



Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 18 March 2021

Swansea Economic Recovery Action Plan

Purpose:	To approve the Swansea Economic Recovery Action Plan, which is a working document setting out the actions the Council needs to take to support the recovery of the local economy from the covid-19 pandemic.
Policy Framework:	Swansea Bay City Region Economic Regeneration Strategy
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: 1) Approve the Swansea Economic Recovery Action Plan.
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1.0 Background

- 1.1 The Covid-19 Pandemic has had an unprecedented impact on the UK economy. The latest official monthly data shows that GDP across the UK fell by 2.6% in November 2020 and was 8.5% lower than pre-pandemic levels in February 2020. In its February 2021 Monetary Policy Report, the Bank of England reported that it expects the economy to shrink by a further 4.2% in the first three months of 2021, but then to recover rapidly back towards pre-covid levels during 2021 as the vaccination programme leads to an easing of restrictions.

- 1.2 Record levels of financial support for businesses have been put in place by the UK and Welsh Governments to cushion the impact of the covid-19 related restrictions. Despite this unemployment levels have risen across the UK, with the claimant count standing at 2.6m in December 2020. In Swansea, the claimant count unemployment rate stood at 5.6% in December 2020, marginally below the Welsh (5.8%) and UK (6.3%) rates.
- 1.3 While the economic situation continues to be very challenging at present, with local tourism, hospitality and non-essential retailers closed, the roll out of the covid-19 vaccine offers hope and the prospects for job growth and recovery in Swansea in the latter part of 2021 are good. The UK Economy Beyond Coronavirus: *UK Powerhouse* report published by Irwin Mitchell and the Centre for Economics and Business Research at the end of November 2020, listed Swansea as the sixth placed UK city in terms of employment growth in 2021, with 8.1% year-on-year growth projected by the end of the year.

2.0 Supporting Economic Recovery in Swansea

- 2.1 Many existing programmes and projects have an important role to play in the economic recovery of the city and county. Major strategic projects such as Copr Bay phases 1 and 2, 71-72 The Kingsway, the regeneration of Hafod Copperworks and restoration of the Palace Theatre have progressed at pace despite the pandemic. They are providing a visible sign of confidence in the city, raising the profile of Swansea as a business location and when completed will create new employment opportunities and economic growth.
- 2.2 Funding through the Welsh Government Transforming Towns initiative is enabling vacant buildings, such as the Kings Building in the City Centre and St Johns Church in Morriston, to be brought back into use to provide commercial floorspace and new homes, and the re-imagining Wind Street scheme will create a family friendly, high quality environment and make the street more attractive for businesses who wish to trade outdoors.
- 2.3 The Council is continuing to support rural communities and the local fishing industry through the Rural Development Programme and Swansea Bay Fisheries Local Action Group respectively. Through Crowdfund Swansea, community organisations can secure funding for new community projects, with 11 schemes already attaining their funding goal during rounds 1 and 2, resulting in £112,837 of projects underway. Community groups and local residents have now been invited to put their ideas forward for the 3rd funding round.
- 2.4 Local employability projects such as Workways+, Communities for Work, Swansea Short Term Unemployed project, Cam Nesa and Communities for Work Plus continue to support local people to overcome their barriers to employment and training. Since April 2020, 686 people have received

support and 281 people have been helped back into employment. In addition, the Council's Beyond Bricks & Mortar initiative continues to generate employment and training opportunities for local people, with nearly 3,000 targeted recruitment and training weeks achieved since April 2020.

- 2.5 The Economic Recovery Action Plan specifically references the support for the Tourism, Leisure, Events and Hospitality sectors - sectors that have been hit the hardest, being the first businesses to close and definitely some of the last to open during the imposing and lifting of restrictions in 2020/21. The hospitality sector alone employs thousands locally - both directly and indirectly. A return to business as usual as soon as possible is vital for these sectors.

