

Evaluation of Media Trust's Marketing & Communications Targeted Programme for Support Providers

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i Executive Summary

Media Trust is the lead partner and accountable body for the National Support Service workstream in Marketing and Communications. The programme aims to benefit support providers across the English voluntary sector in two ways: by building a solid marketing and communications infrastructures; and developing support providers' marketing and communications skills and capacity.

National Support Service Achievements;

- Over 200 service users surveys demonstrating overwhelmingly that the programme had improved their confidence and knowledge of marketing and communications
- The majority of respondents pointed to demonstrative practical impacts of their involvement in the programme
- 72% of charities cited that they had received more enquiries into their organisation as a result of their involvement and knowledge received through the Media Trust support programme
- 20% had received more service users
- 13% had attracted more volunteers
- 10% felt they had been more successful in fundraising since accessing the support programme
- 5% had received more donations since they had accessed the support programme.
- A large majority of service users surveyed (79%) felt that the advice given to them was relevant to their organisation.
- 48% of respondents surveyed felt that they were more confident in managing their organisations marketing and communications since accessing the support programme
- Barriers to implementing change included time restraints (43%) lack of necessary finance (34%) and lack of staff with appropriate skills (18%).

Key Recommendations

- Continue to offer the varied range of support provision as the array of services enables a wide variety of agencies to access the relevant support
- Improve on-line resources and support channels
- Improve appropriate Media Matching 'matches'
- Allow for increased control or sign-off of published material from the Community Newswire service
- Communicate more explicitly the exact level or 'pitch' of the training workshops
- Improve the internal management of an up-to-date client contact database
- Provide more regional workshops and seminars.

1. Introduction, Aims and Objectives

This report provides a detailed analysis of Media Trust's Targeted Marketing and Communications Programme for support providers. Support providers are described as an organisation that gives practical support to voluntary organisations or community groups, including;

- A local support and development organisation
- A finding support organisation
- A local area partnership
- A public or private sector organisation such as a local government department or social enterprise.

The Marketing and Communications programme offered to this sector by the Media Trust is varied in nature in order to offer support in numerous guises to satisfy the array of needs. The specific and distinct services offered which were subject of analysis throughout the research include;

1. **Marketing and Public Relations Seminars and Workshops** designed specifically for support providers
2. Subsidised places on **Media Trust Open-Training Courses**
3. **Media Matching Service.** Matching charities with volunteer marketing, media and communications professionals
4. **Community Newswire** On-line Support. Providing professional journalistic support to prepare submissions to Community Newswire, a mechanism to distribute news articles via the Press Association's newsfeed into the newsrooms of regional and national media
5. **One-to-one intensive consultation** support between a communications expert and the charity to advise on ways to increase marketing and communications effectiveness
6. **On-line free resources** provided via the Media Trust website.

The evaluation of the programme involved analysis and interpretation of a range of data sources, those being;

- 15 in-depth telephone interviews with charity support provider staff who accessed one or more of the support outputs
- On-line survey of service users
- Observation at one of the Marketing and Public Relations Seminars
- Analysis of existing Media Trust monitoring and evaluation feedback material.

This report presents an independent review of support programme to date and the impact upon the charities receiving support. Having considered the impacts and the project's wider influence we will then present a series of recommendations for future programme development.

The research was commissioned by Media Trust to provide an independent review of Media Trust's Targeted Marketing and Communications Programme for support providers.

2. Media Trust Marketing and Communications National Support Service Programme

2.1 Programme background, aims and objectives

Media Trust is the lead partner and accountable body for the National Support Service workstream in Marketing and Communications. The programme aims to benefit support providers across the English voluntary sector in two ways: by building a solid marketing and communications infrastructures; and developing support providers' marketing and communications skills and capacity.

The Marketing and Communications National Support Service Programme, deliver by Media Trust has four central aims;

:

- Increasing confidence of support providers
- Increasing knowledge of support providers
- Improving skill of support providers
- Improving practice/changing behavior of support providers

3. Research Methodology and Approach

3.1 Contact Database Cleaning

Before any consultation could begin with the client group, a thorough cleaning of existing contact data was required. This was crucial as it was vital that those contacted by the research team were existing Media Trust support service users. The initial contact database sent through to Substance on 11th October contained errors and duplications. This was realised after a period of time was spent selecting respondents and filtering for a valid respondent list. As such a replacement database was sent to Substance on 22nd October. The list contained 3161 contacts. The thorough contact database cleaning process resulted in the following intelligence relating to the status of the contacts, which was subsequently segmented as follows;

Contact List Segmentation	Total Numbers
Service Users without e-mail address contacts	303
Non-service users	1242
Total E-mail Sample	[1616]
Delivery Status Notification: Failure No E-mail address	184
Interview Respondents not to be contacted	14
On maternity leave	10

Internal Media Trust contacts	10
No longer at the organisation	49
Wish to unsubscribe from the list	41
Incorrect name with e-mail	36
Valid questionnaire contacts (service users with valid e-mail addresses)	1272
<u>Total number of contacts on Media Trust Contact Database</u>	<u>3161</u>

The segmentation was facilitated through utilising the Substance Views on-line monitoring and evaluation tool. This enabled clear separating and allocation of services accessed by the distance contacts. Essentially the system was used in this instance as a 'customer relationship management' system to store all the relevant contact data.

3.2 Service users questionnaire design, collection and analysis

Content, Design and Build

Following the scoping stage Substance prepared a series of questions to measure the overall outcomes of the programme. The draft questionnaire was submitted to Media Trust on 7th October 2010 and we received feedback and sign-off on 1st November 2010.

Testing: Pilot Phase

The questionnaire was built and tested both internally with other Substance research staff and externally by three support providers. Recommendations from this testing period were considered and necessary amendments made. The pilot and amendment phase took place between 1st and 8th November 2010.

Pre-questionnaire contact e-mail

An introductory e-mail was sent to a total of 1616 individual contacts, on the 25th October 2010, who were identified as having received support from the Media Trust's Marketing and Communications National Support Service Programme. The e-mail was aimed at increasing response rate by familiarising respondents with the concept of the research and questionnaire. Respondents were also provided with the opportunity to opt-out of the research at this stage. [See appendix 1 for pre-questionnaire contact e-mail content]

Launch of Live Survey

Having been tested and refined the final questionnaire was submitted to a final valid respondent sample of 1272 contacts on 8th November 2010. After a flurry of respondent activity the numbers of completed surveys began to slow down and as a result the live data collection period was extended until 24th November. Two follow-up reminder e-

mails was sent to all non-respondents on 19th November detailing the questionnaire extension and the final reminder was sent out on 24th November.

Cleaning and Analysing data set

Before analysing the data set, the research team cleaned the data to remove spurious entries. A total of 206 on-line questionnaires were submitted, two of which were invalid and one of which had all question data missing, resulting in 203 valid questionnaire responses.

Response Rate

Final Valid Respondent Count	1272
Total Valid Responses	203
Response Rate	16%

3.3 Qualitative interviews

The fifteen respondents were selected by Substance from a list provided by Media Trust which represented their 'super-users'. This term describes a charity that accessed more than one service area rather than accessed the same service area more than once in order to provide a deeper understanding and a degree of comparability of the services provided by Media Trust. The respondents were selected in order to show diversity across the variety of services accessed and regional spread.

The fifteen MP3 Skype recorded telephone interviews were conducted by the Substance research team between 22nd October and 10th November 2010. [See Appendix 3 for full list of Respondents and Organisations].

The interview recording were transcribed and thematically analysed by the research team in order to provide an account of repeat themes.

3.4 Event observations and evaluation

The lead researcher observed a marketing workshop titled, 'How to Hit the Headlines' on 3rd November 2010 which took place at the University of Leeds. Observational notes were taken alongside analysis of the Media Trust evaluation of this event. The findings from this observation provide a deeper understanding and feel for the services provided by the Media Trust's support programme.

4. Media Trust’s Marketing and Communications National Support Service Programme: Support User Views and Feedback

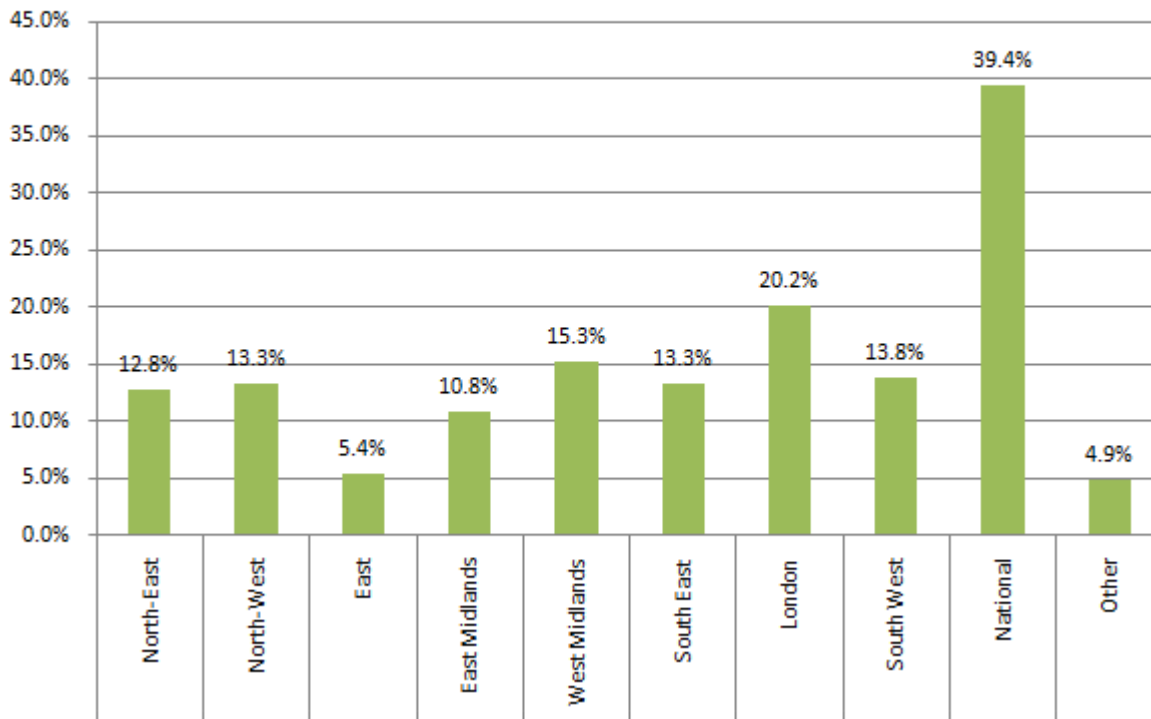
This section of the report brings together support user views from the qualitative interviews and the results from the on-line questionnaire. The findings are presented in a thematic manner in order to provide an overview of the central emergent themes. This begins with an introduction to the nature of our sample and their existing structures which were in place prior to their involvement with the programme and moves onto a more detailed account of their satisfaction with various elements of the programme, ultimately concluding with insight into what has practically altered as a result of their involvement.

4.1 Introducing the Respondents: Organisational Profiles & Existing Structures

4.1.1 Regional Spread of Respondents Support Remit

The study obtained the views of charity support providers from a representative spread of regional areas. The graph below details the regional spread of the on-line questionnaire respondent’s remit of support. A large proportion of organisations had a National remit, with the remaining 60% of charities covering a good spread across the regional areas.

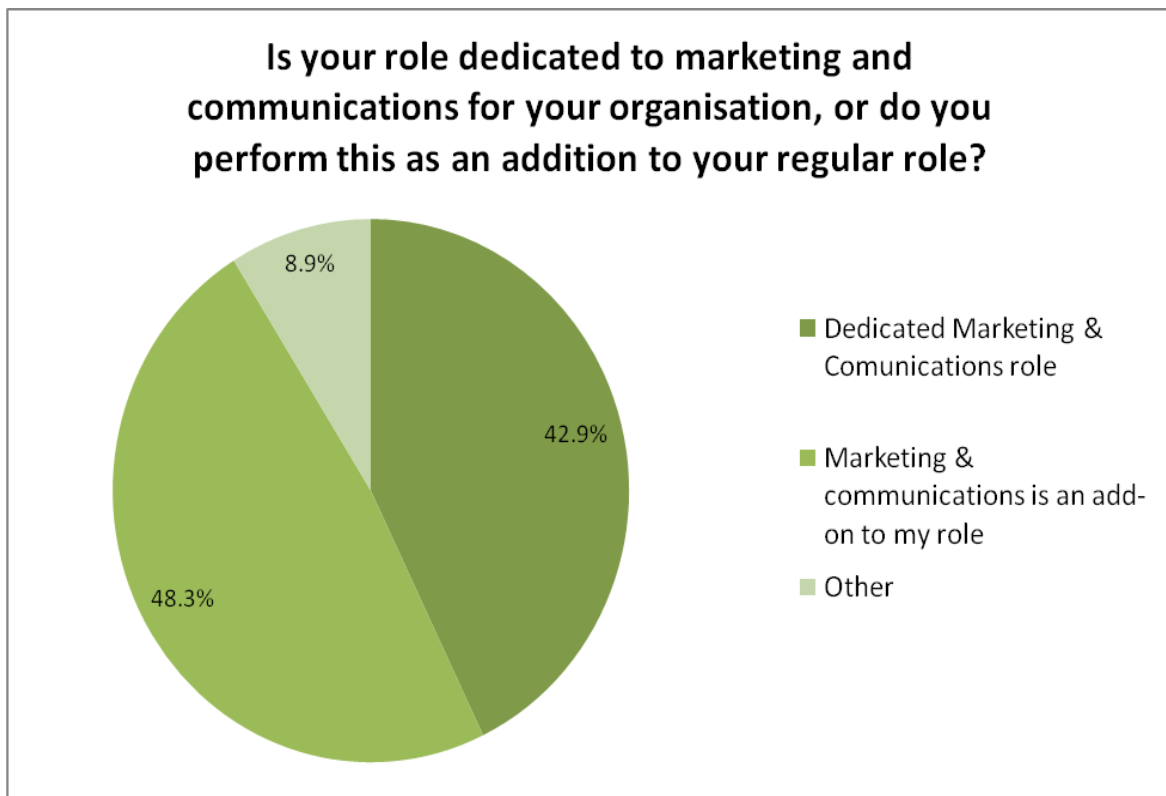
In what region(s) does your organisation work? (Please tick all that apply)



The interview respondents similarly represented a satisfactory spread of regional remits, six of which had a National remit, one with an international remit two covering the North East remit, two with a North-West remit and the remaining four respondents representing coverage across Scotland, West Midlands, Yorkshire & Humberside and the East Midlands.

