



Portfolio Communications and Marketing Plan

Heidi Harries,
Communications and Marketing Officer
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1. Overview of the Swansea Bay City Deal

The Swansea Bay City Deal (SBCD) is an investment of up to £1.3 billion in the Swansea Bay City Region, which encompasses Neath Port Talbot, Swansea, Carmarthenshire, and Pembrokeshire. It consists of a portfolio of 9 transformational programmes and projects which are funded by the UK Government, Welsh Government, public sector bodies and private sector.

The 8 primary stakeholders that constitute the City Deal are Swansea County Council (CCS), Carmarthenshire County Council (CCC), Neath Port Talbot Council (NPTC), Pembrokeshire County Council (PCC), Swansea University (SU), University of Wales Trinity Saint David (UWTSD), Hywel Dda University Health Board, Swansea Bay University Health Board.

Planned over a 15-year period, from 2018, the City Deal will transform the City Region into a centre of excellence for several regional priority sectors, delivering the thematic benefits of:

1. Economic Acceleration
2. Life Science and Well-being
3. 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.

The portfolio includes 6 area specific projects/programmes:

1. The Pentre Awel development in Llanelli, Carmarthenshire.
2. A life science, well-being and sport Campuses scheme in Swansea.
3. The City and Waterfront Digital District in Swansea.
4. A Low Carbon programme in Neath Port Talbot.
5. The creative digital cluster in Yr Egin, Carmarthen.
6. 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 the City Deal region.

1. A Homes as Power Stations project.
2. A major Digital Infrastructure improvement programme.
3. 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 in the coming years.

All projects and programmes have received approval from the UK Government and Welsh Government as of December 2021 and therefore the entire portfolio is now in full delivery.

2. Objectives of Portfolio Plan

This 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 the governance groups, partner organisations and wider audiences. Our aim is to keep all stakeholders informed, engaged and to maximise opportunities arising from communications. It also includes protocols and tools to ensure a co-ordinated activity across the portfolio and region.

This plan will be updated on an annual basis.

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. The information should be used in the body of the text, in quotations, on social media, marketing collateral and on the website.

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

- Provide the City Region an economic boost of at least £1.8 billion over the 15-year lifespan of the portfolio.
- Create over 9,000 jobs for local people.
- Deliver opportunities for regional businesses to benefit from major programme/project procurement.
- 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 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 portfolio.

SRO = Senior Responsible Owner. PM = Project or Programme Manager.

5.1 Digital Infrastructure programme

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

Working alongside UK and Welsh Government and suppliers, the programme's ambition is that every home and business in the Swansea Bay region will have access to full fibre or mobile broadband capable of offering speeds of up to 1gbps, 30 times faster than superfast broadband. The programme will develop a regional digital economic development strategy which will outline the region's vision for what this 21st century infrastructure is used for and a methodology for how the opportunities can be maximised.

The programme will also invest in 5G and Internet of Things (IoT) use cases, trials, and testbeds to encourage early adoption of imagined technology and provide a foundation for future innovation and future proof the digital economy in the region.

Type: Regional

Leading Delivery Organisation: CCC

Budget: £55.3m

Thematic Benefit: Economic Acceleration

SRO: Jason Jones

PM: Gareth Jones

Partners: NPTC, SSC, PCC, Swansea Bay University Health Board, Hywel Dda University Health Board, UWTSU, SU.

5.2 Skills & Talent programme

The Skills and Talent programme 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. To date 6 pilot projects have been approved.

Type: Regional

Leading Delivery Organisation: Regional Learning & Skills Partnership

Budget: £30m

Thematic Benefit: Economic Acceleration

SRO: Barry Liles

PM: Sam Cutlan

Partners: CCC, CCS, NPTC and PCC.

5.3 Homes as Power Stations project (HAPS)

The HAPS 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
Budget: £505.5m
SRO: Nicola Pearce
Partners: CCC, CCS, and PCC.