3.0 Swansea Economic Recovery Action Plan

- 3.1 To support the recovery of the local economy from the covid-19 pandemic the Regeneration Swansea partnership has developed an economic recovery action plan for Swansea, This sets out the additional actions we need to take to support businesses, support individuals and improve resilience of the local economy in light of the pandemic. This action plan complements the programmes and projects that were already underway pre-covid 19, and is drawing in funding and resources from Swansea Council, Welsh Government and other partners.

- 3.2 The economic recovery action plan expands on the Council's wider Covid Recovery Plan. The Economic Recovery Plan was presented to the Economic & Infrastructure Policy Development Committee in November 2020 and again in February 2021 to help inform its development.

- 3.3 The Economic Recovery Action Plan is focusing on the key aims of:

- Raising Confidence
- Supporting Businesses
- Championing Local Food
- Supporting Tourism
- Developing Skills & Employability
- A Sustainable Economic Recovery

- 3.4 Progress to date includes:

- The successful reopening of the city centre between phases of lockdown through partnership working between City Centre Management, Swansea BID, local traders and businesses.
- Over £1m of Welsh Government Transforming Towns grant funding allocated to local businesses through the Premises Outdoor Adaptions Grant, to support local businesses to adapt to social distancing requirements.
- Administering Welsh Government covid-19 financial support to local businesses through schemes such as the Firebreak discretionary grant, Restrictions grant, cultural freelancer grant and start up grant.

- Recruitment of new business development officers to deliver a new start up and enterprise service
- Launch of a county wide Shop Local Shop Swansea campaign in November, with further publicity planned once restrictions ease
- Extending and adapting employability provision to continue supporting individuals throughout the pandemic, including short term unemployed.
- Kickstart bid approved by the Department of Work & Pensions. Internal and external work placements have been set up and the scheme is live.
- Initial budget confirmed for small start-up bursaries to support business starts/ self employment
- Exploring potential for using vacant space in city centre as meanwhile spaces to support new and growing businesses and cultural/ creative activities
- Delivery of the #Brand Swansea project, a pilot grass roots initiative to improve perceptions of Swansea and feed into development of a Swansea brand
- Developing programme of work to promote local food and support local producers through the Swansea Food Partnership, to build on the increased use of local food producers/ suppliers in recent months
- Continuing to support the tourism and cultural sectors by engaging with our customers and supporting businesses. Continuing to liaise with other departments to assist with the dissemination of grants across all sectors.
- Commissioning the preparation of new Regional Economic Delivery Plan for South West Wales, to complement the South West Wales Regional Economic Framework being produced by the Welsh Government.

3.5 The economic outlook is still uncertain, so the economic recovery action plan is a working document that is evolving as circumstances change. A full copy of the latest plan is included in Appendix A for the consideration and approval of Cabinet.

4.0 Equality and Engagement Implications

- 4.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

- 4.2 An Equality Impact Assessment (EIA) screening has been completed and is attached at Appendix B. This tool confirms that a full EIA is not required on the Economic Recovery Action Plan.
- 4.3 The South West Workways, Swansea Short Term Unemployed and Kickstart projects have all been subject to their own equalities impact assessments. In addition, the Transforming Towns/ Target Regeneration Investment Programme Property Enhancement Development Grant, Sustainable Living Grants and Green Infrastructure grants (which are providing the funding for actions within the plan) have all been subject to their own equalities impact assessments and grant recipients are required to adhere to equal opportunities policy as a condition of their grant funding when delivering these activities.
- 4.4 For other actions within the plan, the impact on protected groups will be considered as the proposals develop, and all will be screened and full EIAs will be undertaken if appropriate in the future as the action plan progresses.

5.0 Legal Implications

- 5.1 There are no legal implications arising from this report.

6.0 Financial Implications

- 6.1 There are no immediate and direct implications arising from this report in itself which summarises a broad range of actions already undertaken and indeed planned to be taken forward in future. Activity will be managed within existing budgetary allocations, including any earmarked sums available to spend directly on such support and any additional sums which may be forthcoming from UK and Welsh government by way of in year specific grants and support schemes to further aid the economic recovery.