4.1.2 The Role of the Respondents within their Organisations

We asked both the interview respondents and the questionnaire respondents to indicate whether their role was dedicated specifically to marketing and communications. Interesting we found that less than half of the questionnaire respondents were specifically tasked with marketing and communications and this tells us that a large numbers of charities still view marketing and communications as an add-on rather than essential core to their staffing structures. The graph below highlights the breakdown of results from our on-line questionnaire respondents;



The roles of interview respondents varied, however but majority [9] did have a communications remit¹; two were regional officers, a further two respondents had a fund-

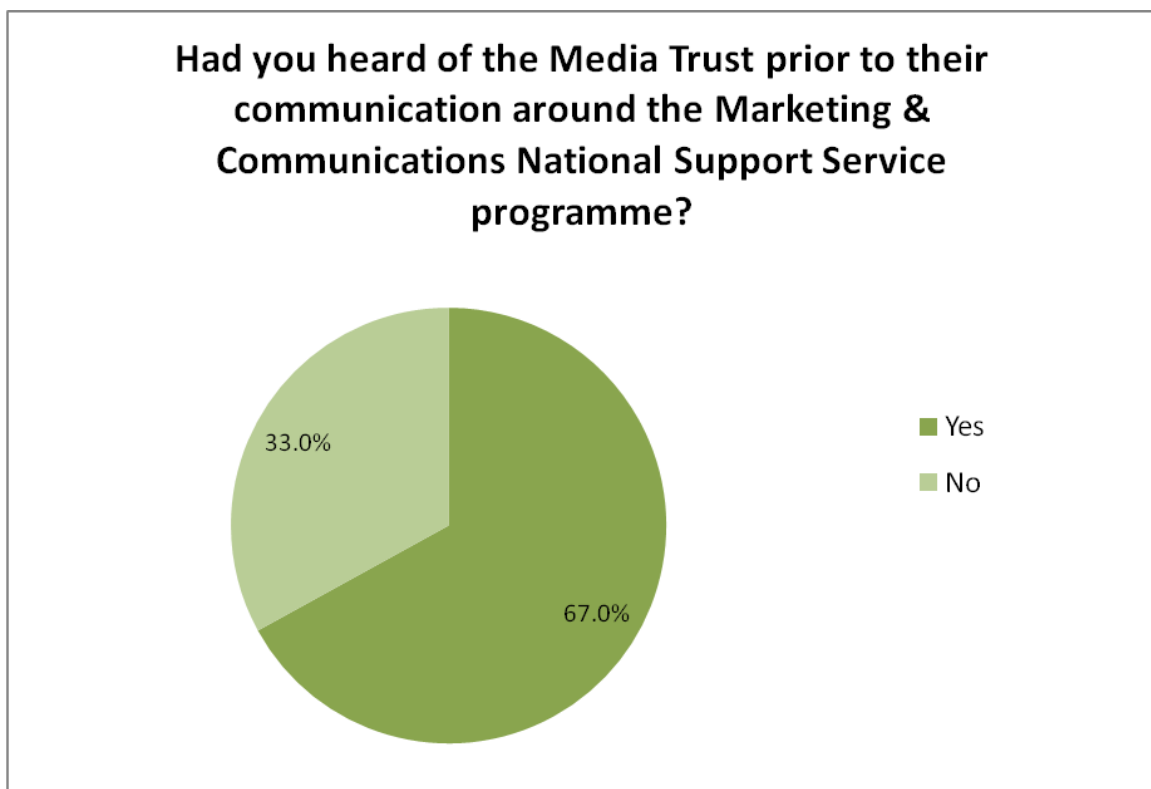
¹ Communications Officer; Internal Communications Officer; Information and Communications Manager; Senior Development Officer (Communications & Policy); Communications and Marketing Manager; Head of Communications [2]; Events & Communications Co-ordinator; Marketing Officer.

raising brief and the final two respondents included a Company Development Manager and a Press Officer.

4.2 Understanding Media Trust

4.2.1 Prior Knowledge of Media Trust

It was important to ascertain whether the service users were existing clients of Media Trust or were newly introduced to the organisations services. This is important in order for Media Trust to understand its client base and direct communications channels to prospective service users. We found that while the majority of questionnaire respondents had previously heard of Media Trust there existed a good proportion, over a third, who were new clients on their involvement in the support programme as illustrated in the chart below;

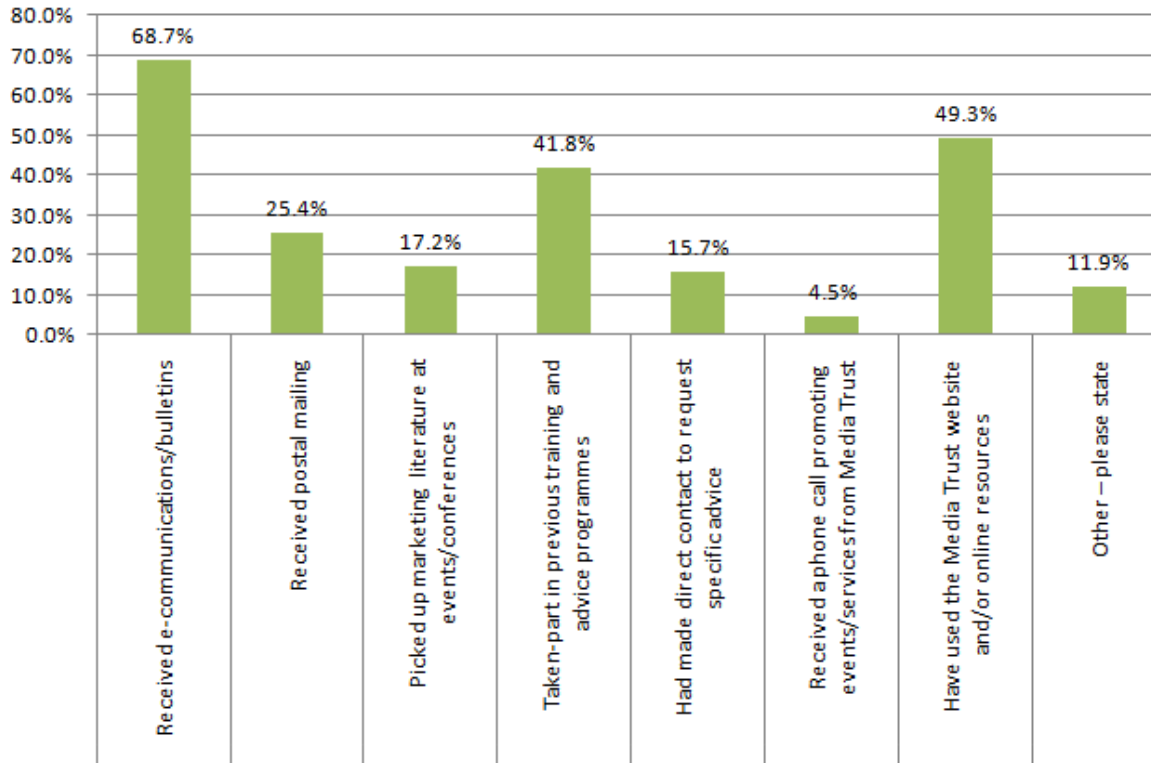


Almost half of the interview respondents (7 of the 15) had not heard of Media Trust prior to their involvement in the support programme.

4.2.2 Prior Involvement with Media Trust

Of those respondents who had previous awareness of Media Trust we asked them to elaborate about their involvement. By far the most common prior involvement and knowledge base came from e-communication channels from Media Trust (69% of existing clients used this method) followed by use of the Media Trust website and online resources (49% of existing clients used this method of communication).

If yes, in what capacity had you had dealings with Media Trust? (Please tick all that apply)

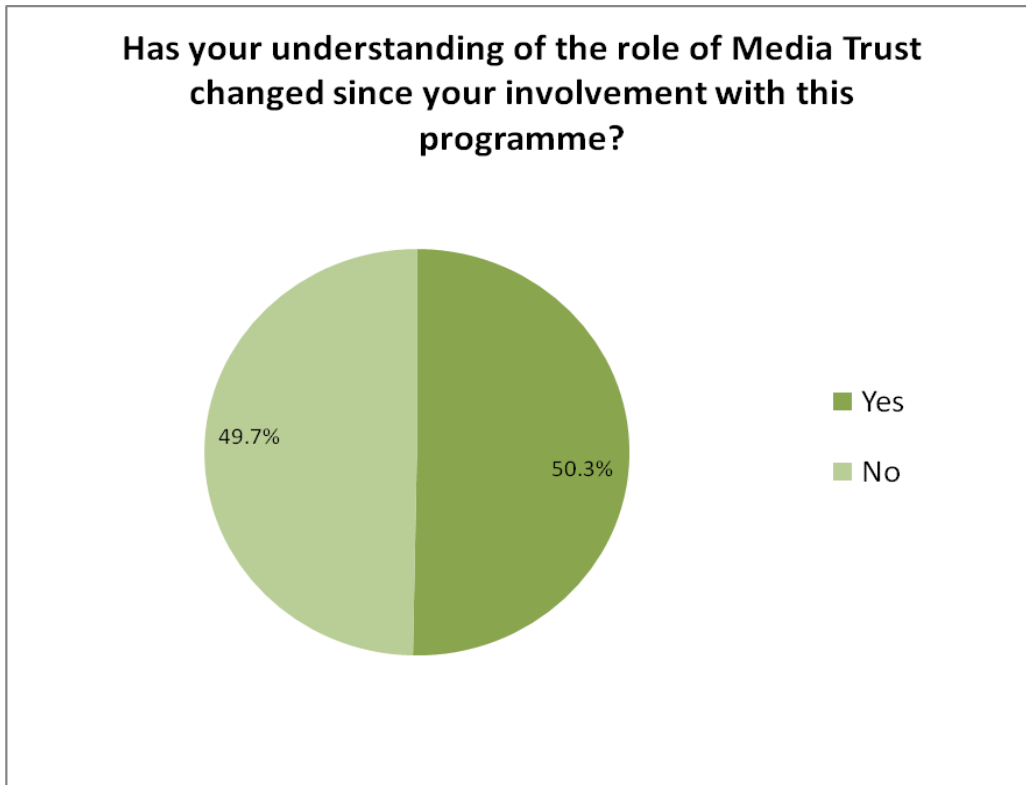


Feedback from the interview respondents who were not initially aware of Media Trust was overwhelmingly positive as demonstrated by the quote below;

It 's a wider remit that I thought it was originally and also now I know they run things like Community Newswire. I've become aware of this since going on the first programme.

4.2.3 Changing understanding of Media Trust

We asked respondents if after being involved in the National support programme, their understanding of the role and remit of Media Trust had changed. Just over half of the questionnaire respondents answered yes to this question.



Those respondents who had changed their understanding of Media Trust pointed to a deeper understanding of the role of Media Trust (73%) and greater knowledge of how Media Trust can support organisations (71%) with 9% pointing to a greater knowledge of who funds Media Trust.

4.3 Existing Marketing and Communications Structures

It is important to understand the nature of the existing marketing and communications structures in place within the organisations accessing the support programme. This is informative as it provides an indication of baseline data which we can compare against perceived outcomes from being involved in the support programme.

