

Swansea Bay City Deal Communications, Marketing and Engagement Implementation Plan



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Issue 8: March 2024

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Acronyms

The following acronyms will be used throughout the document.

BEM	Business Engagement Manager
CCC	Carmarthenshire County Council
C&MO	Communications and Marketing Officer
CM&E	Communications Marketing and Engagement
HAPS	Homes as Power Stations
HDUHB	Hywel Dda University Health Board
NPTC	Neath Port Talbot Council
PDM	Pembroke Dock Marine
PCC	Pembrokeshire County Council
PoMO	Portfolio Management Office
PM	Project or Programme Manager
SRO	Senior Responsible Owner
SILCG	Supporting Innovation and Low Carbon Growth
SBCD	Swansea Bay City Deal
SBCR	Swansea Bay City Region
SBUHB	Swansea Bay University Health Board
SCC	Swansea Council
SU	Swansea University
UKG	UK Government
UWTSD	University of Wales Trinity Saint David
WG	Welsh Government

1. Introduction

Employing good communication and engagement practices will create a positive experience for everyone who interacts with the Swansea Bay City Deal. It will help interested parties to understand the SBCD objectives, values, challenges, and achievements.

The objective of this Implementation Plan is to describe the processes by which SBCD communications, marketing and engagement activities are planned and delivered in a co-ordinated and consistent manner, at the right time, in the right way to the right people.

This will ensure that stakeholders, at all levels, are effectively supported with frequent, clear and consistent communications which will maintain their engagement with Portfolio activities.

We will do this on an annual basis by:

- Providing monthly and quarterly reports to governance groups.
- Issuing at least one press release per month which will be published on the SBCD website.
- Attending at least six events per annum to promote the SBCD Portfolio/support partners.
- Issuing an annual report which will be available to interested parties on the SBCD website.

As well as

- Ensuring that the SBCD website content is current and informative.
- Responding to external enquiries in a prompt and professional manner.
- Monitoring third-party press channels

Specific activity for the 2024/25 Financial year will be:

- Examining ways of making Portfolio social media activity more effective
- Hold one workshop with stakeholders to review C&M activities with the aim of improving C&M impact.
- Hold one workshop with stakeholders to review business engagement activities with the aim of developing more effective procedures for the coming years.

2. Structure

The Implementation Plan is a suite of four linked documents:

1. **The Implementation Plan:** The overall governing document for Communications, Marketing and Engagement. This plan explains the SBCD Communications and Marketing approach, rationale, principles, and objectives and contains the SBCD overview and Project and Programme narratives. It is reviewed annually with appendices updated as required.
2. **The Communications and Marketing Protocols and Guidelines** detail the key processes to be followed and agreed and the **Brand Guidelines** and narratives to be used. The **Welsh Language Guidance** is a separate Portfolio level document supplementing the CM&E guidelines.
3. **The CM&E Events & Activity Plan** is a live plan of future events and key project milestones around which CM&E activity can be planned.
4. **The Annual CM&E Evaluation Report:** Produced annually, the summary report of CM&E activity during the previous year for governance committees.

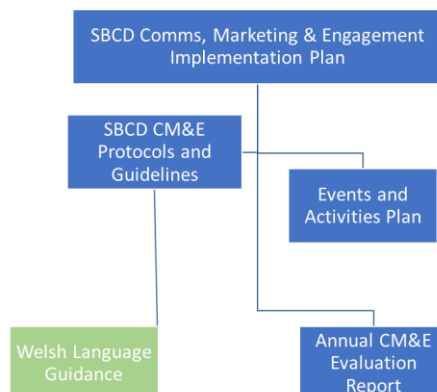


Table 1 – Implementation plan schematic

3. Communication, Marketing and Engagement Principles

Throughout our communication and engagement activity we should ensure we adopt the following principles:



1. Communicate clearly and inclusively to promote the SBCD key messages.
2. Use consistent branding and style.



3. Promote the successful progress and achievements of SBCD projects.
4. Grow the perception and image of the SBCD, especially as an example of effective regional working.



Use effective communications and engagement to:

5. Develop and strengthen links with strategic stakeholders, businesses, partners, and networks.
6. Build relationships with interested parties and decision makers nationally, regionally, and locally.



