bodies; Coaches; Volunteers & Voluntary Groups; Physical Activity Promotion Agencies.
- **Education:**
Local Education Authorities; Specialist Sports Colleges and Higher/Further Education; School Sports Partnerships – Director of Sports, PDMs, SSCos.
- **Youth, Equity and Inclusion groups:**
Girls & Women's' Groups; Youth Groups; Disability Groups; BME Communities; Priority Areas; Over 45s/ Over 65s.
- **Private Sector:**
Gyms/health clubs; Chambers of Commerce.
- **Participants:**
Active & Non Active - these are split into four groups: sporty types; mild enthusiasts; on the subs bench; couch potatoes.

Fact: Seniors are one of the fastest growing demographics on the web - 28% of people over 65 years in the UK have internet access (Source: Ofjel)

2006-09 Marketing Goals:

What is our long-term vision?

- **2006/07 Goals**

Create distinction between Active Sports and CSP.

Create awareness and establish a presence for the partnership through a strong image.

Introduce effective communication channels to give a good springboard to further develop relationships and consultation.

Implement a central database and management information system to support effective performance measurement.

- **2007/08 Goals**

Create positive perception of partnership & develop brand recognition with a wider audience.

Enable effective two-way communication and encourage sharing of information and best practice.

Develop the database/management information system to include wider groups and greater input/use from partners.

Establish regular consultation and feedback opportunities to enable the development and continuous improvement of marketing and communication activities.

Create greater awareness of SPA opportunities and benefits across the county.

- **2008/09 Goals**

Sustain positive perception towards partnership.

Create ownership of brand by partners.

Gain regional/ national recognition for partnership achievements and working practices - flagship CSP for SEWM.

React efficiently and effectively to marketing and communications needs of partners through on-going consultation, monitoring and evaluation.

Develop awareness of SPA opportunities and benefits to wider audience (e.g. sedentary groups).

Action Plan 2006/07:

1.0 To achieve a strong corporate image and reputation for STW CSP consistent with its vision and values				
Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
1.1	Create distinction between the previous Active Sports Team and the new STW CSP and clarify the role of STW CSP.	<p>Partnership team to meet all partners face-to-face before September 2006.</p> <p>Press release to be distributed August 2006.</p> <p>Communication sent to schools and physical activity organisations, introducing the partnership team. Communication to schools to coincide with start of new school term and highlight the website for updated club contacts in light of @ction Replay discontinuing.</p>	<p>Formal feedback obtained from partnership survey/focus groups in February 2007 to coincide with annual conference (see section 1.7 and 3.10).</p> <p>Media coverage secured.</p> <p>Number of new relationships established with physical activity groups.</p>	<p>Staff time and postage.</p> <p>£1k for partnership survey/focus groups.</p>
1.2	Develop standardised email signature and telephone response by core team. Strap line on email to change each month to reflect the partnership's key messages. Current SPA statistics, sporting quotes and awards to be incorporated as appropriate.	Standardised email signature and telephone response to be adopted by 30 th August 2006.		Staff time.

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Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
1.3	Develop new 'single' identity for STW CSP.	Design brief agreed by 13 September 2006. Core team and partners to adopt new identity by November 2006.	Number of partners using the new logo in their communication. Focus groups to be established one year after implementation of new identity to evaluate its success (see section 3.10).	£1.5k
1.4	Produce partnership collateral incorporating logo and strap line – material to include letterheads, continuation paper, business cards, compliment slips, standard fax headers and generic exhibition stands. Email signature to reflect new brand.	Collateral received in December 2006.	See above.	Printing costs included in stationary budget.
1.5	Launch new partnership brand to partners and the public. Identify appropriate 'teaser' campaign. Creation of new website, first issue of partnership newsletter and E-News to coincide with the launch of the brand (see section 3.1, 3.4 and 3.5).	Brand to be officially launched at annual conference in February 2007. Launch plan to be agreed by October 2006.	Number of attendees at conference. Focus groups (see section 3.10)	Staff time. Launch costs included in promotional budget of £6k.