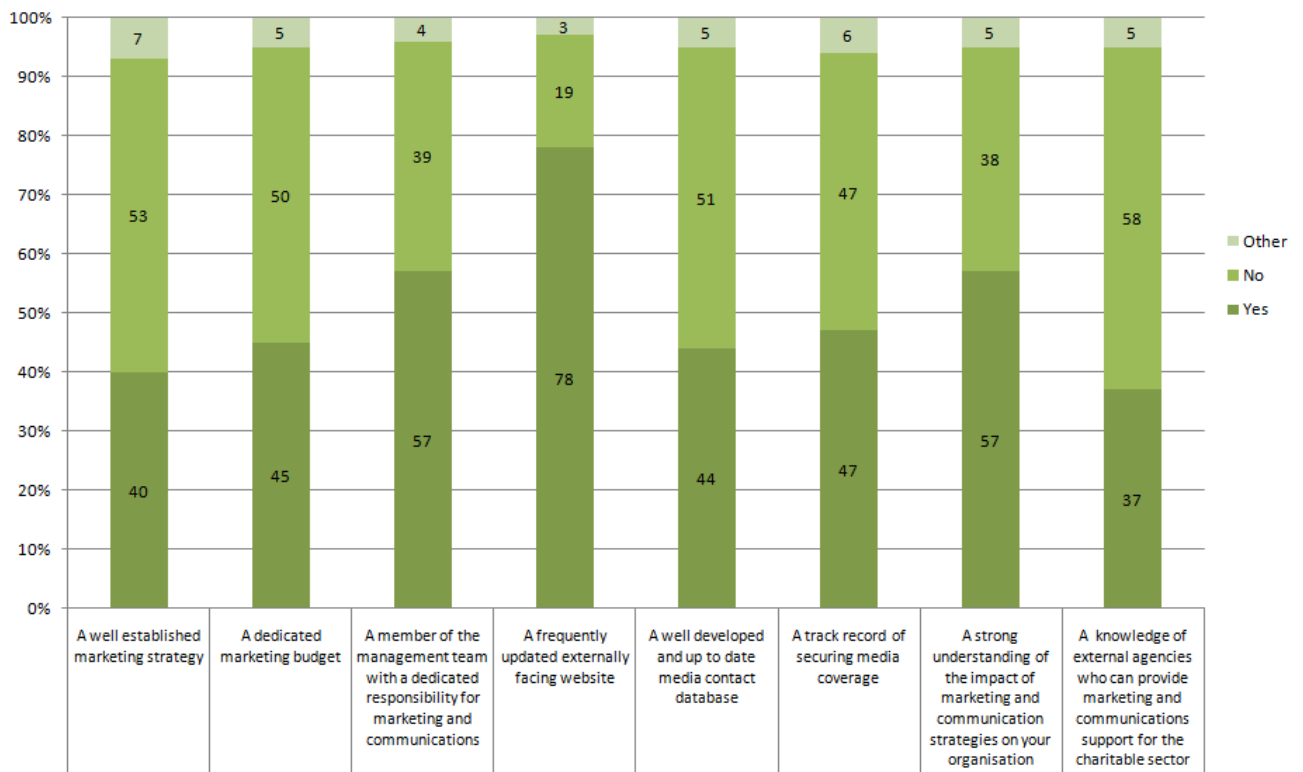
The respondents who completed the on-line questionnaire identified existing gaps in their marketing and communications knowledge and structures. Only 40% of respondents had a well established marketing strategy prior to their involvement with the programme. Only 45% received a dedicated marketing budget. Almost 40% of respondents did not have a member of their organisations management structure with a dedicated role in marketing and communications.

However, the large majority of organisations questioned noted that they had a frequently updated externally facing website (78%). Less than half of the respondents kept a well developed and up to date media contact database. Almost half of the organisations, 47% had a track record of recording media coverage and almost half did not 47%. Surprisingly, only a little over half of the organisations, 57%, had a strong understanding of the impact of marketing and communications on their organisation prior to their

involvement with the Media Trust's National support programme and only 38% of the organisations felt they had a knowledge of the external agencies who could provide them with marketing and communications support before being involved with the support programme.

These findings reinforce the central aim that the Media Trust has in capacity building as it is clear from these results that the agencies receiving support from Media Trust were coming to the support programme from a position of considerable knowledge gaps and support needs.

Prior to your involvement with the Media Trust's Marketing and Communications National Support Service Programme, did your charity have the following marketing and communications knowledge or structures in place?



Our qualitative investigation pointed to a slightly improved picture of existing marketing and communications structures with 12 of the 15 organisations stating that they had a marketing strategy prior to their involvement. Three of these agencies did however comment that this was not particularly well developed or established. The remaining three organisations had no marketing strategy in place. Such as one who when asked if they had a strategy in place explained;

to some extent but I don't know if I'd say it was well established.

One support provider working for a charity which supports people with disabilities and long term health conditions admitted that their marketing strategy was not very well developed as their focus was centralised on fund raising. They commented;

There really wasn't anything in place [in regard to a marketing & communications strategy] but now we have a couple of things on the go.

This respondent went onto explain how following their involvement with the Marketing and Communications Programme there had been more of an internal awareness of the need that they as an organisation should be doing more marketing;

So it's been good to go on the course and then feed back and get the 'buy-in' of the Directors, by that I mean to get them to recognise that this [marketing & communications] is something we need to prioritise as an organisations ... so going on the [Media Trust] event has been good for internal communications.

One national charity with a focus on environmental conservation volunteering explained that whilst there was a strategy in place it was; *"a strategy in the loosest sense of the word"*. Similarly another respondent working for a national, independent membership organisation, for community development added that they did have a marketing strategy although it was inherited from a predecessor and was not a particularly effective document, in her opinion;

It was a long standing strategy but if I'm honest it wasn't a particularly good one there was far too much detail in it and the document was so complicated that it was quite easy for people to ignore it.

This is one of the reasons why she wanted the one-to-one consultation with the Media Trust in order to help enable her *"to get to grips with this strategy, to give me a bit of assistance looking at it"*.

Eleven organisations interviewed had a dedicated marketing budget. However the actual budgets were not always substantial with one theatrical based regional organisation who run female issue based drama workshops, pointing to a budget of only one thousand pounds for marketing. One regional arm of national membership organisation for the children, young people and families voluntary sector, actually developed a marketing budget following their attendance at the Media Trust training event.

The majority of interview respondents (8) had a member of the management team with a dedicated responsibility for marketing and communications. Similarly the vast majority (13) of interview respondents had a frequently updated externally facing web-site. One charity supporting people with disabilities and long term health conditions, noted how useful they found the advice provided through the programme in developing their web site branding;

[the training event] really supported our continued implementation of the new brand and the training event definitely helped to improve the web-site and the contact and how that content was delivered. It helped to get ideas and comments from other participants on how to present ideas and delivery of content on web-site

Nine organisations interviewed kept and up to date media contact database. However this did not necessarily mean that it met their needs, as one respondent representing a regional support agency for voluntary and community organisations noted;

We did have a media contact database – yes in terms of press contacts and I've always had one in this job thanks to other contacts I've got but our issue is about capacity to use it – we don't have the capacity that we need to be making the press relationships – our challenge is that our work is not really, well it's quite dry for press work – there are no really interesting really easy stories, you know we don't work with children or animals that kind of thing so it's the two things the capacity issues and the work that's needed to make our organisation 'interesting' if you like from a press perspective has really been a barrier to us so I went on the Media Trust training to try and start to change that if you like – to learn specifically to write, to make our work interesting, to start to make contacts in the press world really.

Eight of the interview respondents said they had a track of securing media coverage; however, they were not all entirely comprehensive. One regional arm of national membership organisation for the children, young people and families voluntary sector, described their method as “a very basic bean-counting one, which tracked the incidences of news coverage but not much evaluation beyond that”.

Eight of the fifteen interview respondents previously had a strong understanding of the impact of marketing and communication strategies on their organisation. However, one charity was reassured by their knowledge acquired on the training course as it provided “something solid to back this up with her colleagues and to take back to the organisation”

Around half of the interview respondents had an existing knowledge of external agencies who can provide marketing and communications support for the charitable sector. Despite this some of those organisations who already had a good knowledge of external agencies did highlight that one of the positive consequences of the participation in Media Trust programme was the links to other support agencies, as described by a respondent representing a North-West regional social enterprise aimed at enhancing attitudes to lifelong learning and achievement for local communities;

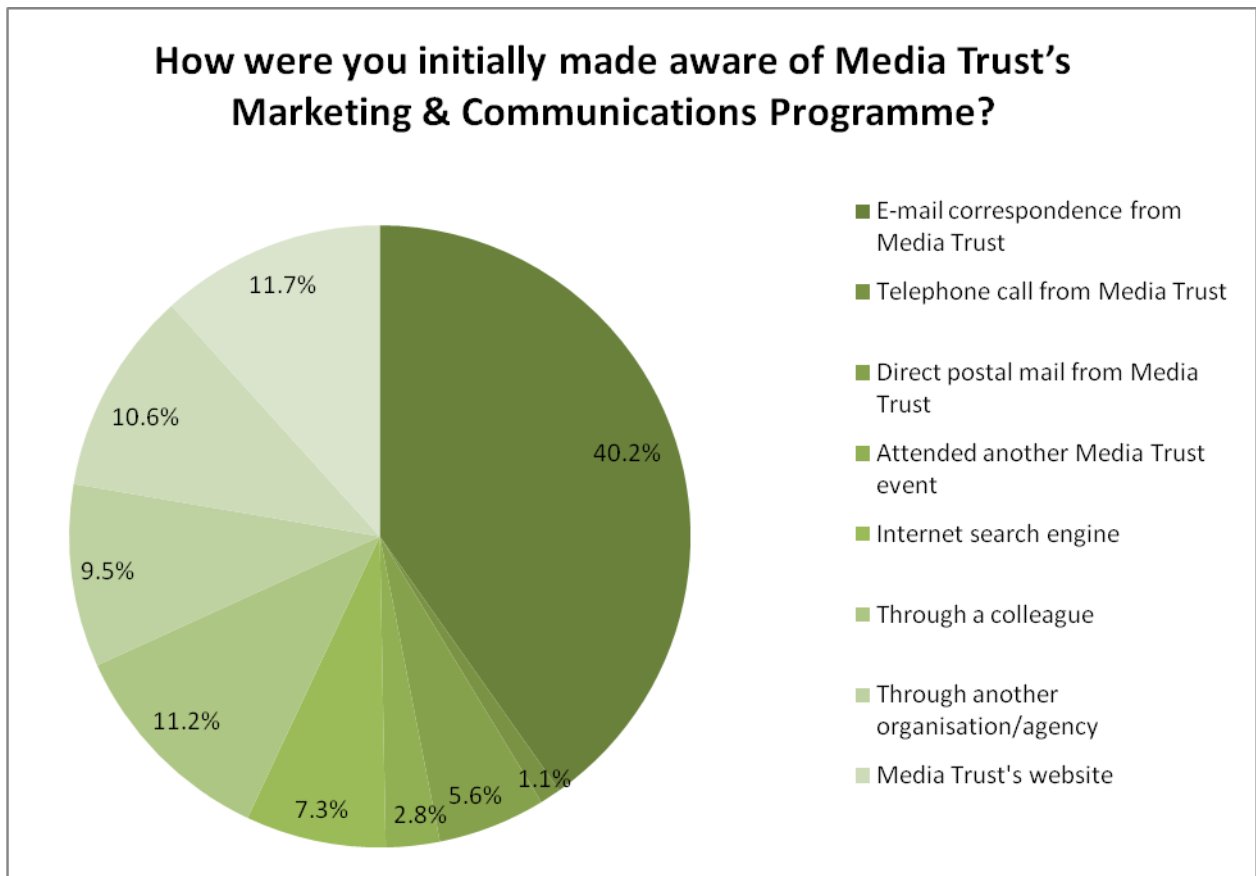
We were in a better position to do it [develop the relationship with Clarity Creation – an external agency who provide marketing and communications support] and that what took place was a more informed discussion from our perspective that it might otherwise have been.

5 Involvement and Satisfaction with the National Support Programme

This section of the report considers how the agencies came about accessing the various support services provided by the Media Trust and their satisfaction with various aspects of the distinct services.

5.1 Initial awareness of the Media Trust's National Marketing and Communications Programme for support providers.

We asked the respondents to let us know what communication channel led them to accessing the support service. The results are illustrated in the graph below. Again e-mail (40%) and web-site content either direct from Media Trust (12%) or via a search engine (7%) were the most successful communication channels for attracting involvement in the support provision. Nevertheless, the results do demonstrate that word of mouth from either other organisations (11%) or from colleagues (10%) remains a strong recruitment method.

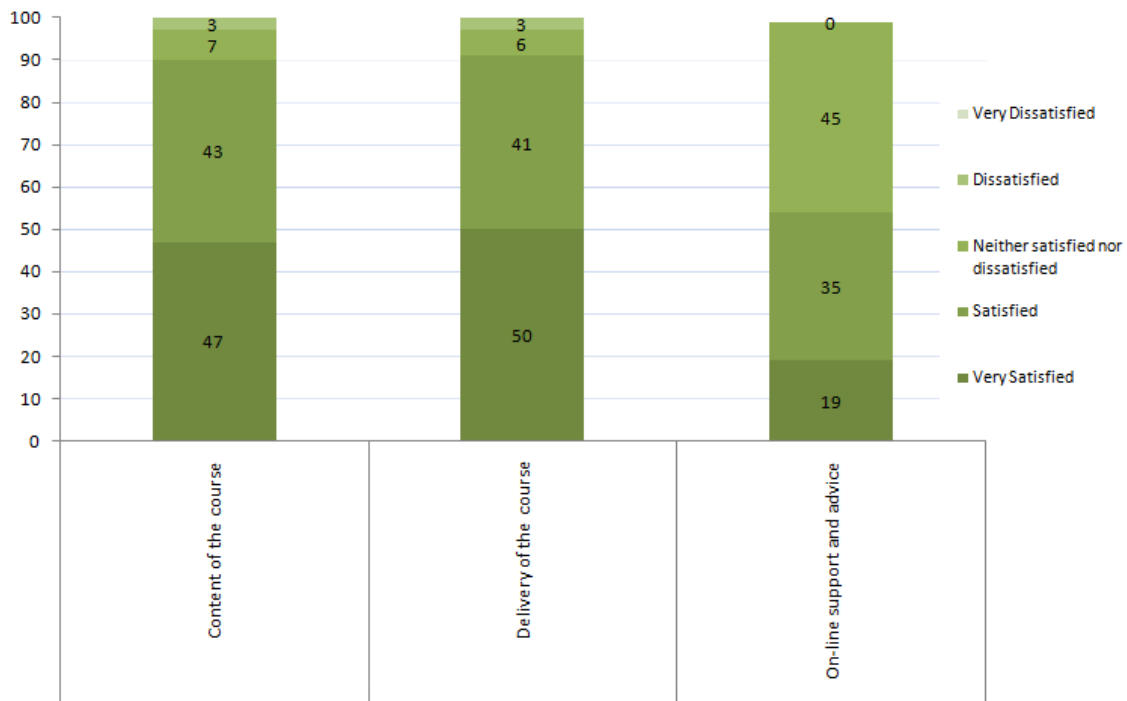


The results from the interview respondents mirrored the findings from the on-line survey with almost half accessing Media Trust support programme via e-mail or website.

