

Swansea Bay City Deal

Communications and Marketing Plan

Greg Jones

Swansea Bay City Deal Communications and Marketing
Officer

1.1 Overview

Signed by the Prime Minister in March 2017, the Swansea Bay City Deal is an unprecedented investment of up to £1.3 billion in the Swansea Bay City Region, which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.

The City Deal consists of a portfolio of transformational programmes and projects which, subject to business case approvals, will be funded by the UK Government, the Welsh Government, the public sector and the private sector.

A 15-year portfolio, the City Deal will transform the City Region into a centre of excellence for a number of sectors, including renewable/low carbon energy, life science and well-being, smart manufacturing and economic acceleration.

A regional economic boost of at least £1.8 billion is projected over the lifespan of the portfolio, with the creation of over 9,000 jobs.

City Deal projects include the Pentre Awel development in Llanelli; a life science, well-being and sport campuses scheme in Swansea; a city and waterfront digital district in Swansea; a low carbon programme in Neath Port Talbot featuring a specialist facility to support the steel and metals industry; and an off-shore testing area and associated facilities for marine energy technologies in Pembrokeshire.

A homes as power stations project is also planned across the region, along with major digital infrastructure improvements and a skills and talent initiative that will give local people a pathway to access the employment opportunities being created.

An example of close partnership work in action, the City Deal will help address persistent regional challenges including a lack of jobs and skills, poverty, inequality and rurality in a transformational and preventative way. It will also close the economic gap between the Swansea Bay City Region and other more affluent parts of the UK, helping act as a catalyst for further investment and jobs.

1.2 Media protocol

With multiple partners involved, a protocol is needed for the clear management of press releases, media responses/statements, interview opportunities, social media posts, PR campaigns and events.

As such:

- The City Deal's Communications and Marketing Officer will lead on all media activity for the City Deal at a portfolio level, including press releases and statements, website content, social media and other digital communications, press launches, and press conferences. This content requires approval from the SBCD Portfolio Director, project/programme lead organisations (where relevant) and both the chair of Joint Committee and the SBCD Senior Responsible Owner (where relevant). The importance of the announcement/statement will dictate the seniority of the approval needed, which will be determined by the Portfolio Director via the Communications and Marketing Officer.
- UK Government and Welsh Government approval of communications will also be needed in relation to business case approvals, major project/programme milestones, and the release of funds to the City Deal portfolio. Opportunities for Ministerial quotes will be made available for communications of this kind. A protocol for business case approvals is provided in section 2.0 of this plan.
- Partners may draft press releases/statements, as well as carry out other PR activities when they're specific to their projects, but:
 - They must use the paragraph below which explains the City Deal as a whole and references all partners.

The Swansea Bay City Deal is an investment of up to £1.3 billion in a portfolio of major programmes and projects across the Swansea Bay City Region, which is being funded, subject to the approval of business cases, by the UK Government, the Welsh Government, the public sector and the private sector. Over the 15-year lifespan of the portfolio, the City Deal will boost the regional economy by at least £1.8 billion, while generating over 9,000 jobs. The Swansea Bay City Deal is being led by the four regional local authorities - Carmarthenshire Council, Swansea Council, Neath Port Talbot Council and Pembrokeshire Council - together with the Swansea Bay University and Hywel Dda University Health Boards, Swansea University, the University of Wales Trinity Saint David, and private sector partners.

- They must seek approval through the City Deal's Portfolio Management Office before release, who will then send the press release/statement/details of the PR activity to the Joint Committee chairman and other relevant stakeholders for information or approval, if appropriate

- All photograph opportunities will include members of relevant City Deal partners
 - Representatives of all City Deal project and programme partners will have equal opportunity to give interviews to the media. Where only one person is interviewed, all partners should be informed prior to the interview. All interviews should, wherever possible, reference other City Deal partners.
 - Partners to include bilingual story content on their websites in relation to their projects/City Deal projects within their area
 - Partners to retweet/like/share social media posts relating to the City Deal, whenever possible: Facebook - @SBCityDeal; Twitter - @SBCityDeal; @BargenDinesigBA
-

1.3 Official City Deal portfolio spokespeople

- English language interviews: Cllr Rob Stewart (Swansea Council Leader and Joint Committee Chairman)
 - Welsh language interviews: Cllr Emlyn Dole (Carmarthenshire Council Leader and Joint Committee Member)
-

1.4 Bilingualism

All media releases and information, either printed or online, should be bilingual, with the Welsh language positioned so that it may be read first, as per Welsh Language Standards

1.5 Branding

All media releases and information, either printed or online, should use approved branding and the logos of all project partners.