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Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
1.6	<p>Create brand guidelines for core team and partners to ensure the correct and consistent use of the STW CSP brand in all communications.</p> <p>Guidelines to be made available on the website and via E-News.</p>	<p>Brand guidelines made available in November 2006.</p>	<p>Delivery and monitoring of use by partners.</p>	<p>Staff time.</p>
1.7	<p>Promote the annual partnership conference.</p>	<p>Conference to be held in February 2007.</p> <p>Format of conference to be agreed by October 2006.</p>	<p>60 attendees at conference across the partnership.</p> <p>Year-on-year % growth in 2008.</p>	<p>Staff time.</p> <p>Marketing costs to be incorporated into delivery cost of event (£1k).</p>
1.8	<p>Promote partnership annual awards including presentation evening.</p> <p>Highlight nomination process via website, E-News and press releases.</p> <p>Investigate profiling opportunities for presentation awards – e.g. use of 2007 Sporting Champion allocation; exclusive sponsorship deal with local radio station or newspaper.</p>	<p>Agree nomination process and format of presentation evening by January 2007.</p> <p>Presentation evening to be held in May 2007.</p>	<p>Number of nominations received.</p> <p>60 attendees at presentation evening.</p> <p>Positive media profile of event in key local and regional publications.</p>	<p>Staff time.</p> <p>Marketing costs to be incorporated into delivery cost of event (£1.5k).</p>

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Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
1.9	Support the production and design of the annual report to reflect the partnership's new brand.	Companies identified for production of report by January 2007. Annual report ready for May 2007.		Staff time. £1k
1.10	<p>Promote the partnership – raise the profile of the core team and communicate their successes on a regular basis through the various marketing mechanisms identified:</p> <ul style="list-style-type: none"> • Core team page on website • Press releases • E-news • Quarterly/ annual reports & publications • Partnership awards & presentation evening 	Identify one internal good news story per month to promote across all communications (including the launch see section 1.5)	<p>Awareness and perception of the core team to be evaluated as part of the survey/focus groups (see section 3.10).</p> <p>Commitment of partnership funding after 2009.</p>	<p>Staff time.</p> <p>Costs to be taken from promotional budget (see section 1.5).</p>

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2.0 To establish and maintain a central database system to support an effective performance measurement structure

Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
2.1	Investigate cost and research options for data management systems of clubs, coaches and volunteers for whole partnership. Options for developing an integrated customer relationship system to be considered. Approach other WM CSPs with view of developing a regional project team.	Research and identify companies by end of September 2006.		Staff time.
2.2	Consult partners to establish their needs, interest levels and cost sharing possibilities. Company/companies identified through the research to present to partners to engage their interest and financial support if required.	Consultation and presentation to be complete by mid October 2006.	Number of partners giving formal expression of interest.	Staff time.
2.3	Identification of data management system and host organisation.	Contract to be signed by end of October 2006.		£10k
2.4	Secure buy-in from partners to populate database and co-ordinate on-going data management processes to ensure its continued update.	All data for initial input to be gathered by December 2006.	Number of partners signing up to system.	Staff time.

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Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
2.5	<p>Organise training session of data management system for core team and key partners.</p> <p>Training to be given to core team and key partners by external company.</p> <p>Core team to take lead in the training of all other partners as and when partners sign up.</p>	<p>Core team and key partners to be trained by January 2007.</p>	<p>Number of partners trained.</p>	<p>Staff time.</p> <p>Cost of initial training session to be incorporated into system set-up costs (see section 2.3).</p>
2.6	<p>Partnership data management system to go live.</p>	<p>System in place and functional by January 2007.</p>	<p>Fit for purpose.</p> <p>Number of registered and active users of database.</p>	
2.7	<p>Analysis of Sport England physical activity survey - 'Active People' - to create base-line data and support evidence-based performance measurement system.</p> <p>Results to be promoted to partners via E-News (see section 3.4).</p>	<p>Training of core team member in September and November 2006.</p> <p>Results available in December 2006.</p>	<p>Data to be used to monitor and evaluate partnership success on an annual basis.</p>	<p>Staff time.</p> <p>Possible cost implications for future Active People surveys.</p>

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3.0 To establish effective two-way communication with partners to promote the partnership, share good practice and actively engage them in all aspects of the partnership's work.

Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
3.1	<p>Create partnership website incorporating new identity and brand.</p> <p>Identification of dedicated web editors and delivery of appropriate training to ensure internal management of website.</p> <p>Features to include:</p> <ul style="list-style-type: none"> • Latest partnership and industry news • Club directory • Partnership overview • Sporting and physical activity fact files • Virtual discussion forums • Dedicated coaches and volunteers pages • Site search engine and FAQ • What's on calendar of events • Equality & disability in sport • Job opportunities • Media section • Be inspired – case studies • Partner links and other useful websites • Core team page • Successes & heroes • Feedback mechanism 	<p>Website to go live December 2006.</p> <p>All training to be complete by December 2006.</p>	<p>User review report of existing website produced (see appendix) to establish comparative indicators.</p> <p>On-line registering system to be developed to give partners added value in terms of accessing information and data the public cannot. Registering to be used for data collection and to monitor type of organisations using the site.</p> <p>Monitoring feedback form response.</p>	<p>Staff time.</p> <p>£5k</p> <p>Costs to include developing, hosting and IT support.</p>

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Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
3.2	On-going monitoring, developing and updating of website to ensure its continual effectiveness. Partners to be consulted through marketing and communications group (see section 3.8).	STW CSP communications group to be established by September 2006.	See above.	Staff time. Cost of site developments and additions part of promotional budget (see section 1.5).
3.3	Develop existing website in the interim to ensure partners and public have access to up-to-date information and contact details.	Member of core team to undertake web editor training in August 2006. Website to be updated by 1 September 2006 to coincide with start of new school term.	User review report to be used as base-line data for website usage.	Staff time.
3.4	Creation of E-News – partnership electronic newsletter. Frequency to be bi-monthly*+ initially with view to increase circulation to weekly once established. Encourage partners to see E-News as their forum to share information, ensuring each issue contains a fair balance of general news and those submitted by partners.	First E-News to be sent in December 2006 once branding is established to avoid confusion and ensure consistency.	Number of people signing up to receive E-News on a regular basis. Number of items suggested for inclusion by partners. Target of two items per issue to be submitted by partners.	Staff time. Part of website budget (see section 3.1).

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Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
3.5	<p>Establish quarterly newsletter to highlight progress of partnership, case studies and share good news stories.</p> <p>The newsletter will replace @ction Replay, but will only be distributed to partners. Information previously contained in @ction Replay to be distributed via the website, E-News and the quarterly newsletter depending on its content.</p>	<p>First newsletter to be sent out February/March 2007.</p>	<p>Partnership survey/focus groups (see section 3.10).</p>	<p>Staff time.</p> <p>Costs included in promotional budget (see section 1.5).</p>
3.6	<p>Develop a series of case studies to support and evidence the benefits of physical activity.</p> <p>Use case studies to encourage active lifestyles in the work place, support physical activity groups through sharing good practice and increase recognition of the role of SPA in school improvement plans.</p> <p>Case studies to be divided between project-based examples and personal profiles.</p> <p>Individual case studies to be highlighted on website, in quarterly newsletter and annual report.</p> <p>Research and consult the viability of a user-friendly, informative display pack for distribution of case studies to partners and appropriate groups in 2007/08.</p>	<p>9 case studies to be produced by March 2007:</p> <ul style="list-style-type: none"> • 3 to support school sports partnerships • 3 to support PA groups • 3 to support active work places <p>Evaluate need for case study display pack in February 2007 (as part of survey/focus groups).</p>	<p>Increased funding for partnership and individual projects.</p>	<p>Staff time</p> <p>Possible costs for display pack from 2007/08 marketing budget.</p>