7. Continually measure the effectiveness of all communications and engagement actions

4. Overview of Swansea Bay City Deal

The SBCD is an investment of up to £1.3 billion in the Swansea Bay City Region (SBCR), which includes the counties of Neath Port Talbot, Swansea, Carmarthenshire, and Pembrokeshire. It will create a regional economic boost of at least £1.8 billion over the 15-year lifespan of the portfolio and create over 9,000 jobs. It is made up of nine headline projects and programmes delivering a total of 35 individual projects.

The portfolio is funded by the UK Government (UKG), Welsh Government (UK), public sector bodies and the private sector, and was approved by the UKG and WG and local authority Leaders in March 2017.

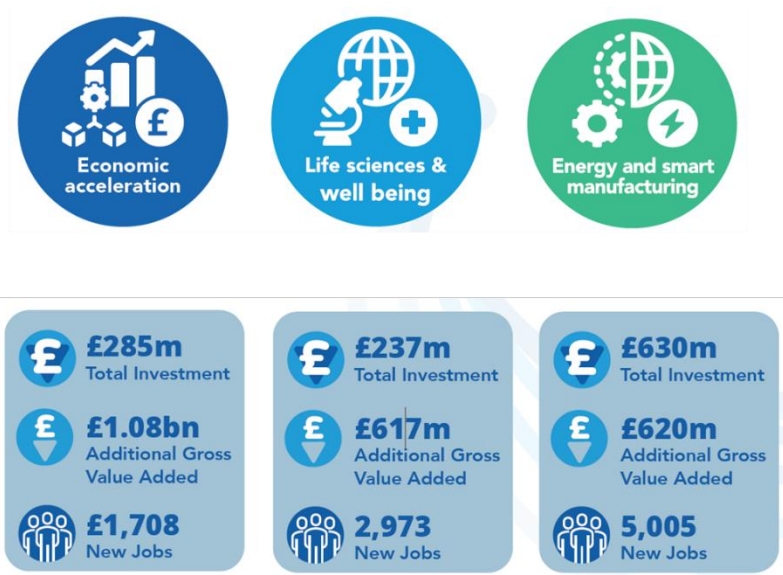
The eight primary stakeholders that make up the City Deal are Swansea Council (SCC), Carmarthenshire County Council (CCC), Neath Port Talbot Council (NPTC), Pembrokeshire County Council (PCC), Swansea University (SU), University of Wales Trinity Saint David (UWTSD), Hywel Dda University Health Board (H DUHB) and Swansea Bay University Health Board (SBUHB).

As a major investment programme, the SBCD will help address persistent regional challenges including the shortage of highly paid local job opportunities, skills gaps, poverty, inequality, and rurality in a transformational and preventative way. It will also aim to close the economic gap between the SBCR and other more affluent parts of the UK, helping act as a catalyst for further investment the coming years.

The Swansea Bay City Deal is one of four City and Growth Deals in Wales. The others being Cardiff Capital Region, Growing Mid Wales and Ambition North Wales.

Planned over a 15-year period, from 2017-2033, 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
- Renewable Energy and Smart Manufacturing.



5. City Deal Projects and Programmes

The SBCD is a Portfolio that consists of nine headline Projects and Programmes and will deliver some 35 individual outputs. The nine headline projects and programmes are:

3 regional Projects and Programmes which will run across South West Wales:

- Homes as Power Stations (HAPS)
- Digital Infrastructure Programme
- The Skills and Talent Initiative

6 location-specific Projects and Programmes:

- Pentre Awel and Yr Egin in Carmarthenshire,
- Campuses and Swansea City Waterfront Digital District in Swansea,
- Supporting Innovation and Low Carbon Growth (SILCG) in Neath Port Talbot
- Pembroke Dock Marine (PDM) in Pembrokeshire.

More detailed information on each of the 9 projects and programmes can be found in **Appendix 1 Summary of Project & Programmes**.

Each SBCD Project and Programme required a bespoke **5-case Business Case** to draw down government funding. Since December 2021, all nine Business Cases have received approval from the UKG and WG meaning that the entire portfolio is in full delivery.

6. Key Messages

The key messages for SBCD CM&E activities are listed below.

Portfolio headline messages:

1. Up to £1.3 billion investment through UKG/WG funding, other Public Sector bodies and Private sector
2. At least £1.8bn regional economic impact by 2033
3. Creation or safeguarding of at least 9,000 jobs.