The UK Government and the Welsh Government must authorise the use of their logos on any content.

The City Deal logo should appear on all project site branding/hoardings. Branding on site hoardings should also comply with both Welsh Government and UK Government branding guidelines.

Branding contacts at the UK Government and Welsh Government:

- UK Government: comms@UKGovWales.gov.uk
- Welsh Government: brand@gov.wales

As a guide to all programmes and projects, the branding and positioning of logos as indicated below has been approved for the construction site hoardings on the arena element of the Swansea City and Waterfront Digital District.

1.6 Events

City Deal events will be planned by the City Deal's Portfolio Management Office, with the approval of the Portfolio Director, as well as the Portfolio's SRO and the Joint Committee Chairman, if appropriate. The Portfolio Management Office will organise details including bookings, programmes, invitation lists, proceedings, VIP participation and promotion, while keeping partners informed and updated.

1.7 Facts and figures

Total investment: Up to £1.3 billion

Funding breakdown: The total investment package currently estimated (as of late 2020) is made up of £235.7 million UK and Welsh Government funding, £330.2 million other public sector investment, and £591.79 million from the private sector.

Economic impact across the region: At least £1.8 billion over the 15-year lifespan of the portfolio

Jobs: More than 9,000 jobs over the 15-year lifespan of the portfolio

1.8 Key messages

SBCD key messages will be referenced in all communications, wherever possible.

The City Deal – an investment of up to £1.3 billion - will:

- Accelerate the City Region's post Covid-19 economic recovery
- Give the City Region an economic boost of at least £1.8 billion over the 15-year lifespan of the portfolio
- Deliver opportunities for regional businesses to benefit from major programme/project procurement
- Create over 9,000 jobs for local people
- Help retain regional talent
- Catalyse further investment
- Transform the City Region into a centre of excellence for sectors including life sciences, smart manufacturing and low carbon energy innovation
- Raise the City Region's profile throughout the UK and beyond

1.9 Key communications and marketing contacts

Greg Jones - Swansea Bay City Deal Communications and Marketing Officer
gregjones@cararthenshire.gov.uk | 01267 224037

Deina Hockenull - Carmarthenshire County Council Head of Marketing and Media
DMHockenull@cararthenshire.gov.uk | 01267 224654

Laura Morris – Carmarthenshire County Senior Communications Officer
LJMorris@cararthenshire.gov.uk or pressoffice@cararthenshire.gov.uk | 01267 224176

Lee Wenham - Swansea Council Head of Communications
Lee.wenham@swansea.gov.uk | 01792 637158

Patrick Fletcher – Swansea Council Head of News
Patrick.fletcher@swansea.gov.uk | 01792 636092

Andy Pearson – Swansea Council Communications Officer
Andy.pearson@swansea.gov.uk | 01792 636252

Sylvia Griffiths - Neath Port Talbot Council Strategic Communications and Marketing Adviser
s.griffiths@neath-porttalbot.gov.uk or media@npt.gov.uk | 01639 686585

Robin Turner – Neath Port Talbot Council Senior Communications Officer
r.turner@npt.gov.uk or media@npt.gov.uk | 01639 685847

Lee Day - Pembrokeshire Council Press and Public Relations Manager
Lee.Day@Pembrokeshire.gov.uk or presspublicrelations@pembrokeshire.gov.uk | 01437 775387

Anna Wilson - Pembrokeshire Council Communications Officer
Anna.Wilson@Pembrokeshire.gov.uk or presspublicrelations@pembrokeshire.gov.uk | 01437 775387

Jacqui Bowen - Swansea University Head of Public Relations
Jacqui.bowen@swansea.ac.uk | 01792 295050

Eleri Beynon - University of Wales Trinity Saint David Head of Corporate Communications and PR
e.beynon@uwtsd.ac.uk | 01267 676790

