



CONTENTS

	<i>Page</i>
Methodology & Procedures:	
Executive Summary	2
Target Audience	2
SWOT Analysis	3
PESTEL Analysis	5
Competitor's Analysis	6
Primary Objectives - KPI's	7
Marketing Strategy - 4p's	7
Promotional Tools	8
Message Strategy	8
Media Strategy	9
Scheduling Plan	10
Regional Showcasing Groups	11
Budget	12
Ongoing Monitoring	12
Evaluation & Control Methods	12
List of AACPI Members	13

Executive Summary

AACPI is a national organization that represents 26 large community-based counselling services. We set standards of best practice and ensure our members are compliant in terms of governance, child protection and employment law. We provide trainings and networking opportunities and are strategic partners with our core funder Tusla Child & Family Agency.

We have identified that community-based counselling & psychotherapy services do not need to be marketed to source new service users, people in communities already know these services exist. To market service users would only result in putting these services under too much pressure, they are already operating at full capacity.

The marketing plan we need to create must target other key stakeholders and Tusla's private spend. What we see happening is that new services are being developed and funded and community counselling is not being recognized, in fact there has been a 50% cut to funding since 2011 and there has been no restoration of this to date.

Our membership provides counselling & psychotherapy to adults, children, families, couples and adolescents. They deliver low cost professional counselling that is affordable and accessible to all in the community. They are well established and rooted in communities for over 30 years. Trust has been built up in communities because it is a different model to that of statutory services. The waiting time to be seen is no longer than one month whereas with some statutory counselling services it is two years.

We can demonstrate that our member services are value for money. The cost to our member organisations to provide 80,904 was 2.8 million but only 1.5 million funding was provided. If statutory services were to provide this number of therapy hours it would cost over 5 million.

The target audience has been identified as the following along with Tusla's private spend.

Tusla Child & Family Agency

HSE Mental Health

17 Area managers

4 Regional managers

Local support services

Duty Social Workers (Child Protection)

Foster Care Teams

CYPSC Coordinators

Local TD's

Prevention Partnership Family Support (PPFS)

Child & Family Coordinator's

Counselling In Primary Care (CIPC) (administration of service locally)

SWOT Analysis

Strengths:

AACPI can rely on the following as its strengths:

1. **Strategic partner with Tusla Child & Family Agency:** AACPI has established a strong working alliance with Tusla Child & Family Agency. We are their strategic partners in shaping the development of community-based counselling & psychotherapy as they further develop their commissioning process.
2. **Our membership:** Consists of 26 large community-based counselling & psychotherapy counselling services that provide a professional, affordable and accessible service to all in the community.
3. **Standards of best practice:** We set standards of best practice and ensure our member organisations meet and maintain these.
4. **Accessible & Affordable Services:** Counselling & psychotherapy is being provided at low cost so that those who cannot afford to pay in communities can avail of the service. This is what makes the services accessible and affordable. Also the services are available to all in the community.
5. **Data statistical collation:** We collate our members counselling statistics through our own database and provide Tusla and other key stakeholders with our National report. This is done in accordance to GDPR Guidelines.
6. **Professional service:** highly qualified psychotherapists who are accredited and/or working towards accreditation work in a voluntary capacity in our member organisations. Without these psychotherapists our members would not be able to keep the doors to their services open.
7. **Established local referral pathways:** Our member organisations have long standing referral pathways with relevant services e.g. GP's, social workers and other therapeutic services. While these pathways are mostly informal they do work well. Moving forward these pathways need to be formalized.
8. **Networking:** We provide networking opportunities to our members by providing workshops, training and bi-annual national conferences.

Weaknesses:

AACPI identified the following as its weaknesses:

1. **No Marketing Plan:**
2. **Not raising its own profile:** We haven't raised the profile of community based counselling services with other key stakeholders or sourced funding from other funding streams.
3. **Under resourced:** Due to the 50% cut to funding, organisations are unable to hire new staff resulting in many existing staff being over loaded with work. Many psychotherapists work in a voluntary capacity, without this some services would not be in a position to offer their services to the community. Organisations are expected to operate on a shoestring and this is proving to be unsustainable and causing significant burn out of staff and management.
4. **Quality of service not being recognized by key stakeholders:** Community-based counselling & psychotherapy services are not being recognized by other key stakeholders and continually get passed over. New funding streams are being created and funded without recognition that these services already exist within community based counselling & psychotherapy services.