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Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
3.7	<p>Develop systematic two-way approach to sharing good practice across the county and between partners.</p> <p>Mechanisms to include:</p> <ul style="list-style-type: none"> • Dedicated page on the website • Partnership quarterly newsletter • Annual conference and awards evening 	<p>Web page live by December 2006.</p> <p>Newsletter distributed February/March 2007.</p> <p>Annual conference February 2007.</p> <p>Annual awards evening May 2007.</p>	<p>See above.</p>	<p>Staff time.</p> <p>See relevant section: 3.1 - Website 3.5 - Newsletter 1.7 - Conference 1.8 - Awards</p>
3.8	<p>Establish partnership communications group to ensure all partners are involved with the marketing process and are consulted on issues such as the development of the brand, website and newsletter.</p>	<p>First meeting to take place in September 2006.</p>		<p>Staff time.</p>
3.9	<p>Develop mechanisms for partners to 'have their say' and provide feedback on the work undertaken by the partnership to encourage two-communication.</p> <p>Mechanisms to include:</p> <ul style="list-style-type: none"> • Annual survey/focus groups – first one to be linked in with partnership conference (see section 3.10) • Encourage feedback and input via the newsletter and E-News • On-line discussion forums on the website • Website feedback form 	<p>Annual survey/focus groups February 2007.</p> <p>Newsletter distributed February/March 2007.</p> <p>First issue of E-News December 2006.</p> <p>Discussion forums and on-line feedback form live in December 2006.</p>	<p>Create central document in order to evaluate regularity, content and source of comments.</p> <p>Ensure all feedback received is responded to within 48 hours.</p>	<p>Staff time.</p> <p>See relevant section: 3.10 - Survey 3.5 - Newsletter 3.4 - E-News 3.1 - Website</p>

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Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
3.10	<p>Develop an annual survey/ focus groups of partners to monitor opinion and effectiveness of services being provided by the partnership.</p> <p>First survey/focus groups to be linked in with the annual partnership conference in February 2007.</p> <p>Survey results to form base-line data.</p> <p>Results to be evaluated and publicised via the website and E-news.</p> <p>Part of TAES self-assessment process.</p>	<p>Survey/groups to coincide with annual conference in February 2007.</p> <p>Results made available in March 2007.</p>	<p>Number of respondents/volunteers.</p> <p>Results to be used as indicators for future polls.</p> <p>Improved TAES rating.</p>	<p>Staff time.</p> <p>See section 1.1.</p> <p>Investigate the option of developing an on-line survey to support the focus groups to minimise costs.</p>
3.11	<p>Create and maintain central on-line data bank in which research documents, logos, images and media contact details will be stored and can be accessed and used by registered partners.</p>	<p>Data bank to be in place by December 2006.</p>	<p>Develop an on-line log-in system in which visitors to the website can register to access certain aspects of the site including the databank and Active People results when available.</p>	<p>Part of the website development budget (see section 3.1)</p>
3.12	<p>Investigate and establish links with partners who already have communication vehicles in place in order to promote partnership messages and news more efficiently and avoid duplication where possible.</p>	<p>6 regular mechanisms for communication to be identified by January 2007.</p>	<p>Monitor coverage and evaluate demographics of target groups reached.</p>	<p>Staff time.</p> <p>Part of promotional budget (see section 1.5).</p> <p>Costs minimised by placing articles and not adverts where possible.</p>

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Ref	Key Actions	Target & Timescale	Measuring Success	Resource Implication
3.13	Strengthen existing relationships with competitive and non-competitive SPA groups to support partnership's agenda and engage a wider audience.	3 new physical activity groups 'signing up' to the partnership by January 2007.	<p>Increase number of key delivery partners by 3.</p> <p>Number of people registering on the website and signing up to E-News.</p>	Staff time.

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4.0 To create positive communication with the public in order to raise awareness of the partnership, the benefits of physical activity and positively impact participation levels.

Ref	Key Actions	Target & Timescale	Measuring success	Resource Implication
4.1	<p>Establish media contacts database and develop media relations with local, regional and appropriate national press, radio and television. Partner publications and specialist sport and physical activity publications to be included.</p> <p>Media contacts database to incorporate media evaluation, distribution figures and demographics.</p> <p>Database to be used for benefit of partners without media knowledge – core team to provide advice and support for partner’s media activities.</p>	<p>Media database to be complete by September 2006.</p>	<p>Establish internal press cuttings system to monitor media coverage (see section 4.3).</p>	<p>Staff time.</p>
4.2	<p>Identify and proactively promote news stories that support the partnership’s key messages and objectives.</p> <p>News stories which positively promote the following priority groups given priority:</p> <ul style="list-style-type: none"> • Girls and women • BME groups • Disability groups • Those on lower incomes • Over 45’s and over 60’s 	<p>Distribute at least 1 press release per month to sustain a presence for the partnership and its work.</p>	<p>See section 4.3.</p>	<p>Staff time.</p> <p>Printing and postage costs part of promotional budget (see section 1.5).</p>