In addition, focus will be provided on the following **subset of key messages** that support the headline messages above:

- a) Recognise and promote SBCR's strengths in key sectors including energy, construction, decarbonisation, digital, creative, health and well-being.
- b) Supply chain development through the construction and operational phases of the Portfolio
- c) Attract inward investment through public/private collaborations to unlock opportunities and accelerate economic delivery.
- d) Create opportunities to upskill existing and next generation workforce that are aligned to industry needs and help retain talent within the region.

The subset of key messages will be reviewed for relevance on an annual basis.

7. Channels for SBCD Portfolio Communications, Marketing and Engagement

CM&E channels are used to communicate to internal and external audiences. A variety of communications, marketing and engagement approaches are used by the PoMO to maintain appropriate awareness of the SBCD portfolio activities, including:

1. Internal communications and sharing of updates via SBCD governance arrangements
2. Press Releases and Featured Articles
3. Social Media
4. SBCD website
5. Events and promotional materials
6. SBCD Annual Report
7. Business and private sector engagement and enquiry specific communications i.e. In person, online, email or other correspondence

The Power and Influence Stakeholder Matrix in **Appendix 2** provides an overview of stakeholders and their importance to communications, marketing, and engagement activities.

7.1 Internal Communication

Effective internal communication channels are vital for keeping key stakeholders informed to monitor and plan Portfolio activities, to encourage buy-in and advocacy, and to provide a more holistic view across the City Deal Portfolio. The key SBCD 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

Internal communications to key SBCD stakeholder groups are co-ordinated and delivered by the SBCD PoMO through the agreed governance reporting mechanisms such as monthly highlight, quarterly monitoring, and annual review reports outlining key achievements, planned activity, risks, issues, benefits realisation, etc.

The PoMO will share communications, marketing and engagement information to internal stakeholders through:

- In person or digital meetings with senior representatives of partner organisations, including UKG and WG Ministers and officials.
- Presentations and/or speeches.
- Video content.
- Project site visits and tours.
- PoMO/Project Leads Team meetings with a standing Marketing, Communications, and events agenda item.

In addition, group meetings are held periodically with PLs and Communications / Marketing Officers from the lead delivery and partner organisations. The purpose of the meetings is to discuss upcoming key milestones and developments and plan the approach to promoting the milestone by establishing roles and responsibilities. Project/Programme level Communications and Marketing Plans are also updated during the meetings, with updates circulated to all members.

7.2 External Communications

Press Releases and Feature Articles

Press releases and news articles will be written when:

- Project and programme key milestones are reached.
- Projects and programmes have topical stories to share e.g. awards, case studies etc.
- Government Ministers or other key officials visit project sites.
- News stories and trends present opportunities to maximise SBCD exposure.
- Positive or negative press coverage requires a response.

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 Protocol for Media Communications must be followed when writing and distributing Press Releases, as outlined in the **SBCD Communications, Marketing and Engagement Protocol and Guidelines** document.

The Welsh Language Guidance must also be followed which is also detailed in the **SBCD Welsh Language Guidance**.

All press releases and feature articles are shared with the City Deal Press and Media Distribution list shown in **Appendix 3**. The projects and programmes have their own Media Distribution lists which include trade/sector specific media e.g. Construction Sector and Renewable Energy Sector.

Portfolio level PR is shared with SBCD stakeholder marketing and communications teams, who are encouraged to share via their organisation communications channels and on their websites. A distribution list is shown in **Appendix 3**.

Press releases and feature articles will be uploaded onto the News section of the SBCD website. They are also shared on social media platforms and sent to all board members for information.

Social Media

The PoMO use X (formally Twitter), Facebook and LinkedIn and regularly post with relevant and engaging content.

Examples include links to press releases, images, information relating to exhibitions and events, job opportunities, and meet team members, etc.

@SBCityDeal is the SBCD social media handle. Further guidelines can be found in the **SBCD Communications, Marketing and Engagement Protocol and Guidelines** document.

The X and Facebook accounts are managed by the SBCD C&MO, the LinkedIn account is managed by the SBCD BEM.

The PoMO follows social media pages of businesses and other key organisations/influencers across the region and where relevant, their posts are liked or shared.

The C&MO will also be responsible for fielding any enquiries that come in via social media and making sure the relevant regional functions are aware of correspondence.