Opportunities:

AACPI identified the following as its opportunities:

1. **Raise profile with key stakeholders & government:** Outlined above.
2. **Showcase community-based counselling services:** Do this at a regional level to begin with. Invite key stakeholders to meet with our member organisations to promote the value and importance of their service. Promote how their services can meet the requirements and demands of the community. Build up a working alliance, put a face to each service, and build up trust and confidence in the service. It's also an opportunity to negotiate for more funding.
3. **Formalise referral pathways:** Up to now referral pathways have been informal. We have identified that this needs to become formalized and in all cases backed up with funding. For example, some referrals will come from social services in an area outside the geographic's of an organization. It is then presumed that referrals are supported by funding when in actual fact they are not. What needs to transpire is that additional funding be provided with all referrals that fall outside the remit or geographical areas? It's no longer tangible for this to continue.
4. **Secure new funding streams:** Dependence on one core funding stream is proving to be unsustainable. Having new funders will provide more financial stability.

Threats:

AACPI identified the following as threats:

1. **Instability of funding:** Having sustained a 50% cut to funding and no indication of funding being restored.
2. **Loss of members:** As a result of possible closure of our member organisations.
3. **Counselling Services under resourced:** Managers deflated and burnt out trying to keep their services operating along with meeting the demands in meeting governance compliance.

Pestel Analysis

Pestel Factor	Factor Identified	Impact of Factor
Political	Cuts in Government funding to our member counselling organisations & no restoration of funding.	Puts pressure on organisations to meet the demands of the community. Creating unsustainable instability. Lead to closure of organisations
Economical	Increase in unemployment rates. No disposable income.	More demand for the provision of low cost counselling.
Social	Working class, impoverished in the community. Poor education.	More demand for the provision of low cost counselling.
Technological	Rise in Technology requires up-skilling.	Because services are under resourced they are unable to invest in this development.
Environmental	Our belief is this does not have an impact.	Our belief is this doesn't impact on our services.
Legal	Governance Data Protection Child Protection Employment Law Policies & Procedures	Organisations are already under resourced and meeting the legal requirements to be compliant place a lot of pressure on staff.

Pestel Analysis Summary: Cuts in government funding is creating unsustainable instability on community-based counselling & psychotherapy services. The rise in unemployment over the years has left the impoverished in community needing more support. Funders are now demanding that governance compliance be met more than ever. We believe that the environment doesn't impact on these services. The client groups who use this service are usually the most impoverished in society therefore cannot afford to pay for counselling support. Because these services are under funded it is difficult for them to invest in technological development.

Competitor's Analysis

Competitor	What we do & they don't	What we do equally	What we do better
CIPC	Provide open-ended therapy sessions. Service available for all presenting issues. More accessible. Short waiting list. Less stigma to the use of service.	Provide a professional counselling service. Affordable.	More value for money. Service available to all in the community. No limit on the number of therapy sessions. Have therapists working in a voluntary capacity.
Tusla Private Spend	Our service will cost less to provide.	Provide a professional counselling service.	Better value for money. More cost effective.
Mental Health Services	Long-term counselling provided. Short waiting list.	Provide a professional counselling service	Better value for money.

Competitor's Analysis Summary: Our competitors cost the state a lot more money to provide an equally professional counselling & psychotherapy service. We are better value; the costing statistics outlined in the executive summary shows this. Most mental health services will only see clients for a limited number of session and for less serious presenting issues, community counselling & psychotherapy services in most cases provide open ended sessions and they are fortunate to have professional qualified therapists working in a voluntary capacity.

Primary Marketing Objectives

1. Restoration of funding from Tusla Child & Family Agency and source new funding streams, e.g. Tusla's private spend & HSE.
2. To raise the profile of community-based counselling & psychotherapy services (AACPI membership) at a regional level with key stakeholders.