Leading Delivery Organisation: NPTC
Thematic Benefit: Energy and Smart Manufacturing
PM: Oonagh Gavigan

5.4 Swansea City & Waterfront Digital District project

Swansea City and Waterfront Digital District project is made up of three elements:

The 3,500-seater Swansea Arena in the city centre that is open for business since March 2022 and accommodates concerts, shows, exhibitions, conferences, and other events.

A state-of-the-art office development in 71/72 Kingsway that is under construction and 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 and Innovation Precinct development at the UWTSD SA1 area, for start-up businesses that will foster entrepreneurship through close links with academia.

Type: Local
Budget: £168.4m
SRO: Martin Nicholls
Partners: UWTSD

Leading Delivery Organisation: CCS
Thematic Benefit: Economic Acceleration
PM: Huw Mowbray

5.5 Yr Egin project

Open since October 2018, Canolfan S4C Yr Egin is a digital and creative cluster at the UWTSD campus in Carmarthen. It's an iconic building with an auditorium, state-of-the-art office spaces and post production facilities, for professional and community activities.

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 helping to promote growth and employment in the creative sector.

Type: Local
Budget: £25.2m
SRO: Steve Baldwin
Partners: CCC

Leading Delivery Organisation: UWTSD
Thematic Benefit: Economic Acceleration
PM: Geraint Flowers

5.6 Pentre Awel project

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, located in Llanelli, Carmarthenshire.

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.

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: £200.5m
SRO: Chris Moore
Partners: Cardiff University, UWTSU, SU, Hywel Dda University Health Board

Leading Delivery Organisation: CCC
Thematic Benefit: Life science and well-being
PM: Dr Sharon Burford

5.7 Campuses project

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 SU, industry and NHS partners will place the 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 SU Singleton Campus and Morriston Hospital where research will be undertaken alongside world-leading clinical delivery.

Type: Local
Budget: £135.0m
SRO: Keith Lloyd
Partners: CCS, Swansea Bay University Health Board, Hywel Dda University Health Board, ARCH Partnership

Leading Delivery Organisation: Swansea University
Thematic Benefit: Life science and well-being
PM: Clare Henson

5.8 Supporting Innovation and Low Carbon Growth (SILCG) programme

The SILCG programme will deliver sustainable jobs and growth to support a decarbonised and innovative economy. It includes 7 interlinked projects including:

The Baglan Technology Centre, which is now actively looking for tenants, provides 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
Partners: SU, University of South Wales

Leading Delivery Organisation: NPTC
Thematic Benefit: Economic Acceleration
PM: Brett Suddell

5.9 Pembroke Dock Marine project (PDM)

The Pembroke Dock Marine project 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: £60.5

SRO: Steven Jones

Leading Delivery Organisation: PCC

Thematic Benefit: Economic Acceleration

PMO:

October to December: Port of Milford Haven –Steve Edwards

January to March: ORE Catapult – Emma Lewis

April to June: Pembrokeshire Coastal Forum - Tom Hill

July to September: Celtic Sea Power – Tim James

Partners: Port of Milford Haven, Marine Energy Wales, ORE Catapult, Wave Hub, Pembrokeshire Coastal Forum.

6. Bilingual Guidance

All external City Deal communications such as media releases, brochures, adverts, social media and exhibition material both printed or online should be in Welsh and English to comply with the Welsh Language Standards. The Welsh language should be positioned so that it may be read first and 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 bilingual guidance.

CCC provides the City Deal with an English to Welsh translation service for large documents and the Communications and Marketing Officer carries out smaller day to day translations.

7. Official Spokespeople

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

- English language interviews are by Cllr Rob Stewart (CCS Leader and Joint Committee Chairman)
- Welsh language interviews are by Cllr Darren Price (CCC Leader and Joint Committee Member)

8. Photography

The Communications and Marketing Officer will co-ordinate photo opportunities and where possible, the following people will appear:

- Cllr Rob Stewart - Chairman of the Joint Committee
- The relevant senior members of the organisation(s) leading on the project/programme
- UK Government or Welsh Government Ministers and/or Officials

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

9. Protocol for Media Communications

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

9.1 Portfolio Level Communications

The SBCD's Communications and Marketing Officer will lead on all media activity at a portfolio level. 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)
6. UK Government and Welsh Government (where relevant)

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

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 etc)
- UK Government and Welsh Government (if relevant)

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.