7.3 Website

The SBCD Portfolio website is the primary public source of information which contains headline information about the SBCD and its constituent projects and programmes.

It is updated regularly with news articles and when other content becomes available. Project and programme pages are refreshed as information becomes available.

Information on procurement opportunities and governance committees is also publicly available on the website. The Website also features:

- **Case Studies:** These can present a powerful message to illustrate how the SBCD is benefiting individuals and businesses. Where appropriate, interviews will be conducted with individuals and companies that have benefited from the City Deal to build case studies for use in press releases, the website and in printed materials.
- **Awards:** From time-to-time programme and project activities are nominated for awards. Success at award ceremonies will present good PR opportunities. PR will be created on awards that programmes and project teams have achieved. This will be used in press, social media and on the website.
- **Videos:** Video content will be used where appropriate. SBCD projects and programmes will produce material as their projects develop which will be shared on the SBCD website and social media. Fly-through videos, drone footage and time lapse photography content will also be used when available.

7.4 Events and promotional resources

Events

Events present some of the best opportunities for the SBCD to be promoted to a wide audience. There are three main categories of event:

PoMO led events:	Organised by the PoMO, these include showcase and networking events.
Partner led events:	Organised by one of the SBCD stakeholders or associated partner, such as Careers Wales Fairs.
Commercial events:	Organised by third parties and are paid to either attend or exhibit at. The PoMO represent the SBCD at events throughout the year including 4theRegion, the Welsh Business Show, the Welsh Construction Show and Introbiz.

The PoMO maintain a Portfolio event plan with input from project leads, which forms part of the **Communications Marketing & Engagement Events & Activity Plan**. The plan is shared with PLs at the PoMO/PL meetings and summarizes forthcoming events and Portfolio representation.

Promotional Resources

A selection of promotional resources is available to raise awareness of the SBCD. A SBCD website QR code link is incorporated into promotional resources where possible. Promotional resources include:

- **Portfolio Brochure:** Bilingual 28-page A5 City Deal brochure containing high-level headline information suitable for partners, government officials, businesses and potential investors. It is updated and reprinted as required.
- **Leaflet:** Bilingual A5 flyer containing basic information, suitable for general public and use at Careers Events.
- **Branded Items:** These include banners, polo-shirts, drinks bottles, notepads, rulers, pens and lanyards.
- **Presentations:** Up-to-date and informative PowerPoint presentations are made available for use on screen at events or in meetings.
- **Biographies:** a brief written summary of key SBCD representatives that are used for event information packs, website material or integrated into press releases.

7.5 Annual Report

The SBCD Annual Report provides all stakeholders with a summary of operation and financial progress. The report includes Forewords from key stakeholders, Portfolio and Benefits realisation update, Project & Programme updates, case studies and awards, governance and financial updates, and highlights for the next FY along other relevant achievements from the year being reported.

The report development is co-ordinated by the SBCD C&MO and receives input and consultation across all projects and programmes and leading personnel.

8. Business and Private Sector Engagement

SBCD Business Engagement is undertaken at Portfolio and Programme/Project levels.

Portfolio Level

At portfolio level the SBCD BEM is responsible for engagement with regional/national businesses, private sector and business-related networks. Business Engagement includes:

- **Facilitation of the Economic Strategy Board (ESB):** liaising with the ESB Chair to arrange meetings and draft agendas as required.
- **Relationship building with Business Representative Organisations and Trade Bodies:** Maintaining regular contact and attending meetings with regional business organisations, including 4theRegion, 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.
- **Responding to enquires:** Ensuring that enquiries received via the City Deal email inbox or other means are actioned promptly and appropriately.
- **Exploring opportunities:** From time-to-time opportunities arise that may be of interest to the PoMO, projects and programmes or lead delivery organisations. Opportunities are followed up and shared with interested parties. The SBCD PoMO is often receives external enquiries that require facilitation with key contacts across the Swansea Bay City Region
- **SBCD Regional Events:** Managing organisation of and attending City Deal PoMO led events including Procurement Events and City Deal Showcase Events.
- **Attendance at Business Events:** Managing participation and attendance at events as noted in section 5.4 including identifying and recommending suggestions for event sponsorship. Typical events include The Welsh Business Shows and Welsh Construction shows, Introbiz networking conferences and 4theRegion Swansea City Centre conferences.
- **Monitoring Online Media:** monitoring articles appearing in publications, on websites and e-newsletters for content relevant to SBCD Portfolio delivery. These include Business News Wales, Chambers Wales, Wales Business Insider and trade and sector specific sources.