5.2 Satisfaction with Marketing and Public Relations Seminars and Workshops.

73 of the 203 valid questionnaire respondents had accessed Media Trust's Marketing and Public Relations Seminars and Workshops designed specifically for support providers. The respondents were overwhelmingly satisfied with the content of the course (90% either satisfied or very satisfied). Likewise over 90% were either satisfied or very satisfied with the delivery of the course. Those accessing the on-line support and advice supporting the course were again generally satisfied, although to a lesser degree, with 54% stating they were satisfied or very satisfied. In general the satisfaction levels with the marketing and public relations seminars were extremely positive as the bar chart below illustrates;

How satisfied were you with the following aspects of the service?



Generally all respondents we spoke to were satisfied with the content and delivery of the courses they attended and /or satisfied with the appropriate nature of the communications expert they were in contact with. Very few organisations specifically stated that they had accessed Media Trust on-line support, which mirrored the large proportion of questionnaire respondents who had no strong view on the on-line support. Lack of time was noted by one regional charitable organisation as the reason for their lack of use of on-line support and advice.

Some respondents did view the contact of the courses they attended as a basic in nature. Although this was ideal for one respondent, new to their role with an international organisation providing adventurous activities and personal development opportunities for young people, noting;

[Regarding the Marketing – Internal Communications course] the delivery was good and content was good – it is very much a sort of beginner’s course and this is not necessarily promoted heavily in the materials and so had I gone on the course in 6 months time it might have felt that the content was not have been as advanced as I was thinking it may be but because I am new in the job it was just right yes”

The same interview respondent viewed the original ‘pitch’ of the course by Media Trust as accurate and clarified;

All of us seemed to be fairly new to the role or taking on extra responsibilities and so were looking for that kind of foundation level grounding so for all of us in the room at that time it was fine.

Another respondent working for a regional arm of a national grant giving organisation aimed at supporting the third sector, viewed the 'How to Hit the Headlines' seminar as a little basic in content, however they also admitted that they hadn't read the background publicity which detailed the 'pitch' of the session. She went onto praise the course adding;

I was really satisfied, I felt they were really well delivered and very, very useful and really professional. They kind of over-did my expectations really.

Another respondent also attended this course and could not praise the session and its leader enough;

It was very well done, and the trainer was excellent – she was very good .. she really knows her stuff.

This particular individual, working for a regional charitable organisation offering a variety of services and support, feels qualified to make this judgment due to their background as a radio producer. She went onto conclude;

I could tell that she knew what she was talking about and because I had a background in radio myself I could tell she knew what she was talking about.” She had a very good manner in dealing with people and an engaging person to deliver the training and actually seemed to have a genuine interest in what people were talking about and doing which always helps.

A worker for a national network of businesses committed to improving their impact in society attended both the 'Digital Strategy' full day training course and 'Internal Communication' half day training course. Their experience on both courses was overwhelmingly positive and proved to be both informative and inspirational;

I was definitely satisfied with both of them – the digital strategy one was more relevant ... I was definitely more than satisfied with that ... it was a good mix of listening and being inspired and the chance to practically apply what we were learning.

The marketing training courses were also generally well received. One respondent working for a theatrical based charity attended the 'Planning PR Activities' and 'Planning Marketing Activities'. With reference to the 'Planning Marketing activities' course the respondent felt the learning was invaluable, stating;

I got loads of really good ideas that I could implement. It was like a consultancy sessions really.

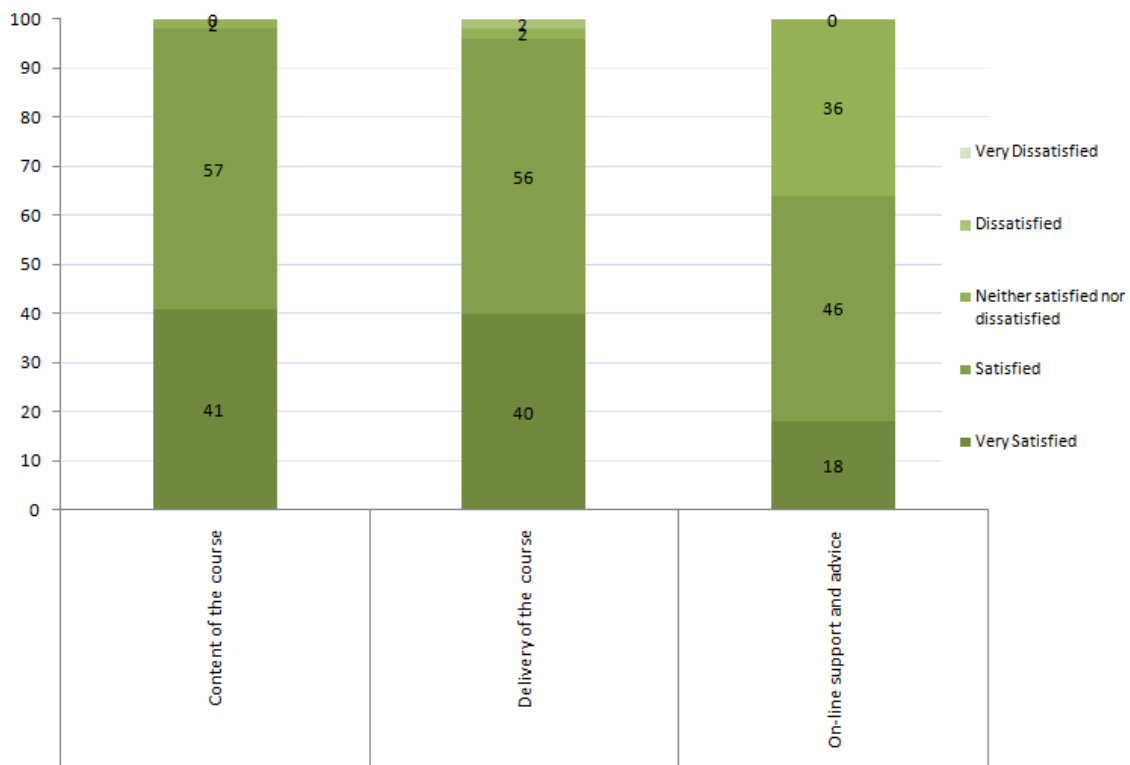
Generally the experiences of those charities accessing the Marketing and Public Relations Seminars and Workshops was extremely positive. Clients were satisfied with the delivery and content of these courses. Potential areas for improvement included

making the 'pitch' and level of these workshops absolutely explicit and improving on-line support and resources.

5.3 Satisfaction with subsidised places on Media Trust Open-Training Courses

Media Trust provide heavily subsidised places on their open-training courses for charity support providers, costing the user around £50 per place. 52 of our 203 questionnaire respondents had accessed this provision. The respondents were overwhelmingly satisfied with the content of these courses with 98% stating they were either satisfied (57%) or very satisfied (41%). Similar satisfaction rates were found relating to the delivery of these courses with 96% stating they were either satisfied (56%) or very satisfied (40%). As previously found in the survey, the satisfaction with the on-line support and advice was relatively lower in comparison with other areas;

How satisfied were you with the following aspects of the service?



A handful of interview respondents had accessed these subsidised open-courses and those who had, found the experience, content and delivery positive. One respondent representing third sector organisation acting as the leading voice for chief executives in the third sector, viewed the seminar as, “*excellent quality.*”

Due to the nature of this provision being open-in nature and not tailored, it was acknowledged that the content may not have been directly relevant to them as a 'support provider',

The courses that were not designed specifically for support providers I would say I got less value from and they were more focused on front line [staff] obviously and because there was such a diverse group of communications people attending with different needs it was difficult to engage in the same way as for the more tailored support

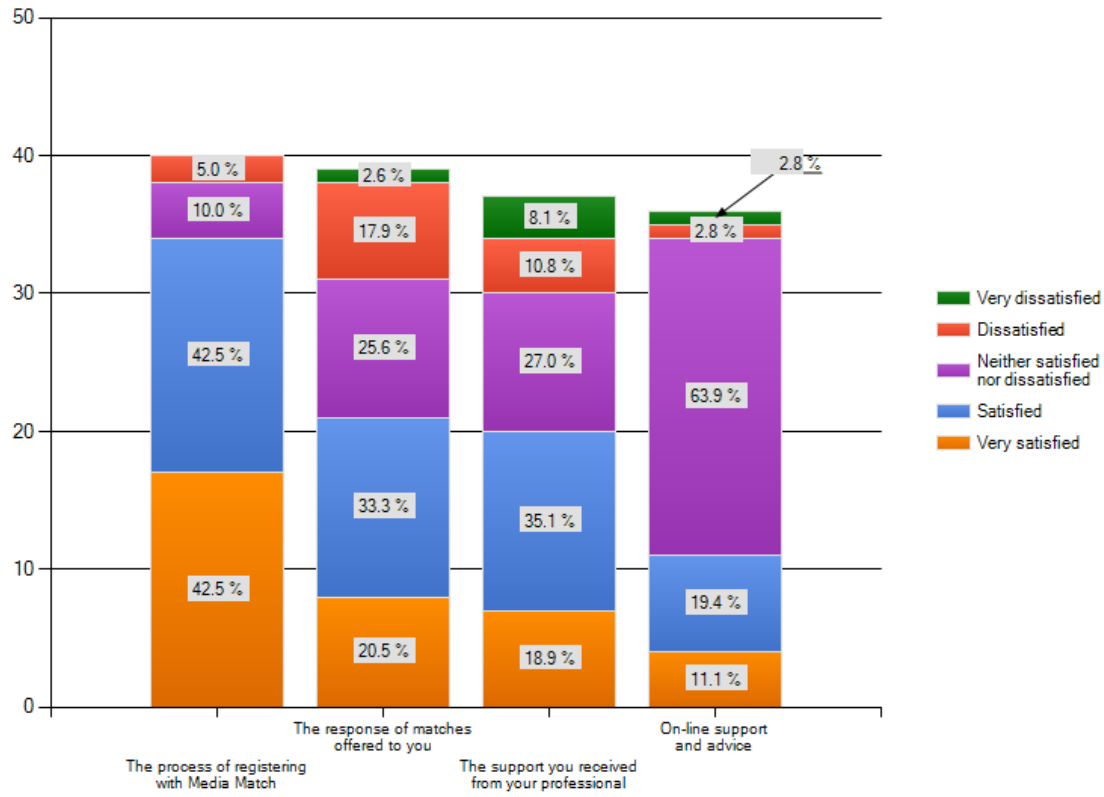
Despite this, they did praise the seminar adding;

It was useful and interesting but in terms of action points I could take away that was more difficult ... it was more of a listening experience to hear what other front line organisations were experiencing and to be more aware [of things] from their point of view than it was in giving us action points to take away."

5.4 Satisfaction with Media Matching Service.

The Media Matching service matches charities with volunteer marketing, media and communications professionals. Only 37 respondents had made use of this service however, the questionnaire results were largely positive. 85% found the process of registering with Media Match satisfactory and over 50% were satisfied or very satisfied with the response of matches offered to them. Nevertheless 18% were dissatisfied and 3% very dissatisfied with their matches, pointing to an area of service provision which could be improved in the future. Again over half of respondents (54%) were either satisfied or very satisfied with the support provided by their media match although a significant proportion were dissatisfied (11%) or very dissatisfied (8%). Regarding the on-line support, the majority of respondents were neither satisfied nor dissatisfied (63%) which again points to a lack of use.

How satisfied were you with the following aspects of the service?



Five of the interview respondents had accessed the Media Matching service. Their experiences were varied and the following quotes depict a range of these experiences;

One respondent representing a regional social enterprise aimed at enhancing attitudes to lifelong learning and achievement for local communities felt the match led to productive relationships and invaluable contacts with two local media experts which enabled them to vastly improve the press & radio coverage of their events.

While the questionnaire results revealed a degree of indifference to the on-line support, one of the interview respondents representing a regional agency which provides grants to local voluntary and community groups to help them build a stronger communities and tackle modern social issues, was very satisfied with the on-line support. This individual viewed their media match as “*absolutely fantastic.*” The support provided by their ‘match’ comprised a mixture of both on-line and face-to-face support, including an initial face-to-face meeting which proved particularly useful;

Bev has been really helpful to us .. in fact I just got an e-mail from her this morning and since we’ve been matched we’ve kept in regular contact and we regularly talk about what we have as an organisation coming up and get her insight and guidance on a couple of things and so she’s really helped us improve certain areas of our marketing strategy... .. yes she’s helped us massively.