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Ref	Key Actions	Target & Timescale	Measuring success	Resource Implication
4.3	<p>Develop press cuttings system to monitor partnership news and initiatives.</p> <p>Develop internal system to share good news stories and coverage with partners – distribution of key coverage via E-News.</p> <p>Investigate external press cuttings service for implementation in 2007/08.</p>	<p>As appropriate.</p> <p>External companies identified by March 2007.</p>		<p>Staff time.</p> <p>Cost of any subscriptions from promotional budget (see section 1.5).</p> <p>Cost of external press cuttings service from 2007/08 budget if appropriate.</p>
4.4	<p>Promote a network of high quality sports clubs across a range of activities.</p> <p>Investigate GIS mapping capabilities, licence implications, training and co-ordinate the collating of data for inputting.</p> <p>Audit and promote sports club provision via the website.</p>	<p>GIS mapping system to be in place in September 2006 to coincide with start of new school term.</p> <p>System to go live with priority sports. Other sports and physical activity groups to be added by January 2007.</p>	Website usage.	Staff time.
4.5	<p>Work with partners to ensure existing and new websites and literature is fit for purpose - public-facing and user-friendly in terms of content and accessibility.</p>	<p>September 2006 for existing website.</p> <p>December 2006 for new partnership website.</p> <p>On-going monitoring of sport literature and guides.</p>	Website usage and feedback. Consultation on sporting literature.	<p>Part of website development budget (see section 3.1).</p> <p>Staff time.</p>

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4.6	<p>Develop links with private organisations/ main employers in STW to encourage active lifestyles in the workplace.</p> <p>Feed partnership messages/ news into appropriate internal communication channels and identify potential joint-working opportunities for partners.</p>	5 companies to be identified by December 2006.	<p>Positive coverage secured in internal communications.</p> <p>Number of organisations signing up with intention of introducing new SPA initiatives for employees.</p>	Part of promotional budget (see section 1.5).
4.7	<p>Investigate possibilities of joint-working with regional CSPs to develop a West Midlands E-Zine in conjunction with Leisure Management/ Leisure Opportunities.</p> <p>Regional working group already in place.</p>	Working group to complete viability of project.	To be determined if project goes ahead.	<p>Staff time.</p> <p>Costs to be advised.</p>

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5.0 To raise the profile of SPA in Shropshire through use of the 2012 Games, national campaigns and county-wide events

Ref	Key Actions	Target & Timescale	Measuring success	Resource Implication
5.1	<p>Investigate opportunities to raise the profile of SPA in the county through use of the Games and national activities promoted in the run-up. Opportunities to be fed through the STW 2012 sub-group.</p> <p>Liaise with the Games press and marketing team and develop a local marketing plan to maximise upon events and publicity generated by the Games on a national level.</p>	<p>Establish contacts with national press team by September 2006.</p> <p>County 2012 marketing plan to be in place by January 2007.</p>		<p>Staff time.</p> <p>Part of promotional budget (see section 1.5).</p>
5.2	<p>Investigate national campaigns (e.g. Everyday Sport) which have potential to be promoted locally in order to support partnership messages and further raise awareness of benefits of SPA.</p> <p>Create links with local initiatives and campaigns, such as Lets Get Physical and Walking For LIFE, to ensure promotional activity is dovetailed.</p>	<p>On-going monitoring of national campaigns through Sport England and other associated SPA bodies.</p> <p>Distribution of releases as appropriate.</p>		<p>Staff time.</p> <p>Part of promotional budget (see section 1.5).</p>

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Ref	Key Actions	Target & Timescale	Measuring success	Resource Implication
5.3	<p>Maximise publicity potential of county-wide events including the Shropshire Youth Games (SYG), DFest and the Coaches Conference.</p> <p>Co-ordinate media releases and monitoring, guest appearances and sponsorship opportunities.</p> <p>Identify suitable events for use of the partnership's sporting champion allocation.</p> <p>Identify local and regional events to communicate partnership message, particularly those which attract non-competitive types and the sedentary market such as sponsored fun-runs, charity events etc.</p>	<p>Identify marketing opportunities for DFest by October 2006.</p> <p>DFest to be held in March 2007.</p> <p>Future of SYG to be decided in October 2006.</p> <p>Event to be held in June 2007.</p> <p>Identify marketing opportunities and agreed publicity plan for SYG by March 2007.</p>		<p>Part of promotional budget (see section 1.5).</p>
5.4	<p>Continue to assist in the evaluation and communications of partnership events, taking into account feedback received from previous events, ensuring they are beneficial to all partners.</p>	<p>As appropriate.</p>		<p>Staff time.</p> <p>Media/marketing support from the promotional budget if required (see section 1.5).</p>

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Resources

What are the resource implications?