Background Papers: None

Appendices:

Appendix A	Swansea Economic Recovery Plan
Appendix B	EIA

Appendix A:

Regeneration Swansea Economic Recovery Action Plan – February 2021

An important message in the wake of the Covid crisis is a clear understanding that the problems being faced have accentuated the regeneration journey the City and wider county has been on. This means accelerating new ways of working and interacting, but also highlighting their drawbacks and the impending post-lockdown need for interaction in social hubs in all spheres of life across all sectors.

The most visible sign of confidence has been the ongoing delivery of our major strategic investments, most notably the Copr Bay Digital Arena project, which, with careful planning has proceeded at pace and is now forming a new part of the Swansea skyline. Still programmed to meet the published timetable for completion, this and other major projects look beyond the Covid crisis. Design work has also continued on the 71&72 The Kingsway Digital Village development at the site of the former Oceana building. Another major development that prepares the way as a major social hub for working and playing that has been so missed during the Covid-lockdown.

As restrictions have changed, City Centre Management working closely with Swansea BID and our many businesses and traders has led to the seamless and safe reopening of our City Centre between phases of lockdown. Welsh Government approved repurposing of Transforming Towns funding to provide emergency grant assistance to businesses, particularly in the hospitality sector, to adapt to trading in line with social distancing requirements and a new Swansea Premises Outdoor Adaptions Grant was launched. Every effort is being made to ensure safe and easy access to key facilities.

The Rural Development Programme has opened fast track grant funding windows to support projects in rural communities, and the Crowdfund Swansea platform is launching its third funding round to enable community organisations to secure funding for new community projects. Employability projects have adapted their ways of working to continue supporting local people to access employment and training opportunities throughout the pandemic, and the Beyond Bricks & Mortar initiative continues to create targeted recruitment and training opportunities through social benefit clauses in contracts.

Planning for the future, as stated above, is becoming an accelerated version of the journey we were already on. We need more city and town centre living. We need more jobs of all types across all sectors of our economy and the skills training in place to ensure our people are qualified to take them, or create them. We need more start-up businesses. We need our existing businesses to have the

confidence to invest and grow. We need more quality office space for businesses to interact in open social environments. We need greener and more vibrant public spaces. We need people to shop local. Our ongoing programme of major grant and interest free loan investments, with many secured in the past few months, are ensuring all this work is being advanced.

To support the recovery of the local economy from the covid-19 pandemic the Regeneration Swansea partnership is developing this economic recovery plan for Swansea, which sets out the actions we need to take to support businesses, support individuals and improve resilience of the local economy. Many existing projects and programmes have an important role to play in the economic recovery of the city and county. This action plan lists the new actions we need to introduce, not those already being implemented. The economic outlook is still uncertain, so this is a working document that is evolving as circumstances change.

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
Aim: Raising Confidence					
Delivery of reopening city centre action plan	July 2020	City Centre Management / BID	Council/ BID	Successful reopening	Completed
Support businesses to adapt to outdoor trading/ social distancing through delivery of Transforming Towns (TT) Premises Outdoor Adaption Grant (POAG) in city and district centres	Grant launched 29.7.20 and closed 4.9.20.	Swansea Council / BID	WG Transforming Towns (TT)	208 applications being processed, £362k of grant funding paid to date https://gov.wales/hundreds-swansea-businesses-apply-recovery-funding	Finalise outstanding claims and collect further case studies of completed schemes
Explore potential for pop up activity (food related, cinema, cultural events etc) in city and district centres and the beachfront	July 2020 onwards	Swansea Council	WG TT	Related to Property Enhancement Development Grant (PEDG) meanwhile	Potential to fund meanwhile use through TT

