



Portfolio Communications and Marketing Plan



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1. Overview of the Swansea Bay City Deal

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

The City Deal consists of a portfolio of 9 transformational programmes and projects that are funded by the UK Government, the Welsh Government, other public sector bodies and the private sector.

The 8 primary stakeholders that constitute the Swansea Bay City Deal are; Swansea County Council, Carmarthenshire County Council, Neath Port Talbot Council, Pembrokeshire County Council, Swansea University, University of Wales Trinity Saint David, Hywel Dda Health Board, Swansea Bay University Health Board.

Planned over a 15-year period, the City Deal will transform the City Region into a centre of excellence for several regional priority sectors, delivering the thematic benefits of Economic Acceleration, Life Science and Well-being, and Renewable Energy and Smart Manufacturing.

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 programmes and projects include 6 localised ones: The Pentre Awel development in Llanelli, Carmarthenshire; 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; a creative digital cluster in Yr Egin, Carmarthen; and an off-shore testing area and associated facilities for marine energy technologies in Pembrokeshire

There is also 3 regional programmes and projects which will run across the whole of Carmarthenshire, Neath Port Talbot, Swansea and Pembrokeshire; A homes as power stations project; a major digital infrastructure improvements programme; and a skills and talent initiative that will give local people a pathway to access the employment opportunities being created.

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.

2. Objectives of Portfolio Plan

This SBCD Portfolio Communications and Marketing and Plan outlines key information and describes the City Deals' approach towards Communications and Marketing at a Portfolio level. It ensures that marketing and communications is co-ordinated and is delivered efficiently and effectively to SBCD governance groups, partner organisations and wider audiences. Our aim is to keep all stakeholders informed, engaged and to maximise opportunities arising from communications.

The plan also includes various protocols and tools to ensure co-ordination activity across the portfolio and region This plan will be updated on an annual basis.

The SCBD Communications and Engagement Schedule contains a forward plan of communications and marketing activity and is a live document.

3. Portfolio Key Messages

The key messages below refer to the SBCD Portfolio, and will be reference in all communications, wherever possible, to highlight the benefits and importance of the deal. For example, they will be used in the body of the text, in quotations, on social media, marketing collateral and on the website.

The key messages are:

The Swansea Bay 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

4. Portfolio Facts and Figures

The following facts and figures should be quoted with all correspondence relating to the SBCD portfolio:

- Total investment: Up to £1.3 billion
- Funding breakdown: The total investment package currently estimated 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

5. Summary of the Programmes and Projects

Below is a breakdown of the nine programmes and projects that make up the SBCD portfolio. SRO refers to Senior Responsible Owner, PM refers to the Project or Programme Manager.

5.1 Digital Infrastructure

With links to all the City Deal projects, the Digital Infrastructure project aims to support a thriving digital economy across the City Region that will stimulate private sector investment, improve public services, and generate well-paid job opportunities.

Working alongside the UK Government, the Welsh Government and internet service providers, the project will lead to high-quality, full fibre public and private digital services in urban areas.

Internet coverage in rural areas will also be considerably improved for the benefit of residents and businesses, and work is taking place alongside mobile operators to enable early, in-region access to future technology, including 5G.

Type: Regional

Budget: £55.3m

SRO: Jason Jones

Leading Delivery Organisation: Carmarthenshire County Council

Thematic Benefit: Economic Acceleration

PM: Gareth Jones

Partners: Neath Port Talbot Council, Swansea Council, Pembrokeshire County Council

5.2 Skills & Talent

The Skills and Talent project aims to deliver a regional solution for the identification and delivery of the skills and training requirements for all City Deal projects.

Working alongside partners from the private sector, higher and further education, schools and the third sector, the project team will map out gaps in current provision and establish the skills and training needed for students, teachers and lecturers both now and in future.

Bespoke education and training solutions will then be introduced, which align to the needs of industry and key City Deal themes. Investment will include funding for equipment and the development of courses to support the projects.

Type: Regional

Budget: £30m

SRO: Barry Liles

Leading Delivery Organisation: Regional Learning & Skills Partnership

Thematic Benefit: Economic Acceleration

PM: Sam Cutlan

Partners: Carmarthen County Council, Swansea Council, Neath Port Talbot Council, Pembrokeshire County Council

5.3 Homes as Power Stations (HAPS)

The Homes as Power Stations project aims to deliver smart, low carbon, energy-efficient homes through a co-ordinated approach across the City Region. The project will deliver a programme of new build developments, the retro-fitting of existing buildings and local supply chain development support. The aim of the project is to help tackle fuel poverty, cut carbon emissions, and meet the need for more housing. It will monitor the health and wellbeing aspects of warmer homes and the reduction in fuel poverty.