It was evident from the research that the Media Matching service provides concrete and tangible impacts upon those who have accessed it, as demonstrated above. This was reiterated by a theatrical based regional organisation who run female issue based drama workshops, who pointed to the tangible and direct positive impact of their Media Match;

He would be available on phone and on e-mail so the biggest thing that he has done which I think is really useful is he has advised us on putting together a style guide so that anyone who is working with us we can give them a really comprehensive document that lays out all of our communications stuff. But we haven't got any facilities in house to get that into a designed document and it's important that it is because of the nature of it and one of his designers are doing that for free for us. He provides really good critical feedback so when I have sent things over he would say 'you have to narrow this down' and give very good practical feedback.

In terms of improving the Media Match service, there is room for improving the appropriateness of the 'matches' and the on-line support. One interview respondent felt that the promotion of and process of registering with this service could be improved;

I think they should publicise it a lot more because the only reason I knew about it is because someone had mentioned it and then it took a bit of to-ing and fro-ing to get on the website as you have to register for it I think. So it wasn't as easy as it could be to do it but once we had got our little advert or description of what we were looking for we got a lot of responses really quickly.

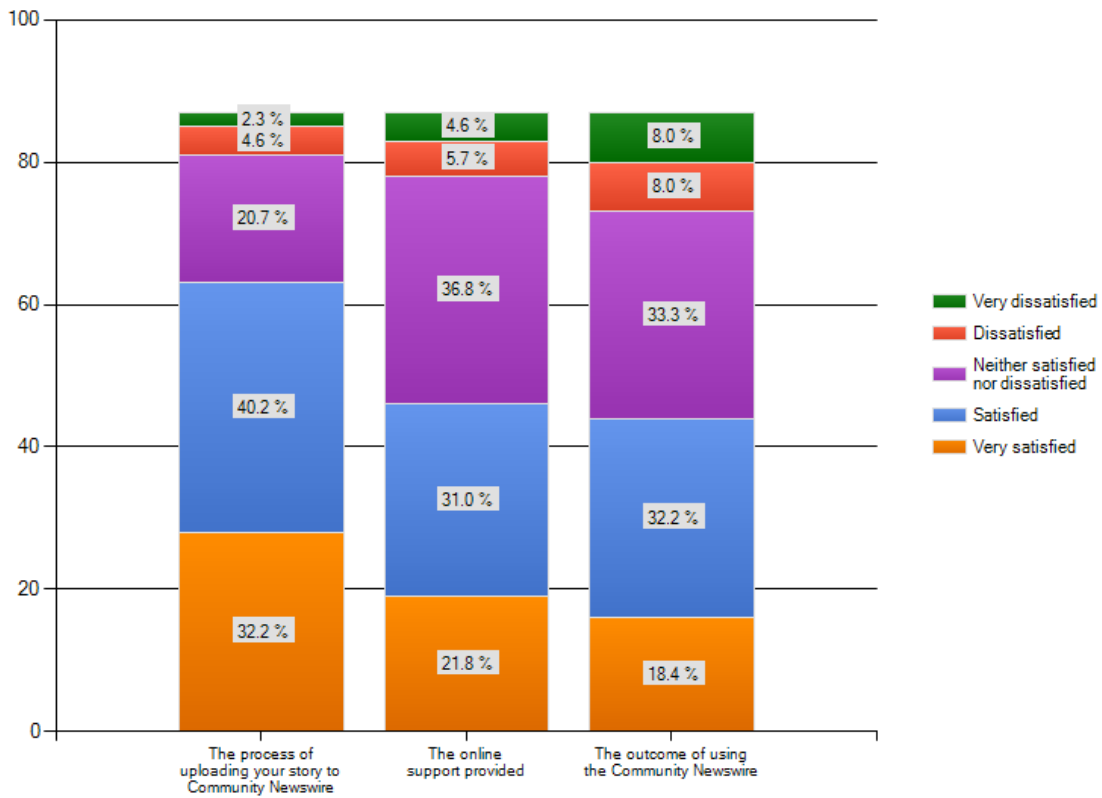
5.5 Satisfaction with Community Newswire On-line Support.

Community Newswire provides professional journalistic support to support providers. Once prepared the articles are submitted to the 'Community Newswire', a mechanism to distribute news articles via the Press Association's newsfeed into the newsrooms of regional and national media. 88 of the questionnaire respondents had accessed the Community Newswire service. Satisfaction with uploading their articles to the site was generally high with over 70% stating they were wither satisfied or very satisfied. However satisfaction levels declined when considering the on-line support (53% either satisfied or very satisfied) and further declined when considering the actual outcome of using the Community Newswire (50% either satisfied or very satisfied). There appears to be some room for improving the outcome involvement in Community Newswire as 16% of respondents surveyed with either dissatisfied or very dissatisfied with their outcome.

One of our interview respondents casts some light on why respondents may not have been always satisfied with their outcome from Community Newswire. This respondents would not use the service again due to their negative experience. They explain the problem which refers to the 'cut and edit' of the story;

I think that could maybe be done a little bit differently. I'm a bit scared to use it again to be honest as our press release got cut up in a way that was a bit misleading. So I think that is the only thing that I have slightly negative feedback about and that maybe there should be some kind of mechanism to put in a full press release and an edited version as obviously it's not a deliberate thing it's about them not knowing your project. I know journalists do that.

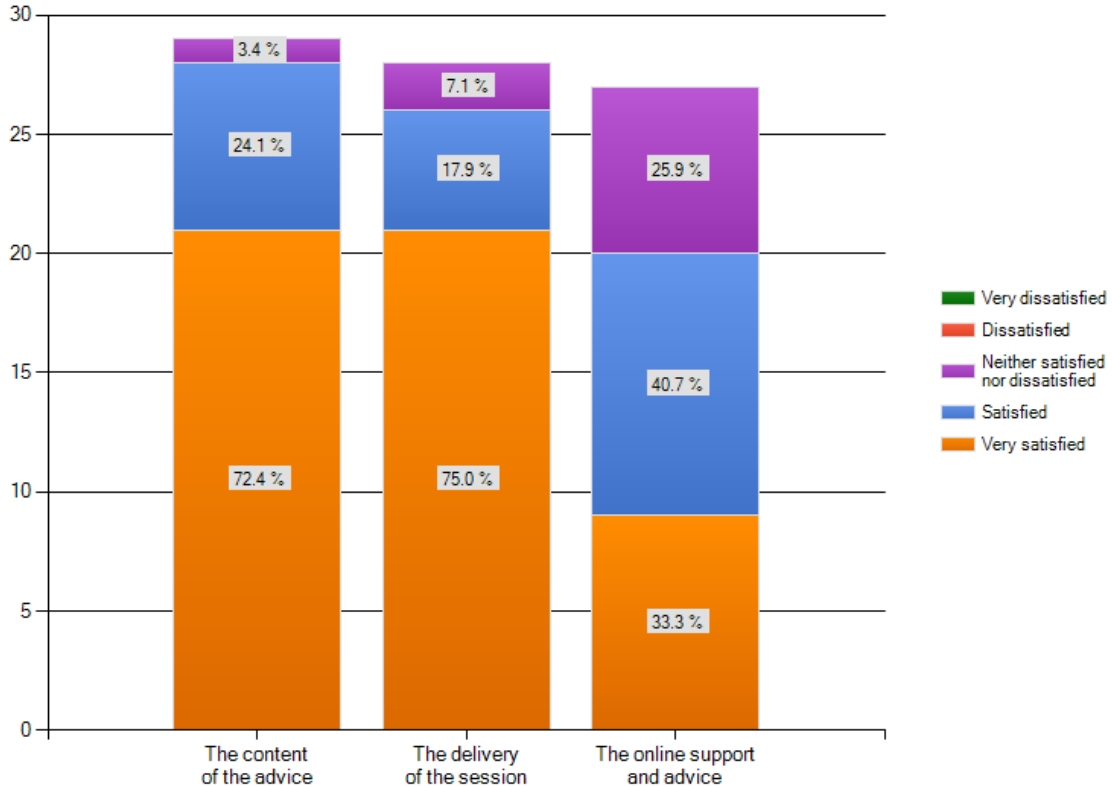
How satisfied were you with the following aspects of the service?



5.6 Satisfaction with one-to-one intensive consultation.

Media Trust provides support from a communications expert to the charity who advises on ways to increase marketing and communications effectiveness. Only 29 respondents had accessed this one to one consultation service. Satisfaction with the content and delivery of these sessions was extremely high with over 96% stating they were either satisfied or very satisfied with the content and 93% stating the same for the delivery. While satisfaction with the on-line support and advice remained high (74%) this was a little lower than the satisfaction recorded with the other two aspects of the service.

How satisfied were you with the following aspects of the service?



The feed-back from the interview respondents suggests that the communications consultation sessions were particularly well received by all organisations who accessed this service. Many organisations rated that the communications consultation most highly. The individual tailored support was invaluable to organisation. One respondent, representing an agency that links businesses and schools noted;

What I thought was so good was that she [Consultant] just picked up on things straight away and it wasn't just about talking – immediately she was on her laptop pulling together different sorts of PowerPoint presentations for me and using things that she'd done in the past that might be useful for me and tailoring them for my situation so that was brilliant and she sent me that information after and also said if you need anything else then just get in touch so that was really good .. and the whole planning of the event and knowing where to go and reminder e-mails was all very good as well.

Another user of the service noted that the consultation was excellent and provided her with advice to prepare a communications and marketing strategy;

She was exceptionally helpful with that – very, very useful. It was very useful with regard to strategy for communications and how to put together a communications plan – so overall, without a doubt, the one to one the consultation was the strongest piece of the whole thing.

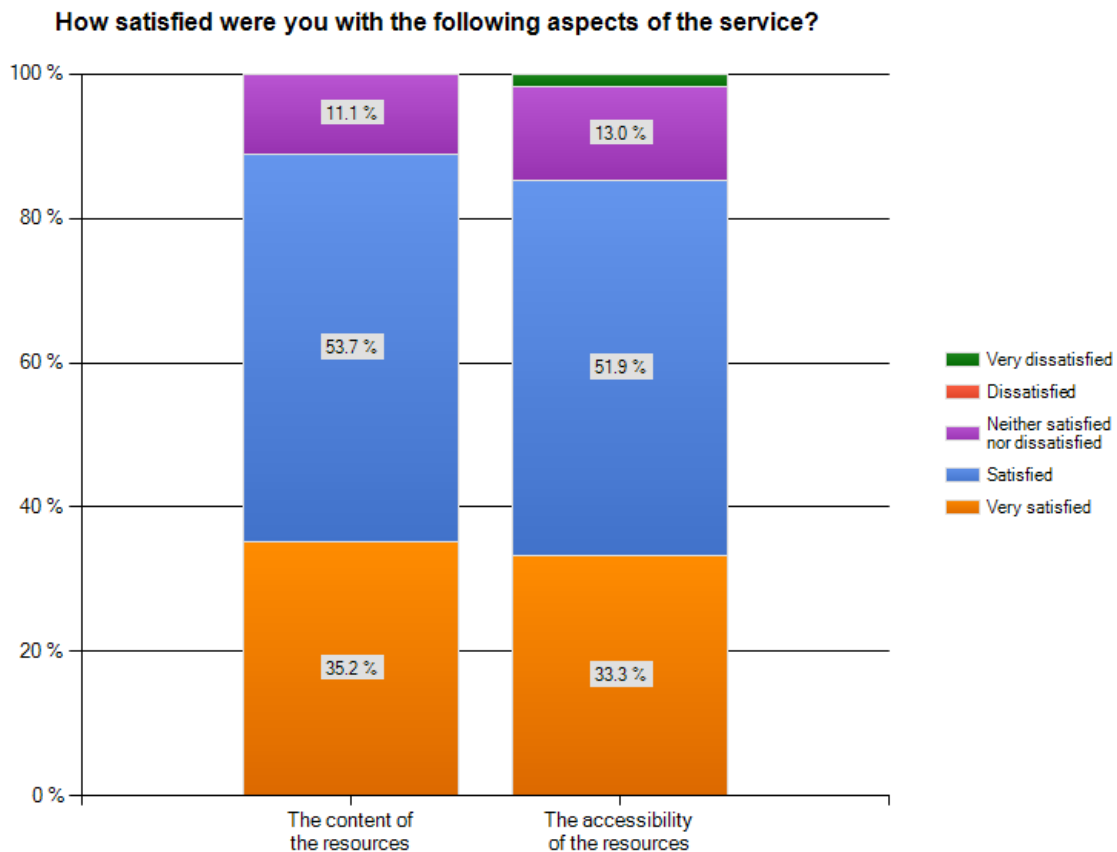
Again this feedback provides direct evidence of practical ways in which the support programme has enabled real tangible impacts of change to organisations.

Many other positive experiences were noted and the following quote provides a general feeling of consensus from the feedback;

It made it easier for us to stand back and be a bit more strategic about what we were doing and really question why we were doing it and how best to move forward. It exceeded our expectations.

5.7 Satisfaction with on-line free resources provided via the Media Trust website.

Of the 54 respondents who had accessed the on-line support only one of these (2%) noted they were very dissatisfied. The overwhelming majority were satisfied or very satisfied with both the content and accessibility of the provision as detailed in the chart below. None of the interview respondents made specific reference to the on-line resources.