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
				use scheme, and POAG grant funded schemes	Placemaking Grant in 21/22
Explore potential for repurposing indoor vacant space (retail, leisure, commercial) for meanwhile uses to support growth and sustainability of new and existing business	Sept 21	Urban Foundry Meanwhile Spaces PEDG pilot	WG TT PEDG	<p>Not for profit delivery vehicle in place and website created</p> <p>Standard meanwhile use legal documents completed</p> <p>Consultation on rates, planning and related regulatory issues completed</p> <p>Discussions underway with landlords with four expressions of interest and one initial space agreed</p> <p>Template business plans for 2 start-up spaces created</p>	<p>Continue to identify potential vacant spaces</p> <p>Market (once Covid restrictions begin to ease) to meanwhile users to occupy spaces</p>
Delivery of the new #Brand Swansea initiative	July 20 - March 21	Key Cymru CIC UWTSD	WG Transforming Towns Revenue grant	<p>Website developed</p> <p>Collaborating with UWTSD students on the project</p> <p>Meetings with local stakeholders</p> <p>Social media content being compiled</p>	<p>Distribute social media content</p> <p>Pop up space in city centre</p> <p>Who are we?/ Where are we? Photography competition</p>

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
					Produce findings / recommendations report
Investment in transport infrastructure in city/district centres and connecting routes to promote walking/ cycling (incl. showers/lockers).	Ongoing	Swansea Council	WG TT Swansea Bay FLAG	Swansea Bay FLAG funding awarded for Copperworks pontoon TT PEDG funding acquisition for Clydach Canal Trust	Transport presentation at Regeneration Swansea
Accelerate investment in private rented/ owned city centre living	To March 2022	Swansea Council/ partners	WG TT funding 2018-21	In progress through Sustainable Living Grant - 19 new homes completed in 20/21 with 78 new homes in progress	Completion of existing schemes Pipeline schemes for 21/22
Aim: Supporting Businesses					
Administration of WG Covid-19 financial support grants for local businesses	Ongoing	Swansea Council WG	WG	Start up grants, Cultural Freelancer grants, POAG and Lockdown discretionary grants administered through EDEFT, and NDR grants through business rates team	Lockdown restrictions grant being administered

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
Multi-hub start-up and enterprise service	By May 21	Swansea Council / WG Business Wales	Swansea Council/ WG	Recruitment of new business development officers	Finalise proposals, Identify initial locations, engage partners
Small scale business grants (capital and revenue) to support new business starts	By March 21	Swansea Council/ WG	WG	Regional discussions underway with WG	Grant process to be established
Shop local Shop Swansea campaign to support local businesses	By March 21	ED Swansea Council Swansea BID 4 the Region	WG TT revenue	County wide campaign and Morriston pilot launched in November https://www.swansea.gov.uk/shoplocal	Roll out to other district centres when restrictions ease
Access small scale security free property enhancement grants to support new businesses that don't have equity for PEDG	April 21	WG/ Swansea Council	WG TT	To be considered on a case by case basis	
Provision of low cost, flexible business premises (office, retail, leisure) on easy access terms to make it easier to start up a new business	From July 20	Swansea Council, Urban Foundry	WG TT	PEDG Meanwhile Spaces pilot	

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
Continuing to provide modern, flexible floorspace and co-working space to accommodate new and growing businesses.	Ongoing	Swansea Council/ Partners	WG TT	Progressing through TT strategic projects and PEDG.	Completion of existing schemes Progress pipeline schemes for 21/22
Develop local hub concept in city and district centres	September 21	Swansea Council / WG	WG TT	Proposals being worked up	Identify locations and funding requirements
Support small businesses to start trading online	By June 21	Swansea Council/ Superfast Business Wales/ Business Wales	Free advice offered as part of Superfast Business Wales provision Funding for websites not available	Initial discussion with Superfast Business Wales on support available	Engage with local traders to determine requirements
Foundational Economy project work to support local suppliers to access construction contracts	Feb 21	ED Swansea Council	WG Foundation -al Economy grant	Engagement with local SMEs has identified their barriers.	Lessons Learned Report