Yvonne Burson - Hywel Dda University Health Board Head of Communications
Yvonne.burson@wales.nhs.uk | 01267 239554

Susan Bailey - Abertawe Bro Morgannwg University Health Board/ARCH Head of Communications
susan.bailey@wales.nhs.uk | 01639 683330

Anna Malloy – Port of Milford Haven Stakeholder Engagement and Communications Manager
Anna.malloy@mhpa.co.uk | 01646 696156

Anna Mullarkey – Port of Milford Haven Marketing and Communications Executive
Anna.mullarkey@mhpa.co.uk | 01646 696156 or 07583 901278

Sara Aicken – Port of Milford Haven PR and Communications Executive
Sara.Aicken@mhpa.co.uk | 01646 696156 or 07500 578726

Holly Pretious – Marine Energy Wales Communications and Marketing Manager
Holly.pretious@marineenergywales.co.uk | 01646 405690 or 07748 735181

Chris Herdman – UK Government Wales Head of News and Digital
Chris.Herdman@ukgovwales.gov.uk or comms@ukgovwales.gov.uk | 029 2092 4212 or 07811 823327

Tara Cole - UK Government Wales Communications Officer
tara.cole@ukgovwales.gov.uk | 029 2092 4212

Andrew Mathias – Head of Communications Welsh Government Economy and Transport
Andrew.mathias@gov.wales | 03000 258014

2.0 Protocol for business case approvals

Press releases

Press release(s) to be prepared by the City Deal Portfolio Management Office's Communications and Marketing officer.

Prior to distribution to the media, press release(s) to be approved by:

- The City Deal's Portfolio Director
- The City Deal's Senior Responsible Owner (SRO)
- The Chairman of the SBCD Joint Committee
- The relevant senior Joint Committee members of the organisation(s) leading the project
- The Secretary of State for Wales' office
- The Cabinet Secretary for Economy and Transport's office
- Project partners, where appropriate

Quotes are to be included from:

- The Chairman of Joint Committee
- The relevant senior Joint Committee members of the organisation(s) leading the project
- The Secretary of State for Wales or the Parliamentary Under Secretary of State for Wales
- The Cabinet Secretary for Economy and Transport or

Before distribution to the media, all approved press releases of this nature are to be sent for information to Joint Committee and Economic Strategy Board members, the Secretary of

State for Wales' office, the Cabinet Secretary for Economy and Transport's office, and other key stakeholders relevant to the particular project.

Only bilingual, approved press releases are to be sent to the media

Photographs

Opportunities will be made available for the following to appear in photographs accompanying press releases about business case approvals:

- The Chairman of Joint Committee
- The relevant senior Joint Committee members of the organisation(s) leading the project
- The Secretary of State for Wales
- The Cabinet Secretary for Economy and Transport

Photos are to be located, wherever possible/appropriate, at project sites or, if that's not possible, a location appropriate to the project

Interview opportunities

Interviews should be provided bilingually, wherever possible. Opportunities for interviews will be made available to:

- The Chairman of Joint Committee (English) and Carmarthenshire Council's Leader (Welsh)
- The relevant senior Joint Committee members of the organisation(s) leading the project
- The Secretary of State for Wales
- The Cabinet Secretary for Economy and Transport

2.1 Stakeholders

Financial	UK Government, Welsh Government, Carmarthenshire Council, Swansea Council, Neath Port Talbot Council, Pembrokeshire Council, Swansea University, University of Wales Trinity Saint David, Hywel Dda University Health Board, Abertawe Bro Morgannwg University Health Board, private sector project backers, Wales European Funding Office
Legal	UK Government, Welsh Government, Carmarthenshire Council, Swansea Council, Neath Port Talbot Council, Pembrokeshire Council
Political	MPs across the City Region, AMs across the City Region, Secretary of State for Wales, Cabinet Secretary for Finance, Cabinet Secretary for Economy and Transport, City Deal Joint Committee, Carmarthenshire Council executive board, Swansea Council cabinet, Pembrokeshire Council cabinet, Neath Port Talbot Council cabinet, councillors across the City Region, regional council ward members where projects are located