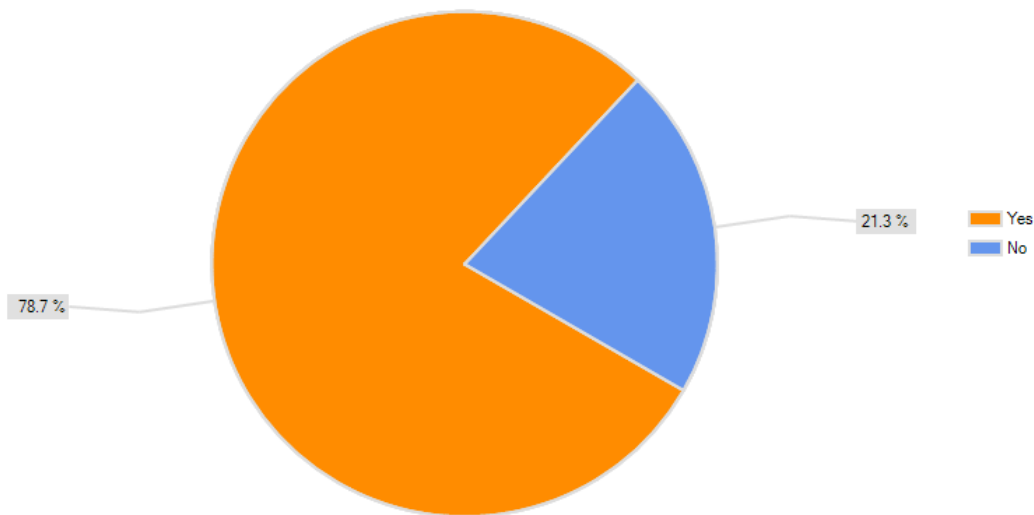


6 Implementing Change: Acquiring Knowledge and Facilitating Positive Impacts

6.1 Overall relevance of the advice and support to the organisations

A large majority of service users surveyed (79%) felt that the advice given to them was relevant to their organisation.

Overall did you find the advice relevant to your specific organisation?



This sentiment was also repeated throughout our qualitative interviews with most of the organisations reporting that the advice was relevant to their specific organisation. Such as one respondent working for a regional charitable organisation offering a variety of services and support who commented;

I did find it very useful – what was most useful was having trainers who worked as journalists and could give very specific points as to how to get attention – it gets us re-thinking our organisation’s message – I found that quite good.

Some organisations made reference to the fact the advice was relevant at a practical level, with one interview respondent noting;

the digital strategy course was about all the different tools that are out there and all the things that are free – which is important as we don’t have much budget to access things ... so that kind of advice is definitely relevant and also it is looking at campaigns and campaigning and that was useful.

It was interesting to note that respondents made reference to how the skills and expertise of the private sector and could be transferred to the charitable setting;

[what was useful is that] they understood the charity sector but they were very much focused on strategy and what you'd expect from the private sector and that kind of focus but they were able to cross-over and could explain how to use that in the charity sector rather than seeing it as something separate and something different that needed to be treated different.

This was felt particularly useful as the individual acknowledged that;

this is something that charities don't do very well sometimes, they operate in a little bubble and they are all very well meaning but they don't have the same focus and drive that the private sector does. It helped to give us the confidence to say look we can do this in what we do and there's no reason why we can't employ the same techniques that big global companies use – we might not have the same resources but we can still use some of their strategies and stuff.

6.2 Acquiring new skills & knowledge through the Support Service Programme

The respondents of both the on-line questionnaire and the in-depth interviews identified a broad range of skills and knowledge which they acquired through the support programme. The distinct areas can be identified by three central themes, those being;

- Social Media / Digital Tools
- Press Releases
- Developing a Marketing & Communications Strategy

Social Media / Digital Tools

Several organisations interviewed found the coverage of social media within the courses as being of particular use to their work. The quote below is largely representative of the majority of comments;

the use of Facebook & Twitter I found that particularly useful and have put a lot into practice that I learnt from that one ... and I would actually like a much more in-depth follow up one on this as I think one of the ways that we will communicate with a much wider audience quickly and easily and cheaply

The use of Twitter, for example has led to noticeable improvements in the charities ability to keep stakeholders updated on their work in real time. These skills were viewed as practically applicable to the charities marketing and communications strategies as one respondent highlighted;

"I'd say my increased knowledge of the tools, the digital tools, that are out there is probably is the most immediate and practical thing that I've taken away. Things like around buzz monitoring and ways to evaluate the impact of digital marketing ... [the training gave her] lots of inspiring ideas and practical knowledge of how to put together a digital strategy and also an internal

communications strategy and what to take into account and what order to do things in.

Press Releases

A number of the interview respondents felt that their involvement with the support programme had led to increased knowledge and skills around layout, writing and publicising press releases. The quotes below depict a selection of these comments;

It was useful to find out about changing practices in the media industry on specific things like how the press want to receive information for a press release, whether to attach attachments with e-mails, it was just useful to keep updated on what the latest practice is.

A very similar sentiment was shared by a respondent representing an agency that links businesses and schools;

I actually think writing the press releases in the way the press want it is probably the key thing I have learnt ... because I could have carried on writing pieces of work and sending them off to various local newspapers and never getting any coverage because I wasn't drawing people in the first line, whereas now I know how to do that more. It will help raise more interest in the work that we do so that different people in the business community can go and help the schools that we work with. It will be a very different approach now and I know that it might take me a bit longer the first time but I imagine in the longer term I'll save a lot of time.

Developing a Marketing & Communications Strategy

Four of our interview respondents cited that their involvement in the programme had led to them gaining knowledge around planning and developing a marketing and communications strategy.

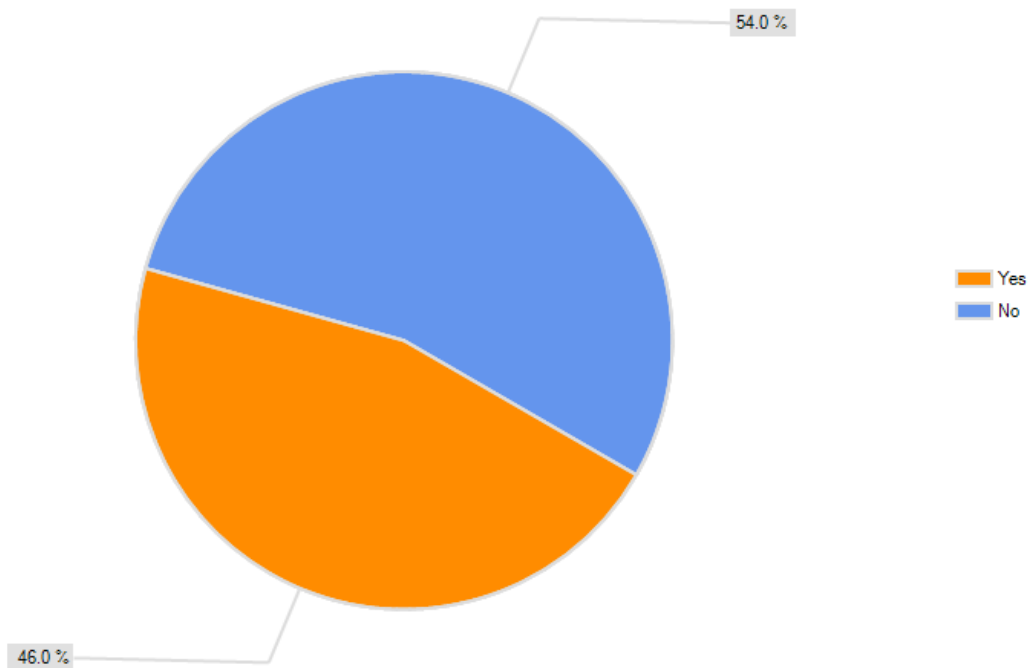
The advice was viewed as informative and applicable to their work, as highlighted by a representative of a national, independent membership organisation for community development;

It was beneficial that the communications consultant gave some really solid steps and stages that I need to go through. There were some really useful tools that came out of the consultation that I can use.

The knowledge gained provided respondents with clarity and confidence in developing marketing strategies, *"the clarity I now have in regard to putting to paper her communications and marketing strategy"* .

Almost half of those surveyed added that they had been able to pass on the knowledge they had gained through the programme to the organisations they support.

Have you passed on any of the skills or knowledge you gained in marketing and communications to the organisations your charity supports?



6.3 Implementing Advice and Recommendations

Most of the organisations interviewed noted that they had been able to implement the advice offered to them in their work. One respondent representing a National network of businesses committed to improving their impact in society, was particularly hopeful about implementing the advice adding, *“I’ve not had much of a chance yet [as one of the courses was only yesterday] but even today I’ve started the process of implementing some of it, so yes, I will be implementing it within the next couple of weeks.*

Another respondent shared the view that the knowledge acquired would have immediate effect on their organisation, stating;

Yes we’re getting there, we are I mean it’s early days and the course I went on was only yesterday but in terms of the consultation yes we sat down and had a really good meeting about what we need to do for our communications planning for next year and how we need to do it and that kind of thing. We’re much more clear and focused than we would have been otherwise.

Some of the organisations felt that the information re-enforced their knowledge and gave them the confidence that they were operating on the right track. Various organisations commented that they were currently devising a communications and marketing strategy with a different, improved approach as a result of the Media Trust training;

this will result in a much more clearly defined objectives with measurable outcomes and more clarity with regard to my objectives, that's the biggest part, and defining measurable and achievable goals within that marketing and communications plan.

One respondent went so far as to say they were devising her communications and marketing strategy in a “completely different way” to how they would have done prior to the advice sought from the Media Trust.

Generally the respondents felt that the advice was direct and relevant in a way they could practically implement;

What we came away with was the next steps of how to really build a strategy and those pointers definitely informed that strategy we did build and everything spanned from ideas and the simple written action plan I came away with from the [training] day ... The day gave me quite a specific plan and associated actions which was very useful. I was able to implement this as it was not too strategic or high level ... it was strategic to some degree but it was operational enough to be able to go back to the office and do it the next day which is ideal.

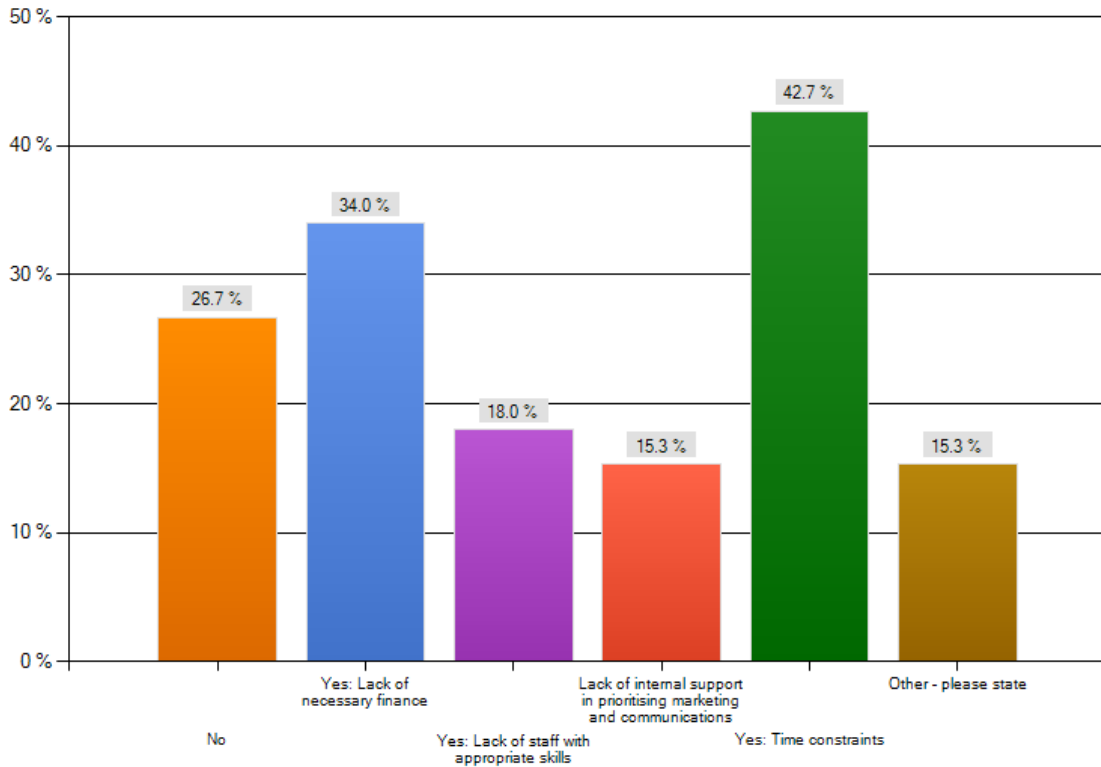
Concrete examples of change in practice were offered by a variety of the interview respondents which included;

- Logo re-branding
- Launching of a new web-site with a new structure/lay-out and content
- Use of RSS feeds
- Use of Twitter
- Developing Facebook feeds
- Creation of a publicity postcard
- Registering with the ‘just-giving’ website

6.4 Barriers to implementing the advice sought through the programme?

The most prevalent barriers to implementing change for the questionnaire respondents was; time restraints, lack of necessary finance and lack of staff with appropriate skills. It was encouraging that over a quarter of respondents felt there were no constraints.