Programme and Project Level

SBCD Programme and project teams will undertake engagement with the business and private sector according to their individual needs. The level of engagement will vary from project to project, but in the main will:

- Prioritise supporting project construction/delivery phases.
- Raise awareness of future opportunities (marketing tenancy space, pilot projects, grant funding, etc)
- Oversee the achievement of the private sector contribution required to satisfy the investment detailed in the Business Cases. Delivering the project benefits required by the programme and project business cases.

9. Monitoring and Evaluation

The PoMO use metrics to monitor the effectiveness of marketing, communications and engagement. The data is presented to stakeholders in Quarterly Monitoring reports, Post Event Evaluation Reports, and an **Annual Marketing, Communications and Engagement Evaluation Report**. The following measurement methods are used:

9.1 Social Media Monitoring

Performance data for X and Facebook is extracted from Orlo (digital platform used to plan and publish social media).

ACCOUNT	FOLLOWERS	ACCOUNT IMPRESS...	POST IMPRESSIONS	ACCOUNT REACH	POST REACH	LINK CLICKS	PUBLISHED POSTS	POST ENGAGEMENT
Swansea Bay City Deal Bargen...	1046 +3	7909 +85	6477 ↓-2264	50.95 ↓-6.44	6002 ↓-1930	101 +82	37 ↓-7	2.89% ↑1.43%
SB City Deal	1566 ↓-2	N/A	5144 ↑2127	N/A	N/A	71 +47	40 ↑9	2.51% ↑0.55%

- **Followers / Fans:** The number of people who follow or are fans.
- **Post Impressions:** The total number of times the content was displayed.
- **Link Clicks:** The number of link clicks on posts.

9.2 Press Releases

Press coverage is monitored and logged daily by the SBCS C&MO using google alerts, manually searching online, and by looking in local newspaper titles. It is logged as follows:

Date	Press Release	Project	Media Title	Type
08/11/2022	Bay Technology Centre wins another award	SILCG	Business News Wales	Online
10/11/2022	Swansea named in top 4 UK Cities	Swansea WF	Wales 24/7	Online

9.3 Events

Events arranged by the PoMO will be evaluated by sending post event surveys to both the exhibitors and attendees. The evaluation will include:

- Overall response rate to the survey.
- Responses to qualitative and quantitative questions to best establish good practice and future considerations or improvements.

Other events will also be evaluated in terms of:

- Number of engagements that the PoMO has exchanged contact details with.
- Quality of engagements and value for money assessment by SBCD attendees.

9.4 Website

The website uses google analytics to capture:

- Timing of page views
 - Number of page views
 - Source of views
 - Average dwell times
 - Number of newsletter sign-ups through the website
-

Appendix 1: Summary of the Programmes and Projects

Below is a breakdown of the nine programmes and projects that make up the SBCD portfolio (in no order of significance).

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

Leading Delivery Organisation: Carmarthenshire County Council

Budget: £55.3m

Thematic Benefit: Economic Acceleration

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

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

Leading Delivery Organisation: Regional Learning & Skills Partnership

Budget: £30m

Thematic Benefit: Economic Acceleration

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

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 retrofitting of existing buildings and local supply chain development support. It will monitor the health and wellbeing aspects of warmer homes and the reduction in fuel poverty. The aim of the project is to help tackle fuel poverty, cut carbon emissions, and meet the need for more future-proofed housing.

Type: Regional

Leading Delivery Organisation: Neath Port Talbot Council

Budget: £505.5m

Thematic Benefit: Energy and Smart Manufacturing

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

4 Swansea City & Waterfront Digital District

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

1. The 3,500-seater Swansea Arena in the city centre that will accommodate concerts, shows, exhibitions, conferences, gaming tournaments and other events.
2. 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.
3. 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.
4. An Innovation Precinct to provide expansion space and digital centre for businesses within the City.