Type: Regional

Leading Delivery Organisation: Neath Port Talbot Council

Budget: £505.5m
SRO: Nicola Pearce

Thematic Benefit: Energy and Smart Manufacturing
PM: Oonagh Gavigan

Partners: Carmarthenshire County Council, City and County of Swansea Council, Pembrokeshire County Council

5.4 Swansea City & Waterfront Digital District

Swansea City and Waterfront Digital District project is made up of three elements - the 3,500-seater Swansea Arena in the city centre that will accommodate concerts, shows, exhibitions, conferences, gaming tournaments and other events.

A state-of-the-art office development in 71/72 Kingsway will provide space for technology and digital businesses, with conference and meeting facilities and act as a catalyst for further development on The Kingsway. The development will benefit from world class digital connectivity and integration with smart city technology.

An Innovation Matrix development at the University of Wales Trinity Saint David SA1 for start-up businesses, which will foster entrepreneurship through close links with academia.

Type: Local
Budget: £175.28m
SRO: Martin Nicholls

Leading Delivery Organisation: Swansea Council
Thematic Benefit: Economic Acceleration
PM: Huw Mowbray

Partners: University of Wales Trinity Saint David

5.5 Yr Egin

Canolfan S4C Yr Egin is a digital and creative cluster at the University of Wales Trinity Saint David in Carmarthen.

An iconic building with an auditorium, state-of-the-art office spaces and post production facilities, for professional and community activities. The first phase of the project is complete. Welsh language broadcaster S4C has relocated its headquarters to Yr Egin, with several other creative sector businesses taking residency.

A second phase will support the creative industry sector in the region, allowing for cross-sector engagement between new and established businesses in West Wales. It will cater for a range of 'new' technological services that will be made available for the region

Type: Local
Budget: £25.17m
SRO: Steve Baldwin

Leading Delivery Organisation: University of Wales
Trinity Saint David
Thematic Benefit: Economic Acceleration
PM: Geraint Flowers

Partners: Carmarthenshire County Council

5.6 Supporting Innovation and Low Carbon Growth

The Supporting Innovation and Low Carbon Growth programme will deliver sustainable jobs and growth to support a decarbonised and innovative economy. It includes:

The Baglan Technology Centre providing flexible office space for start-up companies and businesses, with a focus on the innovation, ICT and R&D sectors.

A specialist facility which will support the steel and metals industry in Port Talbot, Wales and the UK, while reducing carbon footprint.

An Industrial Futures project with a hybrid building providing production units and office space to support start-ups and businesses in the innovation and manufacturing sectors.

Decarbonisation projects including a low emission vehicle charging network, air quality monitoring and a hydrogen stimulus project.

Type: Local

Budget: £58.7

SRO: Nicola Pearce

Leading Delivery Organisation: Neath Port Talbot Council

Thematic Benefit: Economic Acceleration

PM: Lisa Willis

Partners: Swansea University, University of South Wales

5.7 Campuses

The Campuses project will deliver two complementary initiatives across two sites in two phases in Swansea, that add value to the regional life science, health and sport sectors.

Advanced research and development facilities will be created, building on the success of the Institute of Life Science at Swansea University's Medical School. Collaboration between Swansea University and its industry and NHS partners will place the Campuses project at the forefront of new technologies to improve healthcare, while creating new life science and sport-tech companies and well as highly skilled jobs.

Projects will include a facility at Swansea University's Singleton Campus, and Morriston Hospital where research will be undertaken alongside world-leading clinical delivery.

Type: Local

Budget: £130.43m

SRO: Keith Lloyd

Leading Delivery Organisation: Swansea University

Thematic Benefit: Life science and well-being

PM: Tony Harris

Partners: Swansea Council, Swansea Bay University Health Board, Hywel Dda University Health Board, ARCH Partnership

5.8 Pentre Awel

Combining advanced life science research and business development facilities with a state-of-the-art leisure centre, extra care housing and nursing care, Llanelli's Pentre Awel will be among the first developments of its kind.

Education and training facilities will be at the heart of the project and will focus on training the next generation of healthcare professionals, all set within landscaped green spaces for cycling, walking and other outdoor activities.

Located in an attractive lakeside setting, Pentre Awel is aimed at boosting the local economy, creating new, high-quality jobs and improving people's health and well-being, while also leaving a long-term legacy for local communities and beyond.

Type: Local
Budget: £199.19m
SRO: Chris Moore

Leading Delivery Organisation: Carmarthenshire County Council
Thematic Benefit: Life science and well-being
PM: Sharon Burford

Partners: Hywel Dda University Health Board, Swansea University, Cardiff University, University of Wales Trinity Saint David, Coleg Sir Gar, Pembrokeshire College, Gower College, Swansea University Health Board, ARCH Partnership

5.9 Pembroke Dock Marine (PDM)

Pembroke Dock Marine will create a world class marine engineering fabrication, test and deployment hub, delivering the support and infrastructure needed to further grow Wales' blue economy.