- In terms of staff time, delivery of the STW CSP marketing and communications plan is the responsibility of the Information and Communications Officer with support from the core team.
- Funding to deliver the marketing and communications plan has been secured as part of the establishment and development of the partnership through Sport England. The total marketing and communications budget is £24.5k as identified through the partnership's action plan for 2006/07. The breakdown of this budget is as follows:

Marketing & Communications Activity	Cost	Marketing Plan Ref	CSP Action Plan Ref
Partnership survey and focus groups	£1,000	Ref 1.1 & 3.10	Ref 2.2
Creation of new brand/identity	£1,500	Ref 1.3	Ref 5.0
Annual report	£1,000	Ref 1.9	Ref 5.0
Management information system	£10,000	Ref 2.3	Ref 5.0
Website and E-News creation	£5,000	Ref 3.1 & 3.4	Ref 5.0
Breakdown of £6k Promotional Budget:			Ref 5.0
Press releases and photo-calls	£800	Multiple	Multiple
Launch of new brand	£1,000	Ref 1.5	Ref 5.0
On-going website development	£700	Ref 3.2	-
Newsletter – issue one	£1,300	Ref 3.5	Ref 5.0
Promotional literature, flyers and adverts	£1,000	Ref 3.12 & 4.6	-
Media (newspaper and magazine) subscriptions	£200	Ref 4.3	-
Promotion of Olympic Games, other national campaigns & county events (e.g. SYG, DFest & Coaches Conference)	£1,000	Ref 5.1, 5.2 & 5.3	-
TOTAL MARKETING BUDGET	£24,500		

Consultation Process

Who have we talked to?

- A partnership communications group is to be established to encourage active involvement and engagement from the partners whilst ensuring their needs are continually met through any marketing initiatives undertaken. The group will include representatives from the partners and will drive, support and monitor progress of the marketing and communications plan. See section 3.8 in the action for more details.
- A draft version of the STW CSP marketing communications plan will be circulated to members of the Management Board and discussed by the Management Board Sub-Group on 13th September 2006.
- The plan will then be presented to the STW CSP Management Board on 3rd October 2006 for final sign-off.

Quote: "Tell me and I'll forget; show me and I'll remember; involve me and I'll understand." (Source: Confucius)

Evaluation

How will it be measured, monitored & evaluated?

- We have established measurement criteria for each action to ensure that the campaign delivers against its objectives and provides a tangible return on investment.
- Measurement criteria as detailed in the marketing and communications action plan include:
 - Focus groups
 - Annual survey
 - On-line feedback form
 - Positive media coverage & evaluation
 - On-line registering for website & e-news
 - Participation figures – internal and external events
 - Delivered within budget
- The targets and timescales allocated for each key activity will be regularly monitored the Business Development Manager, who reports directly to the Partnership Manager. Progress will be reported at each Management Board meeting and shared to the wider partnership on a quarterly basis.
- Final evaluation in March 2006 before formulating 2007/08 marketing and communications action plan.

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Glossary:

BME	Black and Minority Ethnic Groups
CSP	County Sports Partnership
LSP	Local Sports Partnership
PCT	Primary Care Trusts
SABC	Shrewsbury & Atcham Borough Council
SCC	Shropshire County Council
SDO	Sports Development Officer
SEWM	Sport England West Midlands
SPA	Sport & Physical Activity
SSP	School Sports Partnership
STW	Shropshire Telford & Wrekin
SYG	Shropshire Youth Games
TAES	Towards An Excellent Service
T&W	Telford & Wrekin

Appendix:

Appendix One: Website Performance Report (see attached)