Media	BBC Wales Today, BBC Radio Wales, BBC Radio Cymru, BBC Newyddion, BBC Online, BBC Wales newsgathering, ITV Wales, Western Mail, Business News Wales, Wales 247, South Wales Evening Post, Wales Online, Swansea Bay Business Life, The Wave, Swansea Bay Radio, Heart FM, Swansea Bay TV, Llanelli Star, Llanelli Herald, Carmarthenshire Herald, Carmarthen Journal, Llanelli Online, Radio Carmarthenshire, Pembrokeshire Herald, South Wales Guardian, Towy Side Advertiser, Tenby Observer, Western Telegraph, specialist media, UK national media, Municipal Journal, Local Government Chronicle, Carmarthenshire Times, The Llanelli Standard
Influential groups	Joint Committee, Economic Strategy Board, City Deal programme board, City Deal project leads, private sector regional project backers, regional bloggers, South Wales Chamber of Commerce, Swansea Civic Society, S4C, Canolfan S4C Yr Egin tenant, Federation of Small Businesses South Wales, FSB Wales, Business Wales, Swansea BID, Llanelli BID, Carmarthen BID (once established), Swansea Market traders, Swansea Bay Business Club, SA1 Waterfront Business Club, 4 The Region, Carmarthenshire Tourism Association, Carmarthenshire Council economic development division, Neath Port Talbot Council business development team, Swansea Council economic regeneration team. Pembrokeshire Council business development team, Antur Teifi, Discover Carmarthenshire, Pembrokeshire Tourism, Institute of Welsh Affairs, Cardiff Capital Region City Deal, Tourism Swansea Bay, Visit Swansea Bay, Visit Wales, Visit Neath Port Talbot, South Wales and Mid Wales Regional Learning and Skills Partnership, Ambassador Theatre Group, Milford Haven Port Authority, Marine Energy Wales, Pembrokeshire Coastal Forum, Lions and Rotary clubs across the region, National Trust, Tata Steel, Swansea University College of Engineering, Swansea University Institute of Metal Science, Swansea University Medical School, Swansea marina residents, SA1 businesses, Swansea city centre businesses, Llanelli town centre traders, regional hospital staff, regional supply chain businesses, regional tier one contractors, regional town and community councils, major regional employers, Be the Spark, Construction Futures Wales, CCP Business Network

2.2 Communications Stakeholder Power & Interest Matrix

	Keep Satisfied (High Power & Low Interest)	Manage Closely (High Power and High Interest)
High Power	<ul style="list-style-type: none"> Regional Local Authority Cabinet Members Regional Council Members (All) Regional AMs and MPs BBC Wales Today ITV Wales BBC Radio Wales BBC Radio Cymru BBC Newyddion BBC Wales newsgathering UK national media Tata Steel Other major regional employers Milford Haven Port Authority Wales European Funding Office Farmers Union for Wales National Farmers Union 	<ul style="list-style-type: none"> Joint Committee Members Programme Board Members Economic Strategy Board Members & specialist advisors Welsh Government SBCD officials UK Government SBCD officials UKG Secretary of State for Wales UKG Parliamentary Under Secretary of State for Wales WG Minister for Economy and Transport WG Minister for Finance WG Deputy Minister for Economy and Transport Wales Online BBC Online South Wales Evening Post Western Mail Private sector project backers Regional business community Local Authority Ward Members in project locations

	Monitor (Low Interest and Low Power)	Keep Informed (High Interest and Low Power)
Low Power	<p>Regional bloggers Yr Egin tenants South Wales Guardian Towyside Advertiser Tenby Observer Carmarthenshire Times Llanelli Standard Swansea Civic Society Business Wales Carmarthenshire Tourism Association, Carmarthenshire Council economic development team Neath Port Talbot Council business development team Swansea Council economic development team. Pembrokeshire Council business development team Antur Teifi Discover Carmarthenshire Pembrokeshire Tourism Institute of Welsh Affairs Tourism Swansea Bay Visit Swansea Bay Visit Wales Visit Neath Port Talbot Pembrokeshire Coastal Forum National Trust Regional MEPs Construction Futures Wales</p>	<p>Specialist media Business News Wales Wales 247 Swansea Bay Radio Wales Business Insider Carmarthen Journal Llanelli Star Swansea Bay Business Life Western Telegraph Milford Mercury The Wave & Swansea Sound Heart FM Radio Carmarthenshire Radio Pembrokeshire Herald newspapers 4 The Region Regional Business Improvement Districts SBCD project leads South Wales Chamber of Commerce Federation of Small Businesses Swansea Bay Business Club SA1 Waterfront Business Club South West and Mid Wales Regional Learning and Skills Partnership Lions and Rotary Clubs across the region Marine Energy Wales Regional supply chain businesses Regional Town and Community Councils Cardiff Capital Region City Deal North Wales Growth Deal Regional Local Authorities (Staff) Regional universities (Staff and students) Regional health boards (Staff) Regional school pupils Oriol Science SWIC (South Wales Industrial Cluster) Welsh Government Energy Service</p>
	Low Interest	High Interest