KPIs

- To hold two showcases per month.
- To have the relevant area managers present at each showcase.
- To have all target audience (listed page 2) present at each showcase.
- To have the area managers and other relevant stakeholders visit the community counselling service in their region following the showcasing.
- To set up meetings between Directors's of counselling services and their local TD's.
- To formalize referral pathways between counselling services and Social Workers.
- Tusla Child & Family present to showcase to outline the commissioning process.
- Set up a meeting with Minister For Children & Youth Affairs.

Marketing Strategy: 4Ps

Positioning: Marketing strategy will demonstrate to key stakeholders that community-based counselling & psychotherapy services are value for money, well established in communities, affordable and accessible to all.

Product: Community-based counselling & psychotherapy services are low-cost, affordable, accessible and professional to all in communities across the country.

Pricing: To achieve full restoration of funding from Tusla. Counselling sessions are provided at a rate of €5 to €50 per session, in most cases no fee is paid. Therapists either work in a voluntary capacity or are paid minimum fee per session.

Place: Our member organisations are in towns and communities in Ireland. They are situated in impoverished areas in communities across the country.

Promotional Tools:

Promotional Tools	The WHY of the tools
Personal Selling	<ul style="list-style-type: none"> ● Meet, inspire and engage key stakeholders to get their buy in. ● Use showcasing to inform key stakeholders about the counselling and psychotherapy service provided in their areas (community). ● Use showcasing to promote the value, affordability and accessibility of community counselling and psychotherapy services. ● Formalise referral pathways.
Public Relations	<ul style="list-style-type: none"> ● Meet with local TD’s to promote the counselling and psychotherapy services that are in their communities. ● Meet Minister for Children & Youth Affairs to inform her about the monetary value, accessibility & importance of community-based counselling and psychotherapy.
Public Relations	<ul style="list-style-type: none"> ● Meet with local TD’s to promote the counselling and psychotherapy services that are in their communities. ● Meet Minister for Children & Youth Affairs to inform her about the monetary value, accessibility & importance of community-based counselling and psychotherapy.
Direct Marketing	<ul style="list-style-type: none"> ● Services to set up Facebook & Twitter accounts to build up the profile of their services. ● Email: to communicate and set up regional meetings between members & target audience. ● Website: Organisations to set up a donation page on their website to facilitate a possible new source of raising funding.

Message Strategy:

The key message is to demonstrate to key stakeholders that community-based counselling & psychotherapy services are value for money, well established in communities, affordable, professional and accessible to all.

Media Strategy:

Local Radio	Get counselling services to go on local radio to promote their services, fees, who the service is best suited to, availability and highlight that the service is professional with qualified psychotherapists.
Local Newspaper	Each agency set up an interview and photo shoot with Director's of the services and of the counselling rooms. Invite to showcases.
Fliers	Circulate fliers to GP's, community Centre's, schools & local mental health services to promote the services and the presenting issues they work with. Circulate at showcases.
Facebook & Twitter	Set up media accounts to build up a profile of the counselling services provided, their location and affordability.
Website	AACPI set up donation page to create a new source of raising funds for its members.

Scheduling of Plan:

The marketing plan will take place over 5 months commencing in March 2019 ending in July 2019.

MONTH 1

- Send emails to members to set dates for 10 regional showcases (Invite to showcases will be sent directly from Tusla)
- Send follow up emails and confirm showcasing dates & venues with members. (Tusla will liaise with stakeholders)
- Facilitate 2 regional showcases in March 2019 (Groups 1 & 2 Galway & Cork)
- AACPI set up donation page on members website.
- Set dates for local radio interviews
- Promote community counselling services in the local newspapers
- Organisations set up their Facebook & Twitter accounts
- Organisations circulate fliers promoting their services.

MONTH 2

- Facilitate 2 regional showcases in April'19 (Groups 3 & 4 Waterford & Kerry)
- Set dates for local radio interviews
- Promote community counselling services in the local newspapers
- Organisations set up their Facebook & Twitter accounts
- Organisations circulate fliers promoting their services.