The project expands upon the Swansea Bay City Region's established facilities and extensive skill base, ensuring maximum operational efficiency and increased innovation opportunities, which will help drive down marine energy production costs.

Focusing on the growth of decarbonised energy production, the project includes dedicated early stage and commercial scale test sites, a CATAPULT innovation centre, and industry focused port infrastructure to ensure developers improve the effectiveness, cost efficiencies and installation of their innovative technology.

Type: Regional
Budget: £60.47
SRO: Steven Jones

Leading Delivery Organisation: Pembrokeshire County Council
Thematic Benefit: Economic Acceleration
PMO: Steven Edwards (Interim)

Project Partners: The Port of Milford Haven, Marine Energy Wales, Catapult Network, Wave Hub, Pembrokeshire Coastal Forum

6. Bilingual Guidance

All media releases and information, either printed or online, for the portfolio should be in Welsh and English to comply with the Welsh Language Standards, with the Welsh language positioned so that it may be read first. The Welsh language will not be treated less favorably than the English language, in terms of:

- presentation e.g., use of font, size, colour and format
- position and prominence
- when and how the material is published, made available or exhibited
- Promotion and availability

The SBCD Welsh Language Guidance document (September 2021) outlines the full bilingual guidance.

7. Official Spokespeople

Key people have been identified as official spokespeople for the SBCD Portfolio and should represent the City Deal in radio and TV interviews as well as in press releases and other media relations. The SBCD Communications and Marketing Officer will co-ordinate these requests:

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

8. Protocol for Media Communications

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

8.1 Portfolio Level Communications

The SBCD's Communications and Marketing Officer will lead on all media activity for the City Deal at a portfolio level and this content requires approval from:

1. SBCD Senior Responsible Owner
2. Chair of Joint Committee
3. SBCD Portfolio Director
4. Project/programme lead organisations (where relevant)
5. SBCD Project Senior Responsible Owner and project manager (where relevant)

The importance of the announcement/statement will dictate the seniority of the approval needed, will be determined by the SBCD Portfolio Director via the SBCD Communications and Marketing Officer.

Additionally, UK Government and Welsh Government approval of communications will also be needed in relation to major project/programme milestones and the release of funds to the City Deal portfolio. Opportunities for Ministerial quotes will be made available.

8.2 Regional Projects and Programme Communications

The SBCD's Communications and Marketing Officer will lead and co-ordinate all regional projects and programmes media communications and this content will also require approval from those outlined in **section 8.1**.

Working closely with the project/programme PM and SRO, all lead delivery organisations will be informed and engaged throughout the process. Roles and responsibilities will be outlined by the SBCD Communications and Marketing Officer from the outset and communicated to all relevant stakeholders.

The lead delivery organisations will be requested to display the press releases bilingually on their website and share / like social media posts using the following: Facebook - @SBCityDeal; Twitter - @SBCityDeal; Linked In - @Swansea Bay City Deal @Bargen Ddinesig Bae Abertawe #sbcitydeal

8.3 Location Specific Projects and Programme Communications

For projects and programmes that are location specific within the region, the lead deliver in conjunctions with partner organisations will lead on PR activities. The SBCD Portfolio Management Office (PoMO) must be made aware via the SBCD Communications and Marketing Officer during the planning of the activity and central support can be made available from the PoMO if required. Details of PR activity will be sent to the Joint Committee chairman and other relevant stakeholders for information or approval, as required.

Reference to the Swansea Bay City Deal must be included in the body of the text as a minimum. Further details about the SBCD should also be included in the body of the text or otherwise as a footnote/editor's note.

Suggested text to be used is:

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 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.

Partners should include bilingual story content on their websites and should also reference SBCD in social posts where possible: Facebook - @SBCityDeal; Twitter - @SBCityDeal; Linked In - @Swansea Bay City Deal @Bargen Ddinesig Bae Abertawe #sbcitydeal

8.4 Additional Media Communication Information

- All photograph opportunities will include members of relevant City Deal partners. The SBCD Communications and Marketing Officer work with the PM to determine the roles and responsibilities of individuals when photograph opportunities arise. The photographs will be made available for use in all PR related activities, including the website and social media.
- Representatives of all City Deal project and programme partners will have equal opportunity to give interviews to the media. Where only one person is required for interview, all partners should be informed prior to the interview. All interviews should, wherever possible, reference other City Deal partners and be done in Welsh and English.