Type: Local

Leading Delivery Organisation: Swansea Council

Budget: £175.28m

Thematic Benefit: Economic Acceleration

Partners: University of Wales Trinity Saint David

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 been secured as an anchor tenant, 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

Leading Delivery Organisation: University of Wales Trinity Saint David

Budget: £25.17m

Thematic Benefit: Economic Acceleration

Partners: Carmarthenshire County Council

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

Leading Delivery Organisation: Neath Port Talbot Council

Budget: £58.7

Thematic Benefit: Economic Acceleration

Partners: Swansea University, University of South Wales

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 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

Leading Delivery Organisation: Swansea University

Budget: £130.43m

Thematic Benefit: Life science and well-being

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

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

Leading Delivery Organisation: Carmarthenshire County Council

Budget: £199.19m

Thematic Benefit: Life science and well-being

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

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

Leading Delivery Organisation: Pembrokeshire County Council

Budget: £60.47

Thematic Benefit: Economic Acceleration

SRO: Steven Jones

PMO: Steven Edwards (Interim)

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

Appendix 2: Power and Influence Stakeholder Matrix

	Keep Satisfied (High Power & Low Influence)		Manage Closely (High Power and High Influence)	
High Power	Regional Local Authority Cabinet Members	UK national TV news outlets	SBCD Primary Stakeholders	UKG Under Secretary of State for Wales
	Regional Council Members (All)	UK national radio news outlets	Joint Committee Members	WG Ministers for Economy & Transport
	Local Authority Ward Members	Wales European Funding Office	Programme Board Members	WG Minister for Finance
	Regional AMs and MPs	Farmers Union for Wales	Economic Strategy Board Members	Regional Learning and Skills Partnership
	UK national media	National Farmers Union	Joint Scrutiny Board Members	Wales Online
			SBCD Project Managers/teams	BBC Online
			Welsh Government SBCD officials	South Wales Evening Post
			UK Government SBCD officials	Western Mail
			UKG Secretary of State for Wales	Private sector project partners
				Regional business community
	Monitor (Low Influence and Low Power)		Keep Informed (High Influence and Low Power)	
Low Power	Regional bloggers	Antur Cymru	Specialist media	Federation of Small Businesses
	Tenants occupying City Deal premises	Institute of Welsh Affairs	Business News Wales	Swansea Bay Business Club
	Swansea Civic Society	National Trust	Wales 247	SA1 Waterfront Business Club
	Business Wales	Regional MEPs	Wales Business Insider	Regional supply chain businesses
	Local Authorities economic development teams	Construction Futures Wales Major regional employers	Local radio stations	Regional Town and Community Councils
			Local newspapers	3 other Welsh City and Growth Deals
			4theRegion	Oriel Science
			Regional Business Improvement Districts	Pembrokeshire Coastal Forum
			Chambers Wales	
			SWIC (South Wales Industrial Cluster)	
			Welsh Government Energy Service	
	Low Influence		High Influence	

Appendix 3: Key Press and Stakeholder 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 C&MO. They are updated on a quarterly basis.

Press Contacts - Regional and Wales-wide:

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@itwales.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 Snowden (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

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 Papers: per issue Radio: per week	Area	Source
South Wales Evening Post	Daily	6184 (in 2022)	Swansea, Neath Port Talbot and Carmarthenshire	ABC.org.uk
Western Mail	Daily	6119 (in 2022)	Wales	ABC.org.uk
Llanelli Star	Weekly	2630 (in 2022)	Llanelli and surrounding area	ABC.org.uk
Carmarthen Journal	Weekly	3250 (in 2002)	Carmarthen and surrounding area	ABC.org.uk
Western Telegraph	Weekly	5067 (in 2002)	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

Stakeholder Communications and Marketing Contacts:

Organisation	Name	Job Title
Swansea Bay City Deal	Heidi Harries	PoMO Communications and Marketing Officer
Swansea Bay City Deal	Amy James	Digital Infrastructure Business Engagement & Communications Officer
Carmarthenshire County Council	Deina Hockenhull	Head of Marketing and Media
Carmarthenshire County Council	Caio Higginson	Senior Communications Officer
Carmarthenshire County Council	Rebecca Grinstead	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	Becky Carr	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
Swansea University	Megan Chick	Campuses Project Communications 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	Nigel Pompeus	Head of Marketing & Communications
Ambition North Wales	Bethan Airey	Communications and Engagement Officer
Growing Mid Wales	Angharad Massow	Communications Manager