2.3 Communications and marketing tactics

A wide variety of communications and marketing tactics will be used to raise awareness of the City Deal. These will include:

- Regular press releases and feature articles, which will focus on topics including the City Deal as an overall investment portfolio, individual City Deal projects, and backing for the City Deal from the private sector/residents across the region. These articles will target the local and Wales-based media, the national media and the specialist media, including the business focused media. Newsletters of major employers and organisations across the region will also be targeted to encourage inclusion of City Deal content. All press releases/feature articles will be bilingual, and will be featured on the City Deal website and the websites of relevant partner organisations. This content will be accompanied, wherever possible, by videos for use on websites, as well as MP3 audio files of interviews for use on radio broadcasts. News stories and trends will be monitored on a daily basis to establish opportunities to maximise the City Deal's exposure. Articles previewing/covering Joint Committee meetings/decisions will also be written, as well as articles on the work of the Economic Strategy Board. Agendas for the work of the City Deal's Joint Scrutiny Committee will be monitored to prepare for media interest, and pro-active articles will be written, whenever appropriate, to raise the profile of their function/work.
- Social media. The City Deal's communications and marketing officer will continue to grow the City Deal's bilingual Twitter and Facebook accounts. Several Tweets a week will be posted, with several Facebook posts a week also to be uploaded. City Deal hashtags are accompanying each post - #SBCityDeal and #BargenDinesgigBA. These posts, wherever possible, will be accompanied by eye-catching video/image content. Businesses and other key organisations/influencers across the region are being followed, with geo-targeted, boosted Facebook posts being considered to maximise the impact of particular posts. A LinkedIn City Deal account has been set up, and the use of alternative social media platforms will be explored, including Instagram. City Deal infographics, memes and GIFs will be created for use on social media. Evolving social media trends will be monitored to keep pace with developments/emerging trends.
- Website: The City Deal's redesigned, bilingual website was launched in December, 2018. The new-look website includes a promotional City Deal video on its homepage, an interactive timeline of key City Deal milestones, a latest news section, a featured news section, a governance area, and links to City Deal social media accounts. A City Deal overview page is also included, as well as pages about each City Deal project. The City Deal's Communications and Marketing Officer will continue to develop this website, while regularly refining and adding content for maximum impact. The website is being updated in early 2021 to ensure continued accuracy that reflects changes in the City Deal portfolio's make-up. Although yet to go live, other sections of the website include an area where businesses can visit for updates on tender/contract opportunities. A password

secured branding area has also been added for partner organisations to access logos and other City Deal content.

Partner organisations also cross-reference the City Deal website from their websites.

