



**Tyfu**  
**Canolbarth Cymru**  
**Growing**  
**Mid Wales**

## **COMMUNICATIONS STRATEGY**

**Version: 7.6**  
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## 1. INTRODUCTION

### 1.1. Growing Mid Wales Partnership

The Growing Mid Wales Partnership comprises representative bodies and key stakeholders from across the private, public, and voluntary sector in Mid Wales. It was established in 2015 to provide the leadership and vision to drive regional growth and prosperity in Mid Wales, through:

- Achieving improved economic outcomes across the region by working in partnership
- Leading the region's collaborative approach to economic development
- Agreeing priorities for jobs and economic growth in the region and
- Providing a strong voice for the predominantly rural regional economy in Mid Wales.

Membership includes representatives from manufacturing, agriculture and tourism businesses, Higher and Further Education providers, Welsh Government, Ceredigion County Council and Powys County Council.

### 1.2. A Vision for Growing Mid Wales and a Regional Growth Deal

Mid Wales faces a significant productivity challenge with Gross Value Added (GVA) and productivity levels amongst the lowest in the UK and has a declining graduate and working age population. However, it has significant strengths in its business assets (agriculture, food, tourism, manufacturing, and defence), its natural assets (outstanding natural landscape), and its human capital (high levels of educational attainment)<sup>2</sup>.

The rationale for investing in the Mid Wales economy is clear. Addressing and reversing these trends will require significant intervention through a clear and credible package of investments as part of a single and joined up vision, with a commitment between all the partners to work together collaboratively for a common purpose.

The partnership has identified its 5 key outline priorities for growth<sup>1</sup>:

- Diversifying the region's economic base
- Supporting and strengthening existing businesses
- Creating new and high-quality job opportunities
- Developing workforce skills
- Improving communications, accessibility & infrastructure

Building on these priorities, the partnership has undertaken an extensive programme of work to help inform a vision for regional growth. The strategic review of the region's economy by AECOM<sup>2</sup> helped to start frame and progress discussions with key stakeholders, including extensive engagement with the private sector through:

- A series of engagement workshops on general and specific thematic areas and specific groups (throughout early 2019)
- Continuing, and extensive engagement with key businesses and stakeholders (locally/regionally & further afield) and across wider sectors.

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<sup>1</sup> Growing Mid Wales Partnership (2016) Framework for Action: To grow productivity, innovation and jobs across Mid Wales

<sup>2</sup> AECOM (2019) Strategic Economic Priorities for Mid Wales

The partnership has also been active in addressing the governance and management considerations around implementing a regional vision of growth, by:

- Developing and strengthening regional governance structures to provide robust leadership and accountability for strategic direction and outcomes.
- Working to ensure a strong private sector voice to support, advice, and challenge.

This work culminated in the development and publication of the '[Vision for Growing Mid Wales – Strategic Economic Plan & Growth Deal Roadmap](#)' in May 2020. This regional vision document was formally approved by the Growing Mid Wales Board, and officially submitted to both UK and Welsh Governments supporting the region's bid for a Growth Deal for Mid Wales.

This Strategic Economic Plan plays a key role in outlining a clear vision of how we want to see the economy of Mid Wales develop for the next 15 years.

Our aim is that by 2035, Mid Wales will be: "An enterprising and distinctive region delivering economic growth driven by innovation, skills, connectivity and more productive jobs supporting prosperous and bilingual communities"

Through collaborative and integrated working, we will build on our unique assets to ensure that the region's economy is recognised by the following characteristics:



**ENTERPRISING** - Open for business, new and old. A place to start and grow enterprise to enhance regional productivity with a good quality of life



**SKILLED** - A skilled and flexible labour market supported by academic and vocational learning that responds to industry demands that reverses current population trends.



**INNOVATIVE** - A test bed for innovation, developing new products and processes capitalising on existing research and industry strengths and creating new/strengthening existing industrial clusters.



**CONNECTED** - A fully connected region, unlocking its economic potential driving business growth and innovation and improving social and labour mobility.



**PRODUCTIVE** - A strong, productive economy providing the right conditions for business to generate better quality, higher paid jobs alongside better employment opportunity.



**PROSPEROUS** - A regional economy that is rooted in fairness and equality of opportunity with accessible training and employment pathways.



**DISTINCTIVE** - A region with a unique natural and cultural landscape & heritage, offering an exceptional quality of life and potential to lead UK decarbonisation and clean growth.

Eight Strategic Growth Priorities were identified within the Vision economic plan which focus on the main strengths and opportunities to improve the economy of Mid Wales:



Delivering our ambitions and meeting our economic potential will mean significant investment in growing the size and productivity of our economy – funded through a mix of programmes and projects.