They will also be shared on the SBCD social media channels as well as being uploaded to the website.

9.2 Regional Projects and Programme Communications

The SBCD's Communications and Marketing Officer will lead on all regional projects and programmes media communications and this content will also require approval from those outlined in **section 9.1**.

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 Communications and Marketing Officer 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

9.3 Location Specific Projects and Programme Communications

For projects and programmes that are location specific, the lead deliverer in conjunction 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 SBCD Communications and Marketing Officer. Details of the PR activity will be sent to the Joint Committee chairman and other relevant stakeholders for information or approval, as required.

Reference to the SBDC must be included in the body of the text as a minimum. Further details 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, Welsh Government, 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

9.4 Additional Media Communication Information

All photograph opportunities will include members of relevant City Deal partners. The SBCD Communications and Marketing Officer will work with the Project Manager 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.

9.5 Negative Publicity

Where possible, any potential negative news must be dealt with proactively and any issues should be brought to the attention of the SBCD Communications and Marketing Officer at an early stage in order to prepare a suitable reactive response.

The SBCD Portfolio Director, SBCD Senior Responsible Owner and the Joint Committee chairman will be kept up-to-date of any potential negative PR and provided with the facts in case they are required to comment. They will be sent links to relevant online stories that are published and provided with hard copies of any that are in print.

9.5.1 Portfolio Level PR: The SBCD Communications and Marketing Officer will lead on this type of negative publicity and be responsible for communicating the information with the relevant chairs.

9.5.2 Regional Projects and Programmes: The SBCD Communications and Marketing Officer will take the lead, and work closely with the Project Manager, lead deliverer and delivery partners to establish the facts and formulate a response. The Project Manager is responsible for informing the Senior Responsible Owner and providing information to the project board members.

9.5.3 Location Specific Projects and Programmes: The lead deliverer will take the lead, working closely with the project partners and project manager, and ensuring that the SBCD Communications and Marketing Officer is kept informed. The Project Manager is responsible for informing the Project/Programme Senior Responsible Owner and providing information to the project board members.

10. Protocol for Official Visits

All portfolio, programme and project level ministerial engagements, whether requested by the PoMO or by the ministers' teams will be led by the SBCD Communications and Marketing Officer. The officer 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).
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 SRO is invited to take part and that the PM 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 PMs and partner organisations will be required to assist by organising the details around the visit such as location, guest speakers and schedule for the day. Dates and times must not be confirmed without prior discussion with the SBCD Communications and Marketing Officer.

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.

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 following illustrations should be used when displaying City Deal and partner logos on marketing materials.

When only 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:



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) Local Authority Ward Members Regional AMs and MPs UK national media	UK national TV news outlets UK national radio news outlets Wales European Funding Office Farmers Union for Wales National Farmers Union	SBCD Primary Stakeholders 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 Under Secretary of State for Wales	WG Ministers for Economy & Transport WG Minister for Finance Regional Learning and Skills Partnership Wales Online BBC Online South Wales Evening Post Western Mail Private sector project partners Regional business community
	Monitor (Low Interest and Low Power)		Keep Informed (High Interest and Low Power)	
Low Power	Regional bloggers Tenants that occupy City Deal premises Swansea Civic Society Business Wales Local Authorities economic development teams	Antur Cymru Institute of Welsh Affairs National Trust Regional MEPs Construction Futures Wales Major regional employers	Specialist media Business News Wales Wales 247 Wales Business Insider Local radio stations Local newspapers 4theRegion Regional Business Improvement Districts Chambers Wales	Federation of Small Businesses Swansea Bay Business Club SA1 Waterfront Business Club Regional supply chain businesses Regional Town and Community Councils 3 other Welsh City and Growth Deals Oriol Science SWIC (South Wales Industrial Cluster) Welsh Government Energy Service Pembrokeshire Coastal Forum
	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 to establish opportunities to maximise exposure. Pro-active articles will be written, whenever appropriate, to raise the profile of the City Deal. Partner organisations and private sector companies will be included where appropriate.