9. Protocol for Official Visits

All portfolio level ministerial engagements, whether requested by the PoMO or by the ministers' teams will be led by the SBCD Communications and Marketing Officer. They will:

1. Liaise with the Government Officers that support the Minister to determine the purpose of the visit and the logistical requirements (e.g. timeframe, duration, mode of meeting, attendees, etc). Covid 19 meeting restrictions need to be followed if they apply at the time of the visit.
2. Seek approval from the most senior person(s) from the Lead Authority and Lead Deliverer for the visit and ask them to attend. For regional programmes and projects all four Leaders will be invited to attend. If a Leader is unable to attend an alternative date could be considered or suitable political substitute to represent their Local Authority.
3. Ensure that the Senior Responsible Owner is invited to take part and that the Project Manager supports the arrangements, is continually in the communication loop and is in attendance.
4. Raise awareness of the request with the Chairs of the governance boards: Programme Board, Joint Committee and Economic Strategy Board. The chairs will be invited to attend.
5. Raise awareness with the Welsh Government Regional Team and take a course of action if advised to do so. The Welsh Government may be asked to attend.
6. Keep all stakeholders updated with developments.
7. Follow up with Minister and supporting Officers to see if there's any follow-on actions or further information required.
8. Coordinate PR following visit and seek approval in the usual way.

All roles and responsibilities surrounding the visit will be determined by the SBCD Communications and Marketing Officer and Programme/Project Managers and partner organisations will be required to assist.

The PoMO periodically provides the UK Government and the Welsh Government with a list of key project and programme milestones that are identified by the project and programme leads. These will form the basis of a schedule for regional visits.

10. Protocol for Business Case Approvals

All nine SBCD Outline Business Cases have been approved by the Welsh Government and the UK Government. The protocol below was used during the approval process and will continue to be used in conjunction with the SBCD change management process when new business cases are created or when a significant change is presented to an existing business case.

10.1 Press Releases

Press Releases to be prepared by the SBCD Communications and Marketing officer and prior to distribution to the media, they must be approved by the following:

- SBCD Senior Responsible Owner
- Chair of Joint Committee

- SBCD Portfolio Director
- Project/programme lead organisations (where relevant)
- SBCD Project Senior Responsible Owner and project manager (where relevant)
- UK Government and Welsh Government
- 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 (e.g. Council Leaders, University, Health Board)
- UK Government and Welsh Government

Before distribution to the media, all approved press releases of this nature are to be sent for information to the Joint Committee and Economic Strategy Board members, the UK Government and Welsh Government and other key stakeholders relevant to the project or programme. Approved press releases sent to the media must be sent in both Welsh and English as outlined in **section 6**.

10.2 Photographs

The SBCD Communications and Marketing Officer will co-ordinate photograph opportunities and the following people will appear in the photographs

- The Chairman of Joint Committee
- The relevant senior members of the organisation(s) leading the project
- UK Government or Welsh Government Officials

Photographs are to be located, wherever possible, at project sites or at a location appropriate to the project or programme.

10.3 Interview Opportunities

Interviews should be provided bilingually, where possible, and at a SBCD portfolio level be made available to:

- SBCD Official Spokespeople outlined in **section 7** - The Chairman of Joint Committee (English) and Carmarthenshire Council's Leader (Welsh)
- The relevant senior members of the organisation(s) leading the project
- UK Government or Welsh Government Officials

11. Use of SBCD Logo

All PR activity and marketing materials, either printed or online, will contain the SBCD logo. Guidelines for use are follows:



Colours

CMYK

 100% cyan
 100% + 60% magenta
 70% cyan + 60% yellow
 30% cyan + 20% black

RGB

 0, 159, 227
 0, 92, 169
 69, 179, 132
 162, 195, 214

Web

 #009fe3
 #005ca9
 #45b384
 #a2c3d6

Pantone

 PMS - 801
 PMS - 300
 PMS - 339
 PMS - 644

Formats

The logo is available in the following formats:

JPEG for desktop publishing (MS Word, PowerPoint, etc.)

EPS or **TIFF** for high quality printing, **JPEG** or **PNG** for web.

Requests for the logo should be made to:

marketing@carmarthenshire.gov.uk



Font - 'Ubuntu'

Available from:

<http://font.ubuntu.com>

<https://fonts.google.com/specimen/Ubuntu>

To be used in web and print projects.

Can be downloaded and used freely. Is covered by an Ubuntu Font Licence.

Background colours



Try to avoid placing the logo on a coloured background where possible. If this is unavoidable then please use as above or use a white version of the logo on a dark background and a black version on a light background. For electronic usage the logo must appear on a white background.



Recommended minimum size



To ensure visibility, legibility and accessibility, the logo, wherever possible, should not be used at a width that is less than 40mm as shown left.

Clear space



Allow for clear space all around the logo equal to the height shown left.

The logo is bilingual. Regardless of the language of the materials it appears on, neither English or Welsh should be removed.

12. Use of Primary Stakeholder Logos

The SBCD regularly need to display primary stakeholder logos in marketing materials.

The 8 primary stakeholders are; Swansea County Council, Carmarthenshire County Council, Neath Port Talbot Council, Pembrokeshire County Council, Swansea University, University of Wales Trinity Saint David, Hywel Dda Health Board, Swansea Bay University Health Board.