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
				One contract let in smaller lots Two new frameworks being developed	
Aim: Championing Local Food					
Create local food co-ordinator post to deliver local food work programme	By Sept 21	ED Swansea Council	Tbc	Swansea Food Partnership (SFP) agree dedicated post required and resources required to take ideas forward	Write JD and spec, Identify funding and management line
<p>Increase accessibility to and promotion of local food:</p> <ul style="list-style-type: none"> • Shop Swansea, Shop Sustainably, Shop SMART (SSS) campaign • Local food heroes • Creation of Local food trail map • Good food retail reward scheme • Meet the producer/ know your farmer/grower events 	On going	SFP- SSS campaign	Tbc	<p>SFP Workshop held</p> <p>Promotion of South West Wales Food directory (SWWFD),</p> <p>SPF Instagram food business support and promotion</p> <p>Links made with Cywain on Shop window campaign</p>	<p>Swansea Council and SFP comms for the SWWFD</p> <p>Link with Brand Swansea</p> <p>Meeting with City Centre Management</p>
Establish Avenues to Market programme	On going	ED Swansea Council SFP	Identified WG CSCDS	Avenue to Market EOI submitted to Co-operation and Supply Chain	Awaiting EOI decision

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
<p>Food hubs</p> <p>Creation of Online selling platform and physical space for distribution and click and collect.</p> <ul style="list-style-type: none"> • Consumer Marketplace • Business Marketplace • Producer Marketplace 			TBC	<p>Development Scheme (CSCDS)</p> <p>Specs in development for programme specifics</p> <p>elements presented to SFP and local business to gauge demand – positive response</p>	Additional Funding streams to be identified
<p>Increase support for business start-up and growth</p> <ul style="list-style-type: none"> • Food incubator units for new start ups • Business pathway tool kit – online resources • Increase opportunities for new start-ups and existing businesses 	<p>Sept 21</p> <p>Ongoing</p>	<p>SFP</p> <p>SFP</p>	TBC	<p>SFP Workshop held</p> <p>Online resources for pathway</p> <p>Existing business support on funding opportunities and outlets opportunities delivered</p>	Continue to support and provide information
<p>Increase food space</p> <ul style="list-style-type: none"> • Local food night market /food parks – containers to create a healthy street food culture 	Ongoing	ED Swansea Council	TBC	<p>Early research being undertaken on location and viability</p> <p>Interest from food community gained</p>	Develop proposals

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
<ul style="list-style-type: none"> Development of a dedicated multi-use food centre including food hall for retail, dining experience, business unit for food development and events Open up land for commercial allotments to micro and small producers to use to establish business Create opportunity for local producers link with food banks for supply/accept food vouchers 	<p>Ongoing</p> <p>Ongoing</p>	<p>Swansea Council</p> <p>SFP</p> <p>SFP</p>	<p>RDP / TBC/ Crowdfunding</p>	<p>SFP Workshop September held and discussions held with external stakeholders</p> <p>Meeting held with Planning to discuss growing places</p> <p>SFP stakeholders increase for CSA uptake and new under used growing spaces</p> <p>Links made with Swansea Food Poverty Network</p>	<p>Support stakeholders to develop plans</p> <p>Contact stakeholders</p> <p>Proposal to be discussed with SFPN and food producers</p>
Aim: Supporting Tourism					
REVIEW AND RESEARCH: Improving marketing intelligence					
Identify the impact of Covid-19 on the local tourism and hospitality sector via the Tourism Trade Survey.	Mar 2021	Swansea Council/	In house resources	Trade survey development in progress	Execute survey, undertake analysis

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
		Tourism businesses			and produce report.
Assessing the impact on the tourism industry as a whole in the destination via the STEAM economic model.	Dec 2020	Swansea Council /GTS UK Ltd	Existing budget	Completed, report received	Assess data in a regional and national context.
Utilise Air DNA (Airbnb bedstock data) to improve accuracy of the STEAM input data.	Dec 2020	Swansea Council /GTS UK Ltd	Existing budget	Completed, report received	Continue to incorporate Air DNA data to improve consistency of STEAM economic trend model.
Undertake bedstock survey to attain a more accurate assessment of bedstock within the destination. This is a key input to maintain the accuracy of the STEAM economic model and is also a vital component of the information required by potential investors/developers.	Mar 2021	Swansea Council / Welsh Government	Existing budget/ Welsh Govt funding	Research company procured, parameters set and fieldwork starting December 2020	Maintaining the database for accuracy of future reporting.
Measure the success of our paid social media campaigns by using the Potential On Investment algorithm. $POI = C_v \times C_i \times M_q$	Ongoing	Swansea Council		Used to estimate the potential ROI of any Tourism team paid social media activity	Analyse 2020 spend using this analysis and continue to calculate at regular intervals throughout the year. This will be