The SBCD Communications and Marketing Officer follows a Key Milestone log which is updated on a 6 monthly basis by the project and programme leads.

Annual feature pieces will be written that encompass key highlights at a regional level by working in collaboration with the Cardiff Capital Region, Ambition North Wales and Growing Mid Wales. This will be done and distributed each December, focusing on the progress during the calendar year.

All press releases and feature articles will be bilingual to comply with the Welsh Language Guidance and will feature on the City Deal website and partner organisations if relevant. They will also be shared on social media and sent to all board members and partner organisations who will also be encouraged to share the news.

A Press Release distribution list is shown in **section 21** of this plan and is updated regularly.

- **Social media:** Continue to grow the City Deal's Twitter and Facebook accounts by posting regularly with relevant and engaging content either about a story written directly about the City Deal or by relevant partners. Examples of content would include sharing press releases, pictures of visits, exhibitions and events, job opportunities, and meet team members.

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

The LinkedIn City Deal account will also share regular posts. This is monitored by the SBCD Business Engagement Manager.

- **Website:** Continue to update and develop the website with refreshed pages for the project and programme pages, and an updated timeline. Subpages will be created for projects and programmes so that additional information can be provided. E.g. information on the Skills & Talent pilot projects, separate pages on each SILCG project etc.
- **Events:** Following positive feedback from the SBCD Showcase Event in March 2022 follow up City Deal led events will be planned across the region. There is a plan for an event in each of the four local authorities and the PoMO is exploring the idea of focusing the events on the themes or by location. These 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 also attend and represent the City Deal in events held by other organisations throughout the year including 4theRegion, the Welsh Business Show, the Welsh Construction

Show and Introbiz. The PoMO will also attend Careers Fairs planned across the region to inform the younger generation about the opportunities available.

The SBCD Business Engagement Manager and SBCD Communications and Marketing Officer maintain a Portfolio Event Plan, and this is a regular agenda item in the wider team meetings to encourage representation at events from Project Managers.

Events The SBCD Communications and Marketing Officer and Business Engagement Manager attended in 2022 include:

Event	Type of event	Location
SBCD Showcase Event	Private and Public sector	Parc Y Scarlets
4theRegion	Businesses and the general public	Swansea Arena
Pentre Awel Meet the Buyer	Construction professionals	Parc Y Scarlets
Introbiz	Businesses and the general public	Brangwyn Hall
Preparing Learners for the Renewable Revolution	Students/Children	Bridge Innovation Centre
Innovation Matrix Meet the Buyer	Construction professionals	Online / Teams
Welsh Business Show	Businesses	Ffos Las
Renewable Revolution Launch	Students/Children	Pembrokeshire College
Yr Egin Breakfast Meeting	Businesses	Yr Egin
UK Government Pembroke Dock Marine Visit	UK Government Officials	Bridge Innovation Centre
Renewable Revolution: Meet the Students	Students/Children	Pembrokeshire College
Welsh Business Show	Businesses	Swansea.com
Welsh Construction Show	Construction professionals	Swansea.com
Pembrokeshire Careers Event	Students/Children	Pembrokeshire College
SA1 Business Club	Businesses	Dylan Thomas Centre
RLSP Skills Launch Event	Businesses	Swansea.com

- **Brochure:** An informative bilingual 28-page City Deal brochure has been produced for use in events and meeting. This brochure is high-level containing information suitable for partners, government officials and potential investors. It will be updated and reprinted as required.
- **Leaflet:** A less formal leaflet will be produced with simpler information, suitable to hand out to the public, school children etc at events.
- **Infographics:** A suite of infographics has been developed that will continue to be used across marketing collateral.
- **Case Studies:** Interviews will be conducted with individuals and companies who have benefited from the City Deal to build case studies for use in press releases, the website and in printed materials.