When one stakeholder logo is required, they should be displayed as follows:



When all stakeholder logos are required, they should be displayed as follows:



When all stakeholder logos and UK Government and Welsh Government logos are required, they should be displayed as follows:



The UK Government and the Welsh Government must authorise the use of their logos on any content. Branding approval at the UK Government and Welsh Government should be made by:

- UK Government: Sarah Drew
- Welsh Government: Martyn Williams

13. Stakeholder Power & Interest Matrix

The following SBCD stakeholders have been identified and will have engagement throughout the portfolio lifecycle. Depending on the stakeholders' place in the matrix different communications approaches may be needed.

	Keep Satisfied (High Power & Low Interest)		Manage Closely (High Power and High Interest)	
High Power	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	Joint Committee Members Programme Board Members Economic Strategy Board Members Joint Scrutiny Board Members SBCD Project Managers/teams Welsh Government SBCD officials UK Government SBCD officials UKG Secretary of State for Wales UKG Parliamentary Under Secretary of State for Wales	WG Ministers for Economy & Transport WG Minister for Finance Wales Online BBC Online South Wales Evening Post Western Mail Private sector project backers Regional business community Local Authority Ward Members
	Monitor (Low Interest and Low Power)		Keep Informed (High Interest and Low Power)	
Low Power	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	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	Chambers Wales Federation of Small Businesses Swansea Bay Business Club SA1 Waterfront Business Club Regional Learning and Skills Partnership Lions and Rotary Clubs across the region Marine Energy Wales Regional supply chain businesses Regional Town and Community Councils 3 other Welsh City and Growth Deals Regional Local Authorities (Staff) Regional universities (Staff/students) Regional health boards (Staff) Regional school pupils Oriel Science SWIC (South Wales Industrial Cluster) Welsh Government Energy Service
	Low Interest		High Interest	

14. Portfolio Communications and Marketing Activity

A wide variety of communications and marketing activity will be used by the SBCS Communications and Marketing Officer to raise awareness of the SBCD portfolio. These will include:

- **Press Releases and Feature Articles:** Regular press releases and articles will be written when key milestones are reached or when programmes and projects are topical.

News stories and trends will be monitored daily to establish opportunities to maximise exposure. Articles covering Joint Committee meetings/decisions will also be written, as well as articles on the work of the Economic Strategy Board. Pro-active articles will be written, whenever appropriate, to raise the profile of their work. Partner organisations and private sector companies will be included where appropriate.

Feature pieces that encompass key highlights at a regional level will also be written, by working in collaboration with the Cardiff Capital Region, Ambition North Wales and Growing Mid Wales.

A distribution list is shown in **section 21** of this plan.

All press releases and feature articles will be bilingual and will be feature on the City Deal website and those of relevant partner organisations. They will also be shared on social media. Where possible, videos and MP3 audio files will be created.

- **Social media:** Continue to grow the City Deal's Twitter and Facebook accounts by posting regularly with relevant and engaging content. City Deal hashtags must accompany each post - #SBCityDeal and #BargenDinesgigBA.

Businesses and other key organisations/influencers across the region are being followed and where relevant, their posts will be liked or shared.

A LinkedIn City Deal account has been set up which is monitored by the SBCD Business Engagement Manager, and the use of alternative social media platforms will be explored.

- **Website:** Continue to update and develop the website (which was launched in 2018). The website includes the City Deal video on the homepage, an interactive timeline of key milestones, a 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 of the programmes and projects.
- **Newsletters:** A summary of key achievements and milestones will be sent to the SBCD database in the form of a newsletter. Partners will be asked to include articles from the newsletter on their versions.
- **Videos and Time Lapse Photography:** Opportunities will be explored for displaying the City Deal promotional video on screens across the region, including Swansea city centre's big screen, in Yr Egin in Carmarthen, and at colleges, universities and council buildings throughout South West Wales. Fly-through videos, drone footage and time lapse photography opportunities will also be explored.

- **Events:** Subject to Covid restrictions, suitable events will be organised by the PoMO, with approval from the Portfolio Director, the Portfolio's SRO and the Joint Committee Chairman.

The PoMO will organise details including sourcing venues, invitation lists and marketing materials. Partners will be kept informed and updated. Where possible, events will be held at different locations around the City Deal region, and dates will be chosen when the Portfolio SRO and Joint Committee Chairman can attend, and well as programme and project SRO's and PM's. Councilors from the four councils will be invited to attend, along with Welsh Government and UK Government Ministers.

The PoMO will also attend and co-ordinate events held by other organisations.