Were there any barriers to implementing the advice? (Please tick all that apply)



Many of the organisations interviewed cite all three areas of staffing, time and budgetary constraints as barriers to implementing change. One respondent highlighted the challenge this posed to them;

We're a small team and you can't compete with massive organisations so you just have to be really clever about how to do it and I think that that is something that the work we've done with the Media Trust has really helped us with it's shown us that you've got to make every bit of work you do count really.

Having dedicated staff to work on marketing and communications was not a reality for many of the charities we spoke to as described by a representative of a regional arm of National membership organisation for the children, young people and families voluntary sector;

Staffing is a huge issue – lots of bigger charities and even some regional ones have got their own press officer and things like that but we don't have that luxury we have me ... doing a hundred and one other things as well.

Over half of our interview respondents highlighted budget constraints as a central barrier to implementing change;

I assume this is a very common barrier within the sector as a whole. I think everything boils down to time and money and that is because we can't get another member of staff.

Having a lack of time to spend on developing marketing and communications strategies and practice was viewed by a large number of respondents as being a barrier to change as illustrated by a representative of a regional support agency for voluntary and community organisations;

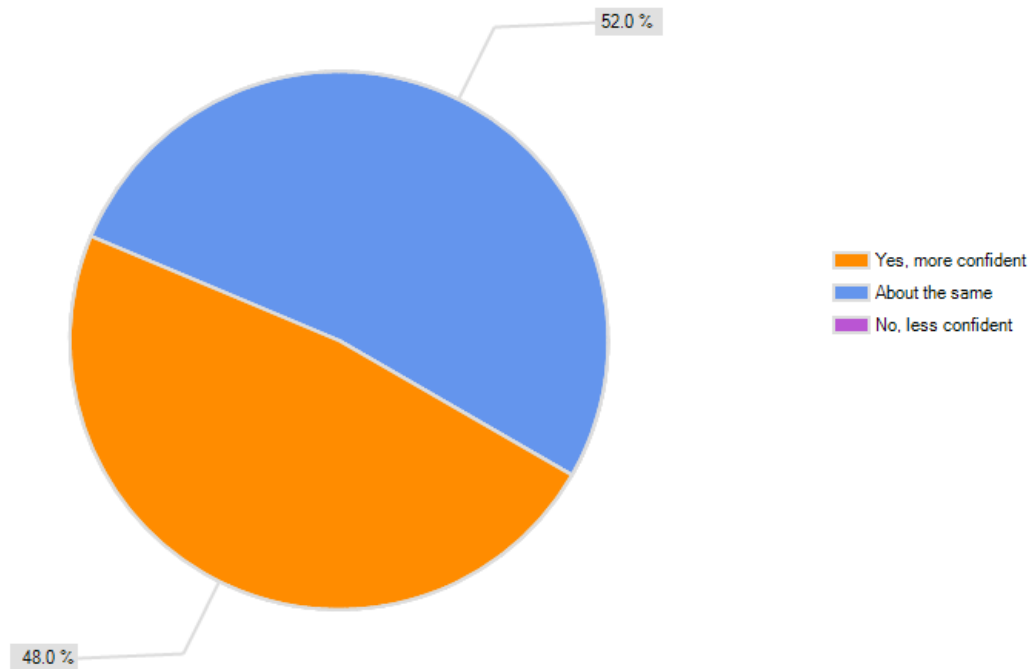
Purely capacity – time constraints – there are two of us on the Comms team and we’re both absolutely snowed under, you know ... if I had a week to do it all it would be great but I don’t have that luxury.

7 Increased Confidence and Direct Impacts

Almost half of the questionnaire respondents (48%) felt that they were more confident in managing their organisations marketing and communications since accessing the support programme. The remaining 52% felt their confidence had not changed.

7.1 Increased confidence in managing marketing and communications?

Do you feel more confident in managing your organisation's marketing and communications?



All of the organisations interviewed, aside from one pointed to an increased confidence in managing their organisation’s marketing and communications. This increased confidence was felt in varying degrees from feeling “*I’m getting there*” to feeling considerably more positive and confident which was relayed by the vast majority of respondents [12] as evidenced by the quotes below:

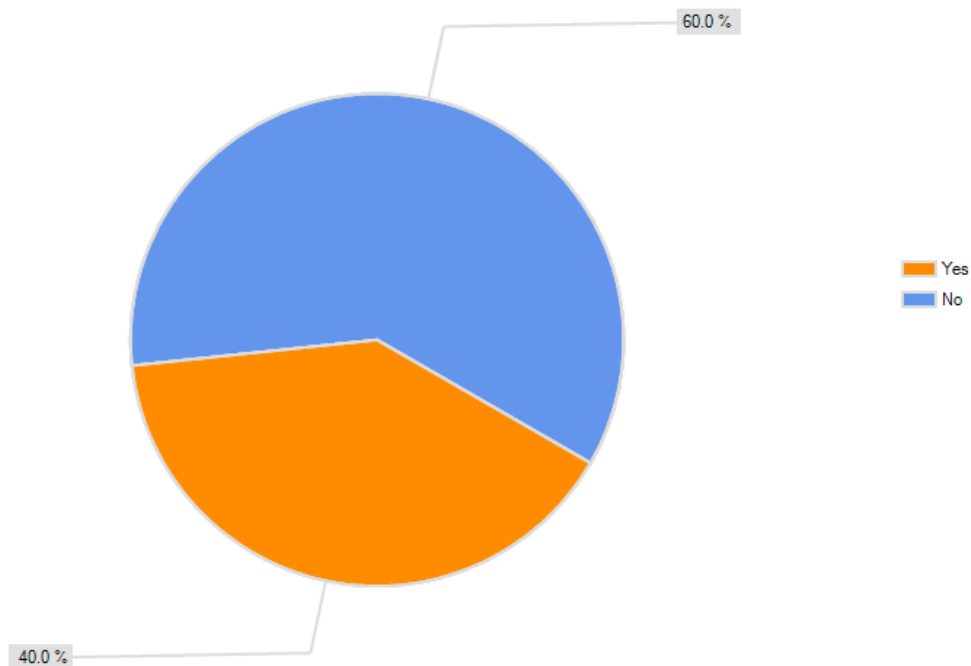
Yes definitely I feel much more confident about thinking about things and also it's just a bit about being around other people in the industry and just talking with them ... it makes you realise that you are alright about what you do and you do understand what you're talking about as sometimes you can get a little bit lost and it's nice to get that little confidence boost. [Representative from a National charity with an environmental conservation volunteering focus]

Yes I am a lot more confident as I didn't know much about it before and I was just kind of feeling my way. So some of it has been confirming that I was doing an OK job and some of it has been learning lots of new things so it has improved my confidence. [Representative from theatrical based regional organisation who run female issue based drama workshops]

Yes I do feel more confident already ... I didn't have any formal marketing training and I feel I've got much more of an insight now of how to go about that aspect of my job. [Representative from a charity supporting people with disabilities and long term health conditions]

7.2 Informing the development of a clear marketing and communications strategy?

Has your organisation's involvement with the Media Trust's Marketing & Communications National Support Service Programme resulted in a clearer marketing and communications strategy?



40% of the questionnaire respondents noted that their involvement in the support programme resulted in a clearer marketing and communication strategy. A similar

proportion of interview respondents (8 out of 15) agreed. Those who had been able to implement the advice into a marketing and communications strategy were extremely satisfied, noting;

Yes definitely this is the major area where it [Media Trust programme] has helped We've got all the tools and stuff now and we kind of know what we're doing in terms of getting coverage – it's making sure we're getting the right coverage. It's almost like giving you the time to stand back and look at it and think about it and maybe if we'd taken the time out ourselves we could have done a lot of it ourselves but I think going along and meeting some-body else, some-body else who has got a lot of experience, industry experience, and who has had a really long and successful career it kind of helps a lot to get your ideas confirmed as the right ones ... it's a big confidence boost to me and it makes you feel that you can move forward with it".

One respondent representing a charity supporting people with disabilities and long term health conditions added;

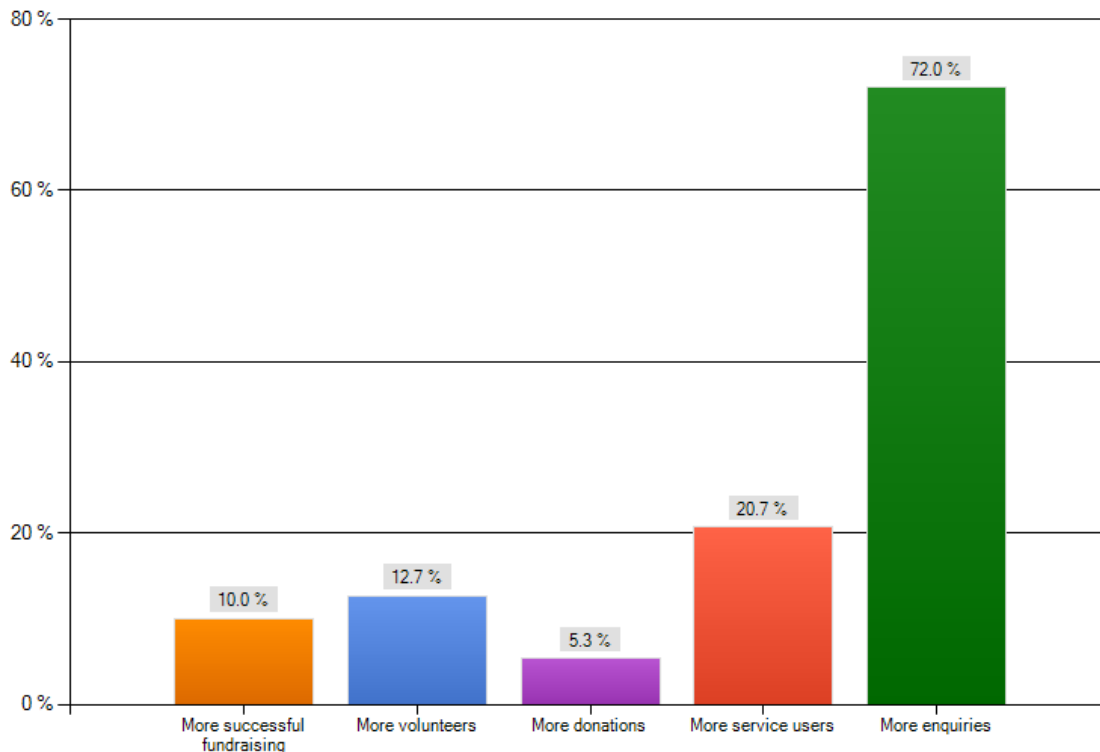
I am a key member of a group responsible for formulating the Thistle Marketing Strategy ... but before the [Media Trust] course I probably didn't have the confidence to do it. [The course] has given me the confidence to be more involved in marketing strategies and bring something better to the table I suppose it helped me devise the strategy with my Manager, yes it definitely helped me to do this and the timing of the course was perfect in that respect as I would have had to have done it anyway [devise the marketing strategy] but it gave me the confidence to do it better.

A representative from a regional support agency for voluntary and community organisations, concisely described the impact of the programme on their marketing strategy;

I think it will inform the strategy to be more accessible, simplified, clearer and more focused probably.

7.3 Direct impacts on practice as a results of accessing the support programme

What has been the impact of this change for your organisation? (Please tick all that apply)



72% of charities cited that they had received more enquiries into their organisation as a result of their involvement and knowledge received through the Media Trust support programme. 20% had received more service users, 13% had attracted more volunteers and 10% felt they had been more successful in fundraising since accessing the support programme. 5% had received more donations since they had accessed the support programme.

8 Support users outlook on the direction of the Media Trust's support programme

8.1 Most beneficial aspects of accessing the support programme

The charities accessing the Media Trust's marketing and communications support programme, pointed to two central areas which they considered to be most beneficial overall, those being; impact on strategic direction and increased skills and knowledge providing them with the ability to utilise new social media. A large number of our interview respondents viewed their increased awareness and skills in developing

strategic marketing and communications plans were a central outcome from their involvement in the program;

It's made me realise that thinking more strategically is really important and also evaluating things as well I'm going to start evaluating the impact things more.

Another respondent reiterated this thought;

I would certainly say I am developing an internal communications strategy, which has to be presented next year, so I have been using some of the advice on how to research my own organisation and the internal communications we have in place at the moment and use that in the strategy building which were all things that were recommended in the course, ideas into research into what your internal communications are currently like so I guess this is certainly one example of how I have been using the advice to date.

Indeed one respondent went so far as to say that the course provided them with the confidence to “throw out the old strategy!”.

Many organisations we spoke to felt that the knowledge they had gained around the utilisation of social media applications in their marketing and communications channels was invaluable, as noted by one charity;

I mean the training course [the Digital course] was really good in providing the skills and knowledge to really use it [digital media] to the best of our abilities.

Another charity highlighted that their attendance at the digital media course really “kick-started” their organisation’s use of social media. They found practical advice very useful such as;

Knowing who to follow on Twitter and who to get to follow us and things like that.

The final quote below details the way in which the course provided knowledge, confidence and delivered real impact to one particular charity;

I didn't really see the benefits of Twitter before the Media Trust events and didn't really understand it, but now I'm using it every day now and we really are reaping the rewards as we are so much better able to get our message across to stakeholders in real time and keeping our work relevant and fresh in people's minds and I've had a lot of help from [the communications consultant] with this and it's been really beneficial.