- **City Deal video:** The first City Deal promotional video was completed in December, 2018. This will be shown on screens across the region, including Swansea city centre's big screen, the screen at the networking space at Canolfan S4C Yr Egin in Carmarthen, and screens at colleges, universities, council buildings and other major employers throughout South West Wales. The video – which includes every City Deal project – features all key messages and details for the City Deal's website and social media accounts. The City Deal's Communications and Marketing Officer will also explore the potential for the video to be shown at locations with high footfall across the region.
The overall video has been broken down into programme and project-specific videos. Touchscreen versions of the video and the interactive City Deal timeline are also now available for use at events.
The overall City Deal video is being updated in early 2021 to reflect current accuracy of the City Deal portfolio's make-up. Several programme/project videos are also being updated, and a new video is being produced for the Supporting Innovation & Low Carbon growth project.
- **Regional engagement:** A City Deal stand, two City Deal roll-up banners and project banners have been produced. The City Deal's Portfolio Management Office will regularly use these materials, as well as the City Deal video and other promotional content, at events across the City Region, including conferences, exhibitions, tourism events, and business networking events. Schools, colleges and universities will also be visited, as well as areas of high footfall to further raise awareness of the City Deal. These will include shopping centres and tourist attractions. All promotional content includes details for the City Deal's website and social media accounts.
Branded, informative City Deal booklets and accompanying sleeves have also been produced, along with City Deal pens and City Deal folders. The City Deal's Communications and Marketing officer will explore further promotional materials for potential use at events.
An electronic version of the booklet that reflects continued City Deal accuracy is being produced in early 2021.
- **Campaigns relevant to City Deal themes and target audiences – the region's rural communities, business communities and young people, for example.** Campaign tactics could include City Deal visits to target audiences with promotional content, targeted City Deal branding, the City Deal video/other eye-catching content, and roll-up banners and stands.
Campaigns will be supported by social media content with campaign-specific hashtags. The City Deal's Communications and Marketing Officer will also explore the potential for regional newspapers to carry campaign specific, branded content as part of a package of articles over a chosen timeframe.
- **Fly-through videos of projects:** Fly-through videos already exist for Swansea's digital indoor arena and Swansea's digital village, as well as a timelapse video/promotional video of Canolfan S4C Yr Egin. These are being extensively used in the media and on social media to raise awareness of the City Deal. Once visuals/designs are in place for other projects, the City Deal's Communications and Marketing Officer will

work with project leads to commission compelling visual content, which could include fly-through videos and virtual reality headsets, allowing people at events to ‘walk’ around the planned developments. Computer generated images from fly-through videos will also be used to accompany media content and social media posts.

- Drone footage of the region and project sites/timelapse photography. These will feature as part of videos helping bring the region and City Deal projects to life. Drone footage of project sites before, during and after construction will be sourced. Timelapse photography will be used from start to finish at project sites once construction is underway.
- Endorsement: Endorsement for the City Deal will be sought from prominent regional businesspeople and well-known regional figures, to help further raise awareness of the City Deal in the media/on social media.
- Branding of empty units. Vacant premises in town and city centre locations across the City Region could potentially be used to carry branded City Deal content, pointing people to the City Deal website and social media channels for more information.
- Project site branding: Once business cases have been approved, the City Deal logo, as well as all partner logos, will appear on project site branding and hoardings, alongside other content aimed at maximising visual impact. This has already happened at two sites in the Swansea – the digital indoor arena and the digital village.
- Presentations. Slick, visually compelling Powerpoint presentations have been produced for the City Deal as a whole, as well as for all programmes and projects. These will be used by senior Joint Committee members and the City Deal’s Portfolio Management Office team for use at events.
- Large City Deal posters at strategic advertising locations across the region

2.4 Internal Communications

Internal communications with primary stakeholders is vital within the SBCD portfolio for a number of reasons. These include:

- Keeping people informed
- Encouraging ‘buy-in’ for the SBCD and its purpose
- Raising further awareness of the SBCD
- Giving a more holistic view of the SBCD
- Facilitation of engagement and feedback

The SBCD’s primary stakeholders include:

- Joint Committee members
- Programme Board members
- Economic Strategy Board members

- Joint Scrutiny Committee members
- All eight partner organisations
- Regional LA economic development directors
- UK Government (Relevant officials and politicians)
- Welsh Government (Relevant officials and politicians)
- Private sector partners

The City Deal's Communications and Marketing Officer will lead on the SBCD's internal communications, using a number of communications tools and activities. These will include, but not be limited to:

- Face-to-face or digital meetings with senior representatives at all partner organisations. This includes UKG and WG Ministers and officials
- Presentations to key audiences
- PoMO highlight reports, outlining key PoMO and programme/project achievements and milestones
- Video content highlighting the above
- Internal e-newsletters to primary stakeholders
- Inclusion of content on the Intranets of partner organisations
- PoMO meetings with programme/project leads

Internal communications will take place on a monthly basis, or as and when required in the case of significant SBCD announcements.

2.5 Communications with regional businesses/the private sector

As well as a Communications and Marketing Officer, a Business Engagement Manager is in place at the Portfolio Management Office.