- **Brochures:** Informative booklets and brochures will be created for use at relevant opportunities such as events and meetings.
- **Infographics:** Develop a suite of infographics that can be used across many marketing activities that display portfolio, programme and project key information in a more pictorial format.
- **Case Studies:** Interviews will be conducted with individuals and companies who have benefited from the City Deal to build case studies. The information gained will be used in press releases, the City Deal website and in printed materials.
- **Billboard Sites:** Opportunities will be explored to showcase the City Deal video on digital billboard sites, along with poster opportunities on static billboard sites at key times and locations close to projects sites.
- **Competitions and Community Lead Campaigns:** Opportunities will be explored that will allow the City Deal to engage with a wider audience through competitions and campaigns. Ideas would include a 'name the building' competition like Pembroke Dock Marine project, or campaigns with local schools and universities.
- **Branding of empty units and hoardings:** Vacant premises in town and city centre locations across the City Region could potentially be used to carry branded City Deal content along with hoardings or large format posters on project sites.
- **Endorsement:** Endorsement for the City Deal will be sought from prominent regional businesspeople and well-known regional figures, to help further raise awareness.
- **Stationary:** Folders, pens and letterhead will be produced when required.
- **Presentations:** Visually appealing, PowerPoint presentations will be kept up to date and made available for use in events and meetings.
- **Awards:** Opportunities will be explored for awards that programmes and projects can apply for and take part in. For example, environmental awards, best building awards etc

- **Partnerships with Charities and Sponsorship Opportunities:** Establish a working relationship with relevant charities and promote the partnership where possible. Sponsorship opportunities will also be explored with organisations and projects relevant to City Deal.
- **Radio Advertising:** Explore 10s and 30second radio advertising on local radio stations when key milestones are reached and specific call to actions are required. For example, if the Technology Centre is looking for tenants.
- **Bios:** Written biographies on key people within the City Deal which can be used for information packs for events, added to the website and integrated into press releases.

Project and Programme level Communications and Marketing Plans will be developed that highlights key marketing activities around milestones, and follow-on from this Portfolio Communications and Marketing Plan.

15. Communications and Marketing Sub-Groups

Communications and Marketing sub-groups have previously existed for some projects and programmes. These will be re-introduced or created for all projects and programmes. The SBCD Communications and Marketing Officer will lead communications of these sub-groups and identify the key members, which including project leads and individuals from the partner organisations.

These sub-groups will assist in the development of the Project and Programme level Communications and Marketing Plans, and members will also be involved in carrying out the activities in the plans.

16. Internal Communications

Internal communications with key stakeholders are vital for several reasons, including; Keeping people informed, encouraging 'buy-in' for the City Deal and its purpose, raising further awareness of the SBCD, giving a more holistic view of the City Deal and to facilitate engagement and feedback.

The SBCD's key stakeholders include:

- Joint Committee members
- Programme Board members
- Economic Strategy Board members
- Joint Scrutiny Committee members
- Eight partner organisations (primary stakeholders)
- Regional Local Authority economic development directors
- UK Government (Relevant officials and politicians)
- Welsh Government (Relevant officials and politicians)
- Private sector partners

Along with other members of the PoMO, the SBCD Communications and Marketing Officer will share communications and marketing information to internal stakeholders by using a variety of methods including:

- Face-to-face or digital meetings with senior representatives at all partner organisations. This includes UK Government and Welsh Government Ministers and officials
- Presentations or speeches to key audiences
- SBCD formal governance reports, such as monthly highlight, quarterly monitoring and annual review reports outlining key achievements and milestones
- Video content highlighting progress and opportunities
- Internal newsletters to primary stakeholders
- Inclusion of content on the Intranets of partner organisations
- Team meetings with programme/project leads

17. Communications with Regional Businesses and Private Sector

The SBCD Business Engagement Manager is responsible for engagement with regional businesses the wider private sector and wider business-related networks. A complementary Business Engagement and Investment Framework is in development to support the Portfolio Communications and Marketing Plan.

The SBCD Business Engagement Manager uses a variety of methods to engage with the regional business community, including:

- **Liaising with Business Representative Organisations and Trade Bodies:** Maintaining regular contact and attending meetings with regional business organisations, including Chambers Wales, Federation of Small Businesses, Institute of Directors, Swansea Bay Business Club, SA1 business club, CITB, ECITB and local Chambers of Commerce, Business Improvement Districts (Swansea and Llanelli) and the CCP (Carmarthenshire, Ceredigion and Pembrokeshire) Business networking group.
- **SBCD regional events:**
 - **Procurement Pipeline Event:** The first one was held in March 2021, highlighting the opportunities coming to market over 2021/22 from City Deal funded procurements.
 - **Showcase Event:** A one-off event planned for March 2022 to celebrate the achievement that all business cases have been approved by the UK Government and Welsh Government and that all projects and programmes are all in delivery. Stakeholders and businesses will be invited order to see the progress, as well as looking into upcoming opportunities.
- **Other Business-related Events:** Participation and attendance in events including; The Welsh Business Shows and Welsh Construction shows, Introbiz networking conferences and 4theRegion Swansea City Centre conferences.