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
					used to inform our future campaigns.
REMIND AND RETURN: Destination marketing					
<p>Autumn/Winter Campaign: Audience segmentation dependant on restrictions, with message appropriate to Tiers/Restrictions:</p> <ul style="list-style-type: none"> • Local (#LoveBeingLocal) – supporting local businesses (responsibly, within restrictions). • Wales (travel within Wales) – walking and the outdoors (Escape Routes campaign) and ‘I’m a Celebrity’ social media campaign linked to Swansea Bay businesses. • England (tier one and two) – primarily future travel plans, groundwork for spring campaign. • Continuing to promote visiting Swansea Bay ‘Responsibly’, and within certain markets (Tier Three) ‘Visit Swansea Bay. Later.’ 	Dec 2020 – Mar 2021	Swansea Council/ Tourism & hospitality businesses and local producers	Existing budget	<p>Daily social media posts issued across Facebook, Twitter and Instagram to the different audience segments, linking to new sections developed on visitswanseabay.com and to tourism businesses.</p> <p>New video content procured to boost online engagement and to support paid-for social media campaign (in appropriate markets).</p>	<p>Maintain flexible approach to destination marketing in line with constantly changing situation in terms of Wales and UK wide restrictions.</p> <p>Maintain brand awareness of the destination and sustain growth in customer engagement with visitswanseabay.com content and therefore the destination’s tourism</p>

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
					businesses to support recovery.
<p>Gift Ideas Campaign: Targeting all audiences, to encourage engagement and pre-bookings with tourism businesses and local producers:</p> <ul style="list-style-type: none"> • Promoting businesses with a mail order business (eg local producers) • Those offering gift vouchers • And encouraging customers to 'give the gift of a Swansea Bay experience' (in line with Visit Wales' Christmas campaign). 	Dec 2020 onwards	Swansea Council/ Tourism & hospitality businesses and local producers	Existing budget	<p>Communicated with 125 partners and secured almost 40 gift offers from local businesses. (Including 5 new businesses offering gifts.)</p> <p>Developed new section of website and actively promoted on social media from mid November until Christmas.</p>	<p>Develop gifts section for future campaigns, for example, Birthdays, Valentine's Day, Mother's Day etc.</p> <p>Recruit additional businesses to take part in gifts section.</p>
<p>Spring Campaign 2021 – 'Make Swansea Bay your Happy Place': Target markets:</p> <p>New visitors – to encourage new visitors to make Swansea Bay their Happy Place by using key images and promoting staycations.</p> <p>Existing visitors – tapping into memories with existing visitors who perhaps couldn't</p>	Jan-May 2021	Swansea Council/ Tourism & hospitality businesses and local producers	Existing budget	Planning phase, including procurement of external contracts (launch of campaign dependant on government restrictions)	<ul style="list-style-type: none"> • Issue and award contracts for videography, photography and brand awareness media campaign • Develop creative/ content for

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
<p>visit in 2020 due to the coronavirus pandemic, encouraging them to return.</p> <p>Marketing activity to include:</p> <ul style="list-style-type: none"> • 2 key campaign videos to launch • 8 'Happy Place' videos featuring local businesses • New photography content • Brand awareness media campaign (new visitors) • PR campaign, including journalist and blogger visits, and optimising editorial opportunities • Digital marketing campaign – both organic and paid-for content. Across social media and YouTube. • Develop web content including campaign led blogs, refreshed and new web pages • Plan-Book-Travel Guide potentially for publication in Summer (restrictions allowing) 					<p>videos, media and online campaigns</p> <ul style="list-style-type: none"> • Plan, write and publish online content • Develop and execute paid-for digital advertising campaign • Create bespoke itineraries for journalist/ blogger visits • Plan, write copy, design and publish Plan-Book-Travel Guide