A variety of tactics are being used to update the regional business community on City Deal progress/next steps. These include:

- Attendance at business events across the region – both in person and virtually. Presentations have been given to many regional business organisations, including the South Wales Chamber of Commerce. SBCD representatives have attended the Carmarthenshire Rural Affairs Conference, Collaborate 2018 and 2019 at Swansea University, the Welsh Business Show, and meetings of the SA1 Waterfront Business Club and Swansea Bay Business Club. Meetings have also been held with business representatives at Swansea University, the University of Wales Trinity Saint David, Swansea BID (Business Improvement District), Ymlaen Llanelli and other organisations across the City Region, including 4 The Region, Yr Egin tenants and other regional businesses.
- A City Deal launch event for the regional business community at Parc y Scarlets in December, 2018, which attracted over 200 businesspeople.
- Regular City Deal progress updates appearing in newsletters distributed by organisations including 4 The Region and the Regional Learning and Skills

Partnership South West and Mid Wales. Articles also appear in Chamber Chat magazine – a quarterly publication put together by the South Wales Chamber of Commerce.

- Articles appearing in publications, websites and e-newsletters including Business News Wales and Wales Business Insider. These e-newsletters are distributed to thousands of businesses throughout the City Region and beyond.
- An SBCD e-newsletter distributed on a regular basis to SBCD business contacts and business representative groups

Further tactics are proposed to keep the regional business community informed about the City Deal and the opportunities it presents. These include:

- Regional business organisations and partner organisations linking to the City Deal website from their homepages
- The addition of a designated 'business' page on the City Deal website, which will highlight tendering/contract opportunities
- Further specific, direct communications with the regional business community in relation to relevant updates/news
- Continued regular attendance of business events, conferences and exhibitions across the region – both offline (where possible) and online
- Further business-focussed communications targeted at specialist business media
- The strengthening of a City Deal LinkedIn account, with regular posts
- Continued City Deal update inclusion in regional business newsletters
- Continuous updating of database for regional business contacts

2.6 Communications and marketing sub-groups

Communications and marketing sub-groups will be set up for each project. Dovetailing with the overall City Deal communications and marketing strategy, these communications and marketing plans will largely be dictated by project milestones.

Communications and marketing sub-groups are already in place for many City Deal projects including the Swansea City and Waterfront Digital District, Pentre Awel, the life science campuses scheme, and Pembroke Dock Marine.

The City Deal's Communications and Marketing Officer continues to work closely alongside lead communications officers for each partner organisation. The Communications and Marketing Officer attends fortnightly meetings with City Deal programme/project leads, and also sits on several programme/project boards.

2.7 Monitoring and evaluation

In order to gauge the effectiveness of our communications and marketing, we will use the following measurement methods:

- **Reach:** The number of people in the target audience who are exposed to the campaign's messages.

- **Penetration:** The percentage of the target audience that is reached by the campaign's messages.
- **Frequency:** The number of times the average person in the target audience will be exposed to the campaign.
- **Awareness:** Increases in awareness of the campaign and its messages.
- **Response:** The number of people who respond directly to the campaign - via surveys and social media, for example.

These methods can be broken down further into the following:

- Press coverage/equivalent advertising value
- Newspaper/online website/specialist media readership
- Radio and TV audience figures
- Social media interactions/analytics
- Booklets/e-marketing brochures distributed
- Website analytics
- Number of people engaged at events (both online and offline)
- Public exposure to marketing tactics
- Calls received

2.8 South Wales-based media outlets/reach

Organisation	Circulation	Population covered	Impact
South Wales Evening Post	22,572	Swansea, Neath Port Talbot and Carmarthenshire	63,762 average issue readership
Western Mail	17,146	Wales	58,908 average issue readership
Wales Online	7,000,000 unique monthly browsers	Wales and beyond	40,600,000 monthly page views
BBC Radio Wales	Wales-wide	2,618,000	317,000 listeners a week
BBC Radio Cymru	Wales-wide	2,618,000	119,000 listeners a week
Llanelli Star	9,172	Llanelli and surrounding area	25,811 weekly readers
Carmarthen Journal	11,225	Carmarthen and surrounding area	38,131 weekly readers
The Wave	Swansea Bay area, including Carmarthenshire	479,000	123,000

	and Neath Port Talbot		
Swansea Bay Radio	Swansea Bay area, including Carmarthenshire and Neath Port Talbot	479,000	42,000 listeners a week
Radio Carmarthenshire	Carmarthenshire	132,000	31,000 listeners a week
Radio Pembrokeshire	Pembrokeshire	102,000	37,000 listeners a week
Heart South Wales	South and West Wales	1,917,000	482,000 listeners a week
Western Telegraph	24,808	Pembrokeshire and West Wales	50,000 weekly readers