- **Partner Newsletters:** Regular progress updates in newsletters distributed by organisations including 4theRegion, the Regional Engagement Team, and the Regional Learning and Skills Partnership. Articles also appear in Chamber Chat magazine – a quarterly publication put together by the Chambers Wales.
- **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.
- **Online content:** A procurement page has been added to the City Deal website, which will highlight tendering/contract opportunities

Further approaches to keep the regional business community informed about the City Deal include:

- Direct communications in relation to relevant updates/news
- Further business-focussed communications with specialist business media
- Strengthening of a City Deal LinkedIn account, with regular posts
- Continuous updating of database for regional business contacts

18. Communications and Engagement Schedule

The SCBD Communications and Engagement Schedule complements this SBCD Communications and Marketing Plan and contains a forward plan of communications and marketing activity at a project and programme level. This is a live document and managed by the SBCD PoMO.

19. Key Communications and Marketing Contacts

A list of key SBCD Communications and Marketing contacts are shown below and up-to-date contact details can be requested through the SBCD Communications and Marketing Officer.

Organisation	Name	Job Title
Swansea Bay City Deal	Heidi Harries	Communications and Marketing Officer
Carmarthenshire County Council	Deina Hockenhull	Head of Marketing and Media
Carmarthenshire County Council	Laura Morris	Senior Communications Officer
Swansea County Council	Lee Wenham	Head of Communications
Swansea County Council	Patrick Fletcher	Head of News
Swansea County Council	Greg Jones	Senior Communications & Business Engagement Officer

Neath Port Talbot	Sylvia Griffiths	Strategic Communications and Marketing Adviser
Neath Port Talbot	Robin Turner	Senior Communications Officer
Pembrokeshire County Council	Abby Barton	Head of Communications
Pembrokeshire County Council	Anna Wilson	Communications Officer
UK Government in Wales	Sarah Drew	News and Digital Manager
UK Government in Wales	Sian Evans	Communications and Engagement Officer
UK Government in Wales	Chris Herdman	Head of News and Digital
Welsh Government	Chris Pascoe	Press Officer
Welsh Government	Martyn Williams	Chief Press Officer
Swansea University	Jacqui Bowen	Head of Public Relations
Swansea University	Delyth Purchase	Press Office Manager
Swansea University	Richard Lancaster	Communications and Relationship Manager
University of Wales Trinity Saint David	Eleri Beynon	Head of Corporate Communications & PR
University of Wales Trinity St David	Rebecca Davies	Executive Press and Media Relations Officer
University of Wales Trinity St David	Lowri Thomas	Principal Communications and PR Officer
Gower College	Marie Szymonski	Marketing and Admissions
Hywel Dda University Health Board	Sundeep Sehijpal	Communications Manager
Swansea Bay University Health Board	Susan Bailey	Head of Communications
Port of Milford Haven	Anna Malloy	Engagement and Communications Manager
Port of Milford Haven	Anna Mullarkey	Marketing and Communications Executive
Port of Milford Haven	Sara Aicken	PR and Communications Executive
Marine Energy Wales	Jess Hooper	Programme Manager

Cardiff Capital Region	Suzanne Cheserton	Head of Governance, Policy & Communications
Ambition North Wales	Erin Gwenlli Thomas	Communications and Engagement Officer
Growing Mid Wales	Cathy Martin	Portfolio Office Manager
Growing Mid Wales	Claire Miles	Engagement Manager

20. Monitoring and Evaluation

To monitor the effectiveness of our communications and marketing, we will use the following measurement methods, and adapt the approach when necessary.

20.1 Social Media Monitoring

The performance data below will be extracted from Crowd Control (the platform used to plan and publish social media).

- **Reach:** The number of people in the target audience who are exposed to the social post. This will be displayed separately for Facebook and Twitter.
- **Followers / Fans:** The number of people who follow (Twitter) or fans (Facebook).
- **Likes:** The number of people who have liked the posts.
- **Shares:** The number of people who have shared the posts.



20.2 Press Releases

Press coverage will be monitored and logged daily using google alerts, manually searching for the Swansea Bay City Deal online, and by looking in local newspaper titles.

They will be logged in a table as follows:

Date	Press Release	Project	Media Title	Type	Author
01/12/2021	Small Business Saturday	Egin	Wales 247	Online	Heidi Harries
01/12/2021	Small Business Saturday	Egin	Business News Wales	Online	Heidi Harries
01/12/2021	Small Business Saturday	Egin	UWTSD	Online	Heidi Harries
01/12/2021	Small Business Saturday	Egin	Swansea Bay News	Online	Heidi Harries
01/12/2021	Small Business Saturday	Egin	South Wales in Focus	Online	
03/12/2021	Fleet of electric vehicles for Port of Milford Haven	PDM	Business News Wales	Online	Sara Akin
05/12/2021	First Part of £60 Pembroke Dock Marine Project Begins	PDM	Western Telegraph	Online	Sara Akin
06/12/2021	Swansea Arena being lit up for Christmas	Swansea City & Waterfront	Wales Online	Online	Greg Jones
06/12/2021	Chance for Business to benefit from Kingsway Scheme	Swansea City & Waterfront	Swansea Council	Online	Greg Jones