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
<p>Additional Campaigns:</p> <ul style="list-style-type: none"> • Campaigns promoting pre-booking and online purchases e.g. Valentine’s Day, Mother’s Day etc. • City cultural breaks, to coincide with the soft-opening of the Arena, re-opening of City attractions and when events re-start – emphasising the city’s seafront location • #LoveBeingLocal, an on-your-doorstep campaign encouraging residents to engage with local businesses • Outdoor activities and walking, focussing on health and sustainability • Dog-friendly holidays, to reflect the growth of dog ownership during the pandemic (lockdowns) • Event led campaigns e.g. Olly Murs, Foals and Catfish and the Bottlemen 	Jan-Dec 2021	Swansea Council/ Tourism & hospitality businesses and local producers	Existing budget	Planning phase	<ul style="list-style-type: none"> • Plan, write and publish online content • Develop and execute paid-for digital advertising campaign • Sourcing additional offers for pre-booking and online purchasing campaigns
<p>REMIND AND RETURN: Online marketing</p>					
<p>Website Developments</p> <ul style="list-style-type: none"> • Improvements to marketing partner section and menu navigation 	Mar 2021	Swansea Council	Existing Budget	Planning Phase	Provide detailed brief for web developer.

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
<ul style="list-style-type: none"> • Add more visually prominent and integrated “Good To Go” accreditation badge. • Development of the mail-order and gift voucher section to enable business to generate income even during times of lockdown. • Implement Google AdSense advertising. Adding advertising spaces on the site in order to bring in some passive income to help cover costs. • Improve the Enjoy Swansea Bay section and navigation to create more of a suitable home for local and events-based content. 					<p>Implement, test and approve.</p> <p>Trial AdSense by monitoring income generated and impact on bounce rates/any reduction in traffic or negative feedback from customers etc.</p>
<p>Social Media</p> <ul style="list-style-type: none"> • Improve and grow our Instagram account following • Continue to develop Facebook and Twitter engagement 	Jan – Dec 2021	Swansea Council	Additional Resources		Additional resource required (Digital Marketing Officer) to help maintain and grow accounts (as well as other duties.)

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
INFORM AND SUPPORT: Business engagement and partnership working					
<p>Offer existing Visit Swansea Bay Partners and other local tourism businesses the opportunity to participate in destination tourism marketing activity and feature on visitswanseabay.com (vsb.com) at no cost for an entry level package. (The Package cost was refunded in 2020 as part of a support package for local tourism businesses.)</p> <p>Being a Partner is of direct benefit to the business, and as a collective, Partners improve the product and overall destination offer available on vsb.com. This in turn makes vsb.com more attractive to the customer, which increases engagement and bookings with the Partners.</p>	Jan 2021 to March 2022 (Partner Package now corresponds to financial year)	Swansea Council /Tourism & hospitality businesses and local producers	Existing resources	Proposal approved by senior management subject to achieving a reduced income target (to reflect reduced buy-in)	<p>Contact existing Partners and potential new Partners to recruit for new marketing activity from January 2021 and to feature on vsb.com.</p> <p>Launch of new 'free at entry level' 2021/22 Packages and additional 'paid-for' activity.</p>
Use the above opportunity as a means of recruiting additional Partners to increase not only the number of businesses who feature in destination marketing activity (and on vsb.com), but also the variety of different	Jan 2021 – Mar 2022	Swansea Council / Tourism & hospitality businesses	Existing resources	Planning phase: compiling list of new contacts	Contact new businesses and implement proactive

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business types (e.g. local food producers, craftworkers and breweries).		and local producers			recruitment campaign.
<p>Work with the Partners to improve their marketing profile on vsb.com and in destination marketing activity to maximise their exposure to customers and facilitate bookings.</p> <p>This includes offering additional paid-for activity to boost their marketing footprint across a range of available opportunities (e.g. website banners, social media posts on vsb.com channels, features on customer emails etc.).</p>	Jan 2021 – Mar 2022	Swansea Council/ Tourism & hospitality businesses and local producers	Existing resources	Completed audit of existing Partner pages and identified improvements.	<p>Actively encourage Partners to improve their webpages on vsb.com and facilitate increased involvement in campaign activity.</p> <p>Encourage the take-up of paid for activity to boost Partner visibility across the destination's marketing campaigns and generate income for the Council.</p>
Continue to support local tourism & hospitality businesses with the latest information and sign-posting services to relevant legislation, guidance, grants &	Jan 2021 – Mar 2022	Swansea Council/ Tourism & hospitality	Existing resources	On-going support	Maintain high level of engagement with local operators and

