

Marketing

Ensure the development of a marketing and communication strategy which promotes the school/trust and defines the brand, aims and goals. Develop pupil recruitment, stakeholder engagement via appropriate communication channels and maximise income generation.



A. Functions	Tier 1	Tier 2	Tier 3	Tier 4
Strategy	Participates in short-term and long-term goals in all aspects of school/trust activities. Assists in providing the data required to facilitate the strategic planning process.	Participates in administrative and employee teams in the identification of short-term and long-term goals in all aspects of school/trust activities.	Assists in the development and communication of the vision and values of the school/trust, drawing from current research and practice.	Leads on the development and communication of the vision and values of the school/trust.
	Assists in identifying new and existing stakeholders.	Researches and defines the stakeholder groups, e.g. parents, staff, community, prospective parents and pupils.	Critically assesses and agrees the defined stakeholder groups to be targeted under the defined strategy.	Leads on the development of a clear rationale for the engagement with each of the targeted stakeholder groups.
	Supports pupil recruitment to ensure school sustainability.	Coordinates a range of pupil recruitment activities.	Contributes to development of a strategic plan for pupil recruitment to ensure sustainability of the school.	Advises senior colleagues on strategies to mitigate obstacles to pupil recruitment.
	Collates and analyses previous marketing activities undertaken by the school/trust.	Evaluates the previous marketing activities undertaken by the school/trust.	Critically assesses the data of previous marketing activities and recommends future plan.	Drives future change and works with executive managers to implement change in planned marketing activities.
	Understands the need for the development of a specific marketing and communication plan, with specific aims, to deliver the school/trust mission and goals.	Influences and advises on the development of a marketing and communication plan, with specific aims, to deliver the school/trust mission and goals.	Develops a marketing and communication plan, with specific aims, to deliver the school/trust mission and goals.	Leads the implementation of the strategic marketing and communication plan to deliver the school/trust mission and goals.
	Sources the required data for the analysis of the marketing activity against agreed aims.	Designs a dashboard for analysis of the marketing activities against agreed aims.	Evaluates the impact of the marketing activities against the agreed aims.	Monitors and assures the impact of the marketing activities against agreed aims.
Brand management	Understands and applies the brand consistently for the school/trust.	Coordinates and facilitates the delivery of a consistent brand across all school/trust activities.	Facilitates and embeds a consistent brand for the school/trust that reflects the school's/trust's values and vision.	Leads, develops and regularly reviews a clear and consistent brand, including guidelines.
	Applies consistent information across all communication channels.	Supports the delivery of consistent information across all communication channels.	Ensures consistent information across all communication channels, e.g. print, website, social.	Leads and develops effective and consistent methods of communication across all channels.
	Understands and promotes the strategy on reputational management for the school/trust.	Acts as a role model to ensure the delivery of the reputational management strategy.	Embeds a positive culture focused on delivery of the reputational management strategy, involving stakeholders.	Develops a clear rationale around the reputational management of the school/trust.

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A. Functions (Cont'd)	Tier 1	Tier 2	Tier 3	Tier 4
Communications and promotions	Understands and administers the selected marketing channels to communicate with stakeholders.	Coordinates the content to be communicated across the selected marketing channels to communicate with stakeholders.	Evaluates the marketing channels available to communicate with stakeholders, taking account of costs and efficiencies, e.g. Twitter, website, local press, School App.	Challenges and influences the marketing channels used by the school/trust to communicate with stakeholders.
	Collects and collates consultations with stakeholder groups to establish their perception of the school/trust.	Implements the consultations with stakeholder groups to establish their perception of the school/trust.	Reviews regularly consultations with stakeholder groups to establish their perception of school/trust.	Develops and adapts marketing activities to respond to any issues.
	Works with colleagues to deliver against brief to ensure consistent delivery with the school's/trust's brand.	Produces the commissioned materials and delivers against brief to ensure consistent delivery with the school's/trust's brand.	Manages and monitors the commissioned materials to ensure consistent delivery with the school/trust brand.	Commissions marketing and promotional materials consistent with the school/trust brand, e.g. prospectus, website.
	Administers a media event.	Facilitates a media event, taking advice from colleagues.	Manages a media event, including identification of media spokesperson.	Monitors and proposes media engagement, including critical incident management.
	Administers activities to support a school-wide/trust-wide (internal and external) events portfolio to raise the brand awareness of the school/trust.	Works to facilitate a school-wide/trust-wide (internal and external) events portfolio to raise the brand awareness of the school/trust.	Develops and manages a school-wide/trust-wide (internal and external) events portfolio to raise the brand awareness of the school/trust.	Capitalises on a school-wide/trust-wide (internal and external) events portfolio to raise the brand awareness of the school/trust.
	Collects and collates feedback on all planned marketing activities.	Evaluates feedback on all planned marketing activities to assess impact of activities.	Leads on cost-benefit analysis, taking account of the evaluation and impact assessment, for all marketing activities planned by the school/trust.	Challenges colleagues/stakeholders and practices to ensure cost-benefit is the lead rationale in assessing marketing activities.
Income generation	Supports and promotes agreed income-generating activities.	Engages with stakeholder groups in the execution of income-generating activities.	Identifies significant income generation opportunities and the impact they have on enhancing or sustaining educational performance and operations.	Promotes an entrepreneurial culture which supports the core purpose of the school/trust, with due regard to tax/trading legislation.
	Administers income-generating activities to maximise the school/trust financial resilience.	Coordinates income-generating activities to maximise the school/trust financial resilience.	Manages the deployment of a range of income-generating activities to maximise the school/trust financial resilience.	Champions a sustainable commercialisation via a range of income-generating activities to maximise the school/trust financial resilience.