MONTH 3

- Facilitate 2 regional showcases in May'19 (Groups 5 & 6 Dublin & Dundalk)
- Set dates for local radio interviews
- Promote community counselling services in the local newspapers
- Organisations set up their Facebook & Twitter accounts
- Organisations circulate fliers promoting their services.

MONTH 4

- Facilitate 2 regional showcases in June'19 (Groups 7 & 8 Dublin)
- Set dates for local radio interviews
- Promote community counselling services in the local newspapers
- Organisations set up their Facebook & Twitter accounts
- Organisations circulate fliers promoting their services.

MONTH 5

- Facilitate 2 regional showcases in July'19 (Groups 9 & 10 Dublin)
- Set dates for local radio interviews
- Promote community counselling services in the local newspapers
- Organisations set up their Facebook & Twitter accounts
- Organisations circulate fliers promoting their services.

Regional Showcases:

Meetings to take place from March 2019 to end of July 2019.

Target audience (pages 2 & 3) to be present at all groupings.

Group 1 - March 2019

Western Region

(Full Day showcasing in Galway)

Boyle Counselling & Psychotherapy Service
Family Life Service Castlebar
Pro- Consult
Limerick Social Service Council
Vita House
Knock Counselling Service

Group 6 - May 2019

(Full Day showcasing in Dublin SC)

Beacon of Light
Candle Trust Community
Clanwilliam Institute
Hesed House

Group 2 - March 2019

(Half Day showcasing in Cork)

Cork Counselling Centre

Group 7 - June 2019

(Full Day showcasing in Dublin N)

Genesis
Fingal Counselling Service
Northside Counselling Service
Target Counselling Service

Group 3 - April 2019

(Half Day showcasing in Dublin)

St Brigid's FCC
Family Life Service Ferns

Group 8 - June 2019

(Half Day showcasing in Dublin)

Living Life Counselling Service

Group 4 - April 2019

(Half Day showcasing in Kerry)

Kerry Adolescent Counselling Centre
Southwest Counselling Centre

Group 9 - July 2019

(Full Day showcasing in Dublin SW)

An Cosan
Loreto Crumlin
The Village Counselling Service

Group 5 - May 2019

(Half Day showcasing in Dundalk)

Dundalk Counselling Centre

Group 10 - July 2019

(Half Day showcasing in Dublin)

CARI Foundation
Simon Sure Steps

Budget Breakdown:

Meetings x 14	10,350.00
Printing - Brochures	2,500.00
Printing - Marketing plan	2,800.00
Agency Donation page establishment	5,719.00
	22,369.00

Ongoing Monitoring:

1. **Emails:** Follow up with member organisations and stakeholder's bi-monthly.
2. **Regional Meetings:** Follow up with members and stakeholders .
3. **Local Radio:** Have member agency follow up with radio station to check responses a week after each interview.
4. **Local Newspaper:** Follow up with member agency regarding status of newspaper to check response.
5. **Facebook & Twitter:** Have IT staff track responses to profile and respond to comments daily.
6. **Fliers:** Organisations to track where their referrals are coming from daily.
7. **Website donation page:** Ask members to provide quarterly feedback on donations made.

Evaluation & Control Methods:

1. Issue evaluation forms on the days of the regional showcases to get feedback from both members and stakeholders.
2. Hold monthly meetings with AACPI Board of Director's.
3. Set up separate follow up meetings with members and stakeholders after each regional meeting was held within 3 months.
4. Have members evaluate how the marketing plan is working for them monthly.

If this marketing plan achieves its objectives we will have increased awareness of community-based counselling & psychotherapy services with key stakeholders and other similar local support services. Formal referral pathways will be established and trust will be built up between stakeholders and our member organisations. There will also be more funding allocated to community based counselling & psychotherapy through the re-direction of the private spend. There will be a commitment from Tusla Child & Family Agency to restore funding to our member organisations.

If this Marketing plan doesn't meet its objectives we will re evaluate in order to identify the gaps in the plan.