8.2 Respondents views on improving the services provided

Respondents highlighted four central areas for the improvement of the Media Trust’s marketing and communications support providers programme comprising of;

- Provision of more regional events
- Improving the communication of the pitch and level of the courses
- Improved communication from the Media Trust

- Community Newswire

Provision of more regional events

The suggestion that the Media Trust should provide more regional events was suggested by half of our interview respondents. Some charities shared the view that the provision tended to be London centered as one charity in the North-East claimed;

Many of the Media Trust events are based in London which is obviously quite limiting to us because of travel budgets and that sort of thing ... so more region based work would be really helpful to us and I don't know how feasible that would be [for the Media Trust] ... but we would be really interested in doing anything that was based more regionally .. it would be much more helpful for us.

One Scottish based charity felt that there was a clear market for Media Trust to provide training in Scotland, noting;

There is definitely a market for this type of training in Scotland - there are so many charities here that would benefit from this type of training.

Regional events and courses would be welcomed by one Northern charity, commenting;

One of my main complaints is that they doesn't take it to the regions enough – everything is always, especially some of the bigger events, centred around London ... but if you've got an overnight stay it all adds on to your cost, so when they do bring them to the provinces then we do always tend to take more advantage of them – but it would be better if they brought some of the longer courses up here too.

One charity felt that the centralisation of courses form London resulted in missed networking opportunities;

It's also about networking opportunities when the people are there – when I'm done in London it's unlikely I will be able to work with them in the future.

Improving the communication of the pitch and level of the courses

Some of the charity workers who had attended courses felt that the pitch was not as accurate as it could have been. One respondents felt the course they attended should have been pitched as an introductory or basic level course noting;

It was a really well delivered course; it didn't really add that much to what we already knew ... I mean it was good refresher in certain things. But a lot of the skills and knowledge that they went through I had a lot of that already and I would guess that so did a lot of people in the room already.

Improved communication from the Media Trust

One charity felt that whilst the e-mail newsletters from the Media Trust were a useful source of information, they would appreciate more regular communication regarding

future events. The length of the e-mail communications make it difficult for this respondent to find the relevant information;

One very long e-letter month a month – there’s just too much in there to digest so possibly less information but a bit more targeted for people would be better

Another respondents shared this view;

The newsletters are a bit too bulky ... a bit too text heavy .. which can make them off putting to read ... maybe they could be broken up with some images to make it easier to read and digest ... it just means that if you don’t read them properly then you could be missing out on things.

Therefore more regular but more brief e-mail newsletters would be welcomed. Improved publication of the range of support provision offered by the Media Trust was also welcomed as a number of interview respondents had not heard of a number of the services we spoke to them about as demonstrated in the following passage;

I haven’t had the opportunity to do so yet but I would certainly will be using the Community Newswire in the future.

Community Newswire

A number of those charities we spoke to who had used the Community Newswire service pointed to areas for service improvement. One respondents felt that the focus on their story changed during the edit process;

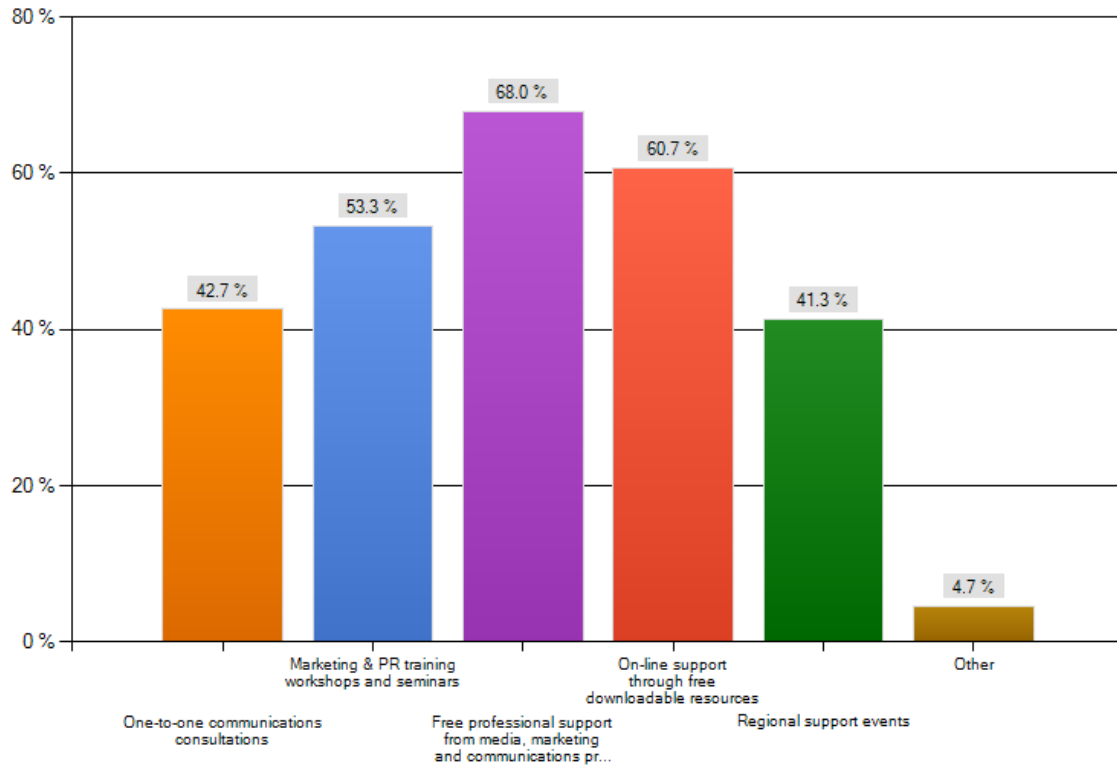
Well I’m a bit scared to use it again to be honest as our press release got cut up in a way that was a bit misleading. So I think that is the only thing that I have slightly negative feedback about and that maybe there should be some kind of mechanism to put in a full press release and an edited version as obviously it’s not a deliberate thing it’s about them not knowing your project.

Another support provider commented that they were less than satisfied with the Community Newswire service as it;

Diluted our messaging as perhaps they don’t have a thorough understanding of our background and where we’re coming from”.

8.3 Services the users would like to access in the future

What types of services would you want to access in the future? (Please tick all that apply)



A large percentage (68%) of the on-line survey respondents identified free professional support from media, marketing and communications professionals as the service they would most like to access in the future. Online-support (61%) and accessing the marketing and public relations training workshops and seminars (53%) were also very popular services which the respondents hoped to access in the future.

The charities we spoke to through our in-depth interviews highlighted three general areas of support they would like to see from the Media Trust in the future, those being;

- Networking events
- Policy related seminars
- Intern/volunteering opportunities.

Networking events were suggested by a number of respondents as being potentially useful for their organisation, as demonstrated by one charity who noted;

I'm not sure maybe if they looked on CIPR [Chartered Institute for Public Relations] and the kind of networking events they hold they could possibly do similar things to that, but for media professionals specifically within the charitable sector.

Another charity highlighted that networking events which linked up people performing similar roles for similar organisations would prove extremely useful.

One charity felt that it would be beneficial if the Media Trust were to focus on particular policy areas rather than covering general themes, and that these policy areas could be directed by organisations themselves. If a number of support providers viewed a particular policy area as important, Media Trust could develop a specifically tailored course on the subject rather than having standard set themes.

Accreditation and volunteering opportunities were also suggested as a possible service which the Media Trust could facilitate in the future. It was suggested that students undertaking media related courses who could provide 'hands-on' input to host organisations and gain valuable insight and expertise in the field.

9 Conclusion and Key Messages

This report brings together the views of over 218 users of the Media Trust marketing and communications programme for support providers. The overwhelming message from the research is that the programme delivers a range of sector-specific and tailored support to third sector support providers in a variety of ways which are viewed invaluable to the clients. The programme has delivered on its four central aims those being;

- Increasing confidence of support providers
- Increasing knowledge of support providers
- Improving skill of support providers
- Improving practice/changing behavior of support providers

National Support Service Achievements;

- Over 200 service users surveys demonstrating overwhelmingly that the programme had improved their confidence and knowledge of marketing and communications
- The majority of respondents pointed to demonstrative practical impacts of their involvement in the programme
- 72% of charities cited that they had received more enquiries into their organisation as a result of their involvement and knowledge received through the Media Trust support programme.
- 20% had received more service users
- 13% had attracted more volunteers
- 10% felt they had been more successful in fundraising since accessing the support programme
- 5% had received more donations since they had accessed the support programme.
- A large majority of service users surveyed (79%) felt that the advice given to them was relevant to their organisation.
- 48% of respondents surveyed felt that they were more confident in managing their organisations marketing and communications since accessing the support programme
- Barriers to implementing change included time restraints (43%) lack of necessary finance (34%) and lack of staff with appropriate skills (18%)

Key Recommendations

- Continue to offer the varied range of support provision as the array of services enables a wide variety of agencies to access the relevant support
- Improve on-line resources and support channels
- Improve appropriate Media Matching 'matches'
- Allow for increased control or sign-off of published material from the Community Newswire service
- Communicate more explicitly the exact level or 'pitch' of the training workshops
- Improve the internal management of an up-to-date client contact database
- More regional workshops and seminars

Appendix 1:Pre-Questionnaire Contact E-Mail Content

Evaluation of Media Trust's Marketing & Communications Targeted Programme for Support Providers

Dear *|MERGE1|* *|MERGE2|*

We are writing to you as *|MERGE3|* is one of the organisations that have received support from Media Trust's Marketing and Communications targeted programme for support providers. In the next week you will be receiving an invitation to take part in an on-line questionnaire, providing you with the opportunity to share your views on how the programme was communicated, implemented and the value it has brought to your organisation.

You will be able to complete the survey from **8th November** until the deadline on **19th November**.

It should take no longer than ten minutes to complete so we really hope you will be able to take the time to share your opinions with us, which will help to shape the future support provided by the Media Trust. However, if you do not want to receive this questionnaire please e-mail us back to let us know and we will remove you from the respondent list.

If you have any accessibility issues which may prevent you from completing this questionnaire on-line then please feel free to request a telephone interview or paper version of the questionnaire.

Finally, in order to update our contact database, please inform us of any changes in personnel or role titles we may need to be aware of.

Kind Regards,

Jessica Medling
Media Trust

Dr. Kath Edgar
Substance



Appendix 2: Questionnaire Invite E-mail

Evaluation of Media Trust's Marketing & Communications Targeted Programme for Support Providers

Dear *|MERGE1|* *|MERGE2|*

We are writing to you as*|MERGE3|* is one of the organisations that have received support from Media Trust's Marketing and Communications targeted programme for support providers. We wrote to you in October to inform you about our forthcoming research campaign and we would be very grateful if you could spend some time to complete the following on-line survey;

<http://www.surveymonkey.com/s/MediaTrustQuestionnaire>

The questionnaire will be available on-line between **8th November** until the deadline on **19th November**.

It should take no longer than ten minutes to complete so we really hope you will be able to take the time to share your opinions with us, which will help to shape the future support provided by the Media Trust.

If you have any accessibility issues which may prevent you from completing this questionnaire on-line then please feel free to request a telephone interview or paper version of the questionnaire.

Kind Regards,

Jessica Medling
Media Trust

Dr. Kath Edgar
Substance



Appendix 3: Telephone Interview Respondent List

	Name	Organisation	Date
1	Rama Yagnik - Company Development Manager	Open Clasp Theatre Company	22 nd October 2010
2	Lucy Morgan – Communications Officer	Thistle Foundation	22 October 2010 – Time 13:54
3	Darran Martin – Senior Development Officer	Community Foundation for Merseyside	24 th October 2010
4	Sue Barsby- Regional Outreach Manager	Big Lottery East Midlands	26 October 2010 10:05
5	Catrina Flynn -Fund-raising and PR Manager	Children North East	26 October 2010 09:01
6	Carina McKeown - Head of Communications	ACEVO	27 October 2010 – Time 12:11
7	Hermoine Clulow -Internal Communications Manager	The Scout Association	2 November 2010
8	Clare Bentley Marketing & Fund-Raising Executive	Aspire Trust Limited	2 November 2010 – Time 9:38
9	Sophie Ballinger -Head of Communications	CDX	2 November 2010 11:44
10	Sian McClure - Information & Communications Manager	Regional Action West Midlands	Tuesday 3 rd November 2010 – 9:48
11	Emily Smith -Events & Communications Co-ordinator	Career Academies UK	4 th November 2010 13:13
12	Jenny McArdle - Communications and Marketing Manager	Leeds Irish Health and Homes	6 th November 2010 13:19
13	Kate Crozier - Marketing Officer	Merseyside Sports Partnership	9 November 2010 11:08
14	Elizabeth Hudson - Press Officer	British Trust of Conservation Volunteers	10 November 2010 9:31
15	Anita Powell - Events & Communications Co-ordinator	Business in the Community	10 November 2010 15:44

Substance is an experienced social research company specialist in the areas of sport, youth inclusion and community regeneration. Members hail from backgrounds in leading university research institutes, social enterprise and ICT. Substance helps to make connections between people and organisations at the grassroots and policy makers, funders, government, commercial corporations and charitable foundations and work with them in order to demonstrate impact and value, influence policy and effect social change.

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