- **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.
- **Branding of empty units and hoardings:** Vacant premises in town and city centre locations across the City Region will continue to be used to carry branded City Deal content along with hoardings or large format posters on project sites.

Section 12 illustrates the approved order and layouts of the logos.

- **Stationary/Branded Items:** A City Deal tablecloth and T-shirts have been produced for uses in events. Pens and lanyards are available as give-aways, and other suitable branded items for the general public and school children will also be explored.
- **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. PR will be written on awards the projects and programmes have one. An awards section will also be created on the website.
- **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.
- **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.
- **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, with a few of the existing project fly-through videos updated.
- **Third Party Marketing and Communications:** Opportunities for paid collaboration with Business News Wales and 4theRegion will be explored, with a focus on broadening the City Deal communication to a wider audience not currently accessible. Additional marketing tools such as podcasts and digital discussions will also be looked at as part of the offering.

15. Communications and Marketing Sub-Groups

Communications and Marketing Group Meetings with each Project Lead and relevant Communications/Marketing Officers from the lead delivery and partner organisations are held on a quarterly basis for most projects. The purpose of the meetings is to discuss upcoming key milestones and developments and plan the approach to the milestone by establishing roles and responsibilities. Project/Programme level Communications and Marketing Plans are also discussed during the meetings, with updates circulated to all members.

Quarterly meetings will be put in place for the Projects/Programmes that are yet to have regular Communications and Marketing meetings and draft plans will be discussed and updated.

16. Internal Communications

Internal communications with key stakeholders are vital for keeping people informed, encouraging buy-in, raising further awareness and giving a more holistic view of the City Deal.

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

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
- Project site visits and tours (where appropriate)
- 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. Business Engagement methods include:

- **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:** Organising and attending City Deal led events including Procurement Events and City Deal Showcase Events.
- **Other Business-related Events:** Participation and attendance in events as noted in section 15 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
- **Direct Contact**
Responding to enquiries submitted to the City Deal email inbox or received by other members of the PoMO

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

	Jan - March	April - June	July - Sept	Oct - Dec
Bespoke Business Engagements*	17	15	12	11

*Not including shows or events.

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.

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

19. Key Communications and Marketing Contacts

A list of key communications and marketing contacts are shown below, and up-to-date contact details can be requested through the SBCD Communications and Marketing Officer (updated 4/1/23)

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	Caio Higginson	Senior Communications Officer
Swansea County Council	Lee Wenham	Head of Communications
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	Anthony Topazio	Communications Officer
UK Government in Wales	Sarah Drew	News and Digital Manager
UK Government in Wales	Chris Herdman	Head of News and Digital
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
Marine Energy Wales	Abi Beck	Communications Manager
Cardiff Capital Region	Suzanne Cheserton	Head of Governance, Policy & Communications
Ambition North Wales	Erin Gwenlli Thomas	Communications and Engagement Officer
Growing Mid Wales	Angharad Massow	Communications Manager