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funding, planning, business development, research, marketing opportunities, etc. via a weekly e-newsletter and tailored one-on-one support.		businesses and local producers			continue to provide business support on wide range of topics.
Aim: Skills and Employability					
Extend and adapt employability provision to continue supporting clients, including those who are newly unemployed	July 20	Swansea Council	WG / ESF	Adapted provision to remote/ online working, launched Short Term Unemployed Project, expansion of CfW+	
Explore opportunities to enhance local employability provision with WG	Ongoing	Swansea Council	WG	Discussions with WG/ WLGA	
Set up paid work placements within the Council and expand existing provision of work placements with employers utilising existing employability programmes and as part of the new DWP Kickstart programme. Also, to provide in-work mentoring support for those individuals on placement.	November 20 onwards	ED Swansea Council DWP	WG/ ESF DWP	Approval secured for Council placements and Kickstart bid. Employers signed up, bid submitted and approved by DWP. Placements now fully setup and scheme is live.	Deliver scheme
Utilise labour market and business intelligence gained through the delivery of programmes, networks and business	Ongoing	ED Swansea Council/ All	n/a	Recruitment of business development officers to provide dedicated resource	Development of CRM system

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
development function to identify vacancy trends and skills needs to help shape service delivery and create career pathways.				Discussions and review ongoing	Intelligence collated and analysed
Reviewing employability provision to ensure a joined up offer to citizens	Ongoing	Swansea Council	n/a	Review underway	Finalise proposals
Dedicated resource to support self-employment/ entrepreneurship	By March 21	Swansea Council	Swansea Council	Business development officers being recruited	Linkages developed with employability projects
Establish small start-up bursaries to support business starts/ self-employment	March 21	Swansea Council	Swansea Council	Initial budget confirmed	Bursary process being established
Aim: A Sustainable Economic Recovery					
Preparation of new Regional Economic Delivery Plan, linking to South West Wales Regional Economic Framework	June 2021	Swansea Council, Neath Port Talbot CBC, Carmarthenshire Council, Pembrokeshire Council, WG	WG	Consultant appointed Evidence and Landscape Review being prepared	Draft strategic framework – April 21

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
Repurposing the City Centre Report	April 21	Swansea Council, WG	WG/ Swansea Council	Initial consultations underway	Final Report due April
Regeneration of District Centres	April 21 ongoing	Swansea Council	WG TT	Transforming Towns placemaking grant funding secured for Swansea district centres in 21/22 Regeneration Morriston programme of work progressing well Valleys Taskforce funded schemes in Clydach and Pontarddulais	Learning from Morriston applied to other district centres
Raising the profile of Swansea as a great place to do business	Ongoing	Swansea Council, WG, Western Gateway	tbc	Inward investment opportunities being pursued	Marketing brochure and PR
Drive forward the green economy through the Western Gateway Partnership	Ongoing	Swansea Council/ Western Gateway partners	UK & Welsh Govt	Swansea Council agreed as the Lead for green investment priority	
Implementing the Green Infrastructure Strategy objective: Create a skilled and	Ongoing	Nature Conservation		Phase 1. Online training and awareness raising for	Phase 2. Online business training

Actions	Timescale	Partners (lead in bold)	Funding	Progress to date	Next steps
knowledgeable local economy to deliver and maintain GI		Team & ED Swansea Council/ NRW		professionals (engineers and architects) for delivery by March 21.	and awareness raising event for delivery summer 21, followed by onsite GI visit Autumn 21 when projects are underway
Promote green infrastructure investment through delivery of the pilot Green Infrastructure schemes	By March 21	Grant recipients , supported by Swansea Council	TRI GI funding	Funding agreements signed	Detailed design of schemes finalised