The **Mid Wales Growth Deal** is one part of this jigsaw, and a crucial component to catalyse and enable investment as part of a broader economic plan. However, the Vision cannot be achieved with the Growth Deal alone, strong partnerships, forging links across the region and taking advantage of other funding opportunities are an essential part of the wider approach.

### 1.3. Mid Wales Regional Teams:

Growing Mid Wales has three regional teams in place to ensure the development and delivery of the Vision for Growing Mid Wales, including the Mid Wales Growth Deal. While each team undertakes a specific function, they all work closely together to ensure alignment and integration of work across the region.

#### **Mid Wales Regional Engagement Team (RET)**

The RET works across all sectors to ensure the effective participation and success of European Union funded investments - adding value to existing and planned investments within the context of established and emerging regional and thematic activities and opportunities. The team delivers the strategy, planning and engagement functions to deliver the Vision for Mid Wales.

The RET includes Mid Wales Transportation (TraCC). TraCC encompasses the local authorities of Powys, Ceredigion and the Meirionnydd district of Gwynedd. The region also includes parts of the Brecon Beacons and Snowdonia National Parks. TraCC brings together the highways and public transport functions of the three local authorities to provide specific regional solutions to local integrated transport issues. TraCC assists the Welsh Government in delivering its national integrated transport policies on a regional basis and identifies priorities for future investment in collaboration with partners.

#### **Mid Wales Portfolio Management Office (PoMO)**

The PoMO is responsible for the development and delivery of a regional collaborative work programme (Portfolio) to help realise the Mid Wales Growth Deal and wider Vision for Growing Mid Wales. The Growth Deal is a capital programme supported with funding from UK and Welsh Governments to aid economic recovery and growth to support job creation and increase productivity and wider societal and environmental ambitions.

#### **Mid Wales Regional Skills Partnership (RSP)**

The RSP is a primarily business led partnership which works with business leaders,

partners and stakeholders across the region to understand the skills provision and labour market needs, in order to drive investment that meets the requirements of both employers and workforce. The RSP bridges the gap between education and regeneration to create a strong and vibrant economy underpinned by innovation, growth and a capable workforce.

#### 1.4. Mid Wales Growth Deal

The Mid Wales Growth Deal is supported by a combined commitment of £110 million from Welsh and UK Governments with the initial Heads of Terms signed in December 2020 and the Final Deal Agreement signed by the Welsh Government, UK Government and the region’s local authorities, Ceredigion County Council and Powys County Council in January 2022. The Agreement demonstrates a commitment by both governments and the local authorities to work together to deliver a deal to support the economy of the region.

The Growth Deal is being delivered as a Portfolio comprising 2 Programmes (Digital and Sites & Premises) and a shortlist of 9 stand-alone projects. In 2022, the initial Strategic Outline Business Cases were submitted for assessment and six projects given the mandate to progress to the development of Outline Business Cases within 2023. Further Strategic Outline Cases are also due to be submitted in 2023 alongside further development of Programme Business Cases.

In 2023 the key milestone for the Growth Deal is the unlocking of the capital funding to begin delivering the project proposals within the Portfolio. This will involve updating and approval of the Strategic Portfolio Business Case which sits behind the projects and programmes and going through an assurance review to ensure our governance and management process are robust.

#### 1.5. Growing Mid Wales Partnership: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• <i>High level of political support</i></li> <li>• <i>Multi-agency partnership</i></li> <li>• <i>Collective experience and expertise across partner agencies</i></li> <li>• <i>Final Deal Agreement of the Mid Wales Growth Deal signed</i></li> <li>• <i>Contribution towards local, regional, and national economic development objectives</i></li> <li>• <i>Development of new approach to partnership working</i></li> <li>• <i>Regional governance arrangements, including established Economic Advisory Group and new Regional Skills Partnership</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Low level of public awareness of Growing Mid Wales</i></li> <li>• <i>Structures/protocols for both Local Authorities, Powys and Ceredigion, need to be considered and adhered to.</i></li> </ul>

<ul style="list-style-type: none"> <li>• <i>Regional Portfolio Management Office in place</i></li> <li>• <i>Mid Wales RSP established, and team is growing with new officers in post.</i></li> <li>• <i>Growing Mid Wales Communications Officer in post</i></li> </ul>	
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• <i>Implement private sector investment strategy</i></li> <li>• <i>Increase engagement opportunities</i></li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• <i>Lack of private sector engagement</i></li> <li>• <i>Lack of wider awareness of partnership and regional working</i></li> <li>• <i>Lack of understanding of economic development policy</i></li> <li>• <i>Uncertain policy landscape – potential for significant changes due to Brexit and economic impact post-coronavirus, inflationary pressures.</i></li> <li>• <i>Uncertain funding landscape</i></li> </ul>

## 2. STRATEGY

### 2.1. Purpose

The principal purpose of this document is to provide an overarching strategic framework to govern and direct all communications activity relating to the work of Growing Mid Wales and achieving the ambitions outlined in *The Vision for Growing Mid Wales*.