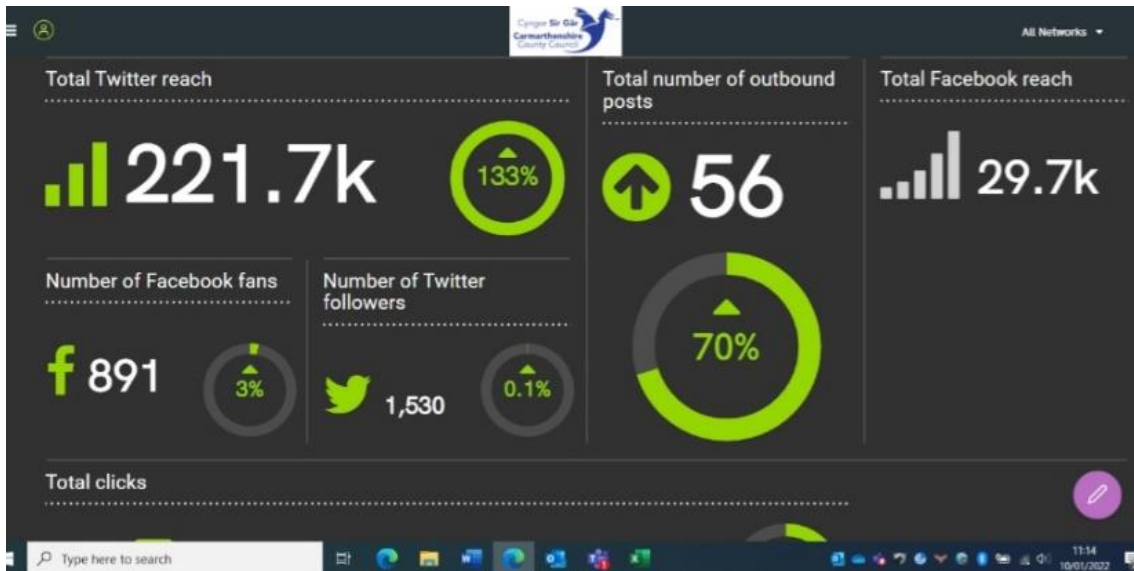
20. Monitoring and Evaluation

To monitor the effectiveness of communications and marketing, the following measurement methods will be used.

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).



This information is reported on in the Marketing section of the Quarterly Monitoring Reports.

2022 figures are as follows:

	Jan - March	April - June	July - Sept	Oct - Dec
Facebook Followers	896	980	990	995
Twitter Followers	1,552	1,551	1,563	1,556
Facebook Reach	6,834	10,486	33,861	7,648
Twitter Reach	172,146	240,000	225,000	128,913

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
08/11/2022	Bay Technology Centre wins another award	SILCG	Business News Wales	Online
08/11/2022	HAPS project only created 6 jobs	HAPS	Nation.Cymru	Online
10/11/2022	Swansea named in top 4 UK Cities	Swansea	Wales 24/7	Online
10/11/2022	Investment company acquires key City Centre properties	Swansea	Swansea Bay News	Online
10/11/2022	Swansea named in top 4 UK Cities	Swansea	Swansea Bay News	Online
10/11/2022	Skills programme wins national award	Skills	Business News Wales	Online

25/11/2022	META test space expanded	PDM	Offshore Energy	Online
25/11/2022	META test space expanded	PDM	Western Telegraph	Online
25/11/2022	META test space expanded	PDM	Western Telegraph	Paper
23/11/2022	Martin Nichols named as Chief Exec of Swansea Council	Swansea	Swansea Bay News	Online
30/11/2022	Walters Group confirm land management on Pembroke Port	PDM	Business News Wales	Online

2022 figures are as follows:

	Jan - March	April - June	July - Sept	Oct - Dec
Positive Media Mentions	68	48	45	38

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 (updated 4/1/23):

Organisation	Frequency	Circulation/Reach Papers: per issue Radio: per week	Area	Source
South Wales Evening Post	Daily	8,608	Swansea, Neath Port Talbot and Carmarthenshire	ABC.org.uk
Western Mail	Daily	7,177	Wales	ABC.org.uk
Llanelli Star	Weekly	3,236	Llanelli and surrounding area	ABC.org.uk
Carmarthen Journal	Weekly	4,068	Carmarthen and surrounding area	ABC.org.uk
Western Telegraph	Weekly	unavailable	Pembrokeshire and West Wales	
Wales Online	24/7	unavailable	Wales and beyond	
BBC Radio Wales	24/7	317,000	Wales-wide	RAJAR
BBC Radio Cymru	24/7	164,000	Wales-wide	RAJAR
The Wave	24/7	91,000	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	94,700	Carmarthenshire	RAJAR
Radio Pembrokeshire	24/7	27,000	Pembrokeshire	media.info
Heart South Wales	24/7	111,000	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