2.9 BBC Wales Today/ITV Wales Tonight

BBC Wales Today – 29.1% of the nightly TV audience in Wales
ITV Wales Tonight – 20.6% of the nightly TV audience in Wales

3.0 UK national newspapers ranked by circulation

- 1- The Sun
- 2- The Daily Mail
- 3- Sun on Sunday
- 4- Mail on Sunday
- 5- Sunday Times
- 6- Daily Mirror
- 7- Sunday Mirror
- 8- The Times
- 9- The Daily Telegraph
- 10- The Daily Star
- 11- The Daily Express
- 12- The Sunday Express
- 13- The Sunday Telegraph
- 14- The i
- 15- The Daily Star (Sunday)
- 16- The Sunday People
- 17- The Financial Times
- 18- The Observer
- 19- The Guardian

3.1 The UK's top digital publishers

The BBC – Close to 19 billion combined mobile and desktop page views a year
MSN – Over 5.5 billion views
DMG Media – Over 4.1 billion views (Daily Mail website and metro.co.uk)
Trinity Mirror – Over 2.3 billion views (Trinity Mirror runs over 30 news sites across the UK, including the Daily Mirror's online content)
Guardian Media Group – Over 2.1 billion views (This includes the Guardian and Observer website)
The Telegraph Media Group – Over 1.9 billion views (Daily Telegraph and Sunday Telegraph)
Sky News – Over 1.7 billion views

3.2 Regional/Wales-wide Media contacts

- Wales Online/South Wales Evening Post: Richard Youle (Local democracy reporter) - richard.youle@walesonline.co.uk; Robert Lloyd (News editor) - robert.lloyd01@walesonline.co.uk; Jonathan Roberts (SW Evening Post editor) - jonathan.roberts@reachplc.com; James Arnott (Content editor) - james.arnott@mediawales.co.uk
- Llanelli Star & Carmarthen Journal – as above. Also christie.bannon@walesonline.co.uk (Llanelli Star) and robert.harries@mediawales.co.uk (Carmarthen Journal) and ian.lewis@mediawales.co.uk (Carmarthen Journal)
- Western Mail: Chris Pyke (Business reporter) - chris.pyke@walesonline.co.uk; Sion Barry (Business editor) – sion.barry@walesonline.co.uk
- BBC Online (Wales): newsonline.wales@bbc.co.uk
- BBC Wales newsgathering: newsgathering.wales@bbc.co.uk
- ITV Wales: Dean Thomas (West Wales reporter) on dean.thomas@itv.com; Newsdesk - news@itvwales.com
- Western Telegraph & Milford Mercury: Bruce Sinclair (Chief reporter) on bsi@westerntelegraph.co.uk or editor Fiona Phillips on Fiona.phillips@newsquest.co.uk
- Tenby Observer: editor@thetenbyobserver.co.uk
- South Wales Guardian: dla@swguardian.co.uk (Reporter); clare.snowdon@newsquest.co.uk (Reporter); news@southwalesguardian.co.uk (Newsdesk)

- The Wave (Radio): news@thewave.co.uk (Newsdesk); emma.grant@thewave.co.uk (News editor)
- South Wales Radio: news@southwalesradio.com
- Business News Wales: Newsdesk - news@businessnewswales.com; Editor - mark@businessnewswales.com
- Wales Business Insider/Inside Media: Editor - Douglas.Friedli@newsco.com; Reporter - Laurence.Kilgannon@newsco.com
- West Wales Chronicle: newsdesk@westwaleschronicle.co.uk
- Wales 247: rhys@wales247.co.uk; requests@wales247.co.uk