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	Collects and collates the information required for securing additional income to support school's/trust's improvement plans.	Justifies need for additional income to support school's/trust's improvement plans.	Develops business case for securing funds through successful grant applications and bid submissions.	Creates revenues through strategic partnerships with schools, businesses and community organisations which enrich and sustain school's/trust's improvement plans.
	Suggests risks associated with income generation activities.	Advises on potential risks associated with income generation activities and ensures any potential impact on core school/trust funding is understood and effective mitigation is in place.	Monitors controls established to mitigate the risks associated with income generation activities.	Establishes a control environment to minimise the risks associated with income generation activities.

The knowledge describes the learning requirements of the practitioner undertaking the activities outlined in Section A. Functions.

B. Knowledge	Tier 1	Tier 2	Tier 3	Tier 4
	Understands business communication practices.	Understands the range of tone, style and communication formats.	Is able to marshal persuasive arguments and convey narrative information in a succinct and accurate style.	Possesses degree-level literacy and has developed analytical, interpretative, explanatory skills.
	Is able to use and maintain technology to provide data analysis.	Is able to develop, use and maintain technology to provide data analysis.	Is experienced in interrogating and manipulating data and developing internal control systems.	Is experienced in interpreting analysis of the competitive environment.
	Understands the need for marketing and communication strategies.	Supports the delivery of marketing and communications strategies.	Inputs and deploys marketing and communications strategies.	Develops and delivers marketing and communications strategies and understands of how to apply this to the education sector.
	Recognises the potential impact of positive/negative publicity on the school/trust reputation and brand of the school/trust.	Is aware of reporting channels and options for acting upon incidents of positive/negative publicity on the school/trust reputation and brand of the school/trust.	Develops strategies for effective public relation management in relation to positive/negative publicity.	Develops strategies for effective public relation management in relation to positive/negative publicity.
	Understands health and safety regulations within area of responsibility and personal safety in relation to public events.	Understands health and safety regulation in relation to school/trust in relation to public events.	Understands duties placed on individuals by health and safety regulation in relation to public events.	Understands specific duties placed on individual/ organisations by health and safety regulations, and consequences of failure to meet those duties.

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B. Knowledge (Cont'd)	Tier 1	Tier 2	Tier 3	Tier 4
	Understands principles of critical incident management.	Understands processes involved in critical incident management.	Is able to identify critical incident management.	Is able to react to, and adjust, activities for critical incident management.
	Understands the need to apply and adhere to statutory legislation in relation to marketing activities.	Is able to implement statutory legislation as required for marketing activities.	Is able to apply the statutory legislation applicable to individual marketing activities.	Has a full understanding of the statutory legislation that applies to all marketing activities and be able to research and take advice where necessary.
	Administers marketing activities across communication channels.	Is able to implement marketing activities across communication channels.	Is able to use communication channels effectively.	Has a full understanding of the communication channels available in the market, and the associated benefits and is able to research and take advice where necessary.
	Understands the principles of the project management process.	Supports project delivery.	Leads on project delivery.	Directs and understands all areas of responsibility in projects/programmes of work, schemes of delegation.
	Is aware of current funding and income generation opportunities applicable to the school/trust.	Researches and writes current bid opportunities and identifies income generation opportunities applicable to the school/trust.	Is experienced in writing and preparing effective funding bids and community networking to identify income generation opportunities.	Is aware of organisational and external factors affecting funding bids applications.

References

Grebot Donnelly (2015). ISBL Professional Standards Framework Opportunity – Marketing and PR [email] to Royle, T and Donnelly, I [16 February 2015].
 Pebble (2015). Commerce and communications final exc income generation [email] to Green, R [6 March 2015].

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