Additional method could also be used including:

- Press coverage/equivalent advertising value
- Newspaper/online website/specialist media readership
- Booklets/e-marketing brochures distributed
- Website analytics
- Number of people engaged at events (both online and offline)
- Public exposure to marketing tactics
- Enquires through email and calls

21. South Wales based Newspapers and Radio Stations

The SBCD distribute press releases to several key newspapers and radio station in the South West Wales region. Below is the circulation figures/reach and geographical areas covered in the main titles which help give an understanding of how many people are exposed to the PR:

Organisation	Frequency	Circulation/Reach	Area	Source
South Wales Evening Post	Daily	10,464	Swansea, Neath Port Talbot and Carmarthenshire	ABC.org.uk
Western Mail	Daily	8,419	Wales	ABC.org.uk
Llanelli Star	Weekly	3,840	Llanelli and surrounding area	ABC.org.uk
Carmarthen Journal	Weekly	5,034	Carmarthen and surrounding area	ABC.org.uk
Western Telegraph	Weekly	unavailable	Pembrokeshire and West Wales	
Wales Online	24/7	2,478,000 unique monthly visitors and 27,275,011 monthly page views	Wales and beyond	Wales Online Media Pack
BBC Radio Wales	24/7	344,000	Wales-wide	RAJAR
BBC Radio Cymru	24/7	119,000	Wales-wide	RAJAR
The Wave	24/7	111,000	Swansea Bay area, including Carmarthenshire and Neath Port Talbot	media.info
Swansea Bay Radio	24/7	24,000	Swansea Bay area, including Carmarthenshire and Neath Port Talbot	RAJAR
Radio Carmarthenshire	24/7	38,700	Carmarthenshire	RAJAR
Radio Pembrokeshire	24/7	31,000	Pembrokeshire	media.info
Heart South Wales	24/7	395,000	South and West Wales	482,000 listeners a week

22. Regional/Wales-wide Media Contacts

A list of key SBCD Media contacts is shown below and contact details are able for each one by request through the SBCD Communications and Marketing Officer. Details will be updated on a quarterly basis.

Title	Name
Wales Online	Richard Youle
Wales Online	Robert Lloyd (News editor)
Wales Online & South Wales Evening Post	Jonathan Roberts
Wales Online	James Arnott (Content editor)
Wales Online & Llanelli Star	Christie Bannon
Wales Online & Carmarthen Journal	Rob Harries
Wales Online & Carmarthen Journal	Ian Lewis
Western Mail	Chris Pyke (Business reporter)
Western Mail	Sion Barry (Business editor)
BBC Online (Wales)	newsonline.wales@bbc.co.uk
BBC Wales newsgathering	newsgathering.wales@bbc.co.uk
BBC	Aled Scourfield
ITV Wales	Dean Thomas (West Wales reporter)
Newsdesk ITV Wales	news@itvwales.com
Western Telegraph & Milford Mercury	Bruce Sinclair (Chief reporter)
Western Telegraph & Milford Mercury	Fiona Phillips
Tenby Observer	editor@thetenbyobserver.co.uk
South Wales Guardian	dla@swguardian.co.uk
South Wales Guardian	Clare Snowdon (Reporter)
South Wales Guardian	news@southwalesguardian.co.uk
Guardian	Daniel Laurie
The Wave (Radio)	news@thewave.co.uk
The Wave (Radio)	Emma Grant (News Editor)
South Wales Radio	news@southwalesradio.com
Business News Wales	news@businessnewswales.com;
Business News Wales	Mark Powney
Wales Business Insider/Inside Media	Douglas Friedli
Wales Business Insider/Inside Media	Laurence Kilgannon
West Wales Chronicle	newsdesk@westwaleschronicle.co.uk
Wales 247	Rhys
Wales 247	requests@wales247.co.uk
Llanelli Online	Alan Evans
Cambrian News	Simon Middlehurst (editor)
Trinity Mirror	Gemma Parry (Evening Post)
Trinity Mirror (Star)	Oliver Roderick
Heart FM	Paula Hughes
The Herald	Jon Cole

The Herald	editor@herald.email
Swansea Bay	news@swanseabay.tv
Tivy-Side Advertiser	tivyside@gwent-wales.co.uk
Western Mail	newsdesk@mediawales.co.uk
Mail on Sunday	news@mailonsunday.co.uk
Radio Carmarthenshire	news@nationbroadcasting.wales
Daily Telegraph	dtnews@telegraph.co.uk
The Independent	newsdesk@independent.co.uk
News Wales Service	news@walesnews.com
The Times	home.news@thetimes.co.uk