This framework will apply to the following regional functions:

- Mid Wales Regional Engagement Team (RET)
- Mid Wales Transportation (TraCC)
- Mid Wales Portfolio Management Office (PoMO)
- Mid Wales Regional Skills Partnership (RSP)

Supporting documents will sit underneath the framework, such as Brand Guidelines. The individual regional functions will produce their own respective communication plans following the Communications Action Plan template (Appendix B). All communication activity will be planned, prepared, and documented through a live spreadsheet managed by the Growing Mid Wales (GMW) Communications Officer.

Ensuring effective communications for the work of Growing Mid Wales and the wider partnership will be crucial to:

- help us achieve our overall objectives
- engage effectively with stakeholders
- demonstrate the success of our work
- ensure people understand what we do
- change behaviour and perceptions where necessary.

Our aim is to produce timely communications to stakeholders. The regional managers will have regular meetings to keep the GMW Communications Officer and the Growing Mid Wales Communication sub-group informed of activities.

## 2.2. Objectives

Our communications activity should ascribe to the following objectives:

- To raise the profile and awareness of the Growing Mid Wales Partnership and its ambition.
- To raise awareness and effectively communicate the aims and objectives of the Mid Wales regional Vision to key stakeholders and the general public.
- To raise awareness and effectively communicate the work of the Growing Mid Wales teams.
- To inform key stakeholders of progress towards achieving the Mid Wales Growth Deal.
- To highlight the distinct opportunities and strengths of the Mid Wales region and partnership approach.
- To ensure strong and consistent engagement with key stakeholders in the delivery of the vision for growth (incl. considering specific provisions for engaging with the private sector).
- To ensure wide ranging support for the Partnership's objectives and ensure backing for a Growth Deal proposition.
- To improve communication and partnership working within the Growing Mid Wales Partnership and with external stakeholders.
- To further develop our collaborative approach and consensus on shared priorities across the private, voluntary, and public sectors.
- Encourage, via the participation of all people living in and working in Mid Wales, to unlock the potential in our economy.
- To set up different communication methods to ensure stakeholders are being reached in as many ways possible when disseminating Growing Mid Wales news by setting up different communication methods, utilising a range of platforms and creating appropriate literature.
- To ensure all communications activity is planned and recorded allowing for metrics to be used to inform evaluations and to measure success.

## 2.3. Key Messages

These are the key messages that are applicable to all audiences (i.e. our main messages). More nuanced sub-messages for specific audiences are identified as part of section 3 (audience mapping):

- **Leadership:** providing cross-sector leadership and vision to drive regional growth and prosperity in Mid Wales.
- **Common purpose:** a commitment between all the partners to work together collaboratively for a common purpose.
- **Ambition:** “An enterprising and distinctive region delivering economic growth driven by innovation, skills, connectivity and more productive jobs supporting prosperous and bilingual communities”



- **Inclusive:** Strong cross-sector voice in the development and shaping of priorities. Specifically with the private sector, multiple channels and platforms established and developing to ensure continued advice and challenge to ensure vision reflects regional business reality.
- **Catalyst:** The Growth Deal will not be the sole intervention to support the aims and objectives of the wider vision for the region. The prioritised set of key interventions that will feature in the Growth Deal will play a vital enabling role in unlocking and attracting further investment across the broader public, private and third sectors to fully realise the vision for regional growth.
- **Long-term vision:** The region is working hard to demonstrate the case for investment in partnership with both Governments to ensure swift progress on securing a Growth Deal and securing wider growth priorities. Whilst the planning timeframe for interventions are long-term (10 to 15 years) – interventions will be realised at different timescales.

## 2.4. Tactics

- To ensure regular, frequent messaging is planned, created, and disseminated on team developments/achievements to range of stakeholders.
- To ensure the Growing Mid Wales website is up to date and readable.
- Production of a monthly Newsletter.
- Business News Wales proposal: this includes podcasts, online discussions, columns, and features that will be part of new mid Wales section Business News Wales are planning to set up on their website and weekly newsletter.
- To consider the setup of extra social media channels such as Facebook and Instagram to raise awareness of Growing Mid Wales with the public and increase followers.
- Establish a database to log all planned and published communication activities across all channels and to record metrics on published communication, including social media activity.
- Establish a list of stakeholders contact details and keep up to date by reviewing every quarter.
- Create a media library specific for Growing Mid Wales use.

## 2.5. Communication Principles

Throughout our communication activity we should endeavour to ensure it aligns to the following principles:

- Communicating clear and consistent messages; promoting Mid Wales' distinctive strengths and key propositions set against the identified priorities (Vision).
- Continually developing and strengthening links with strategic businesses and networks to inform, shape and deliver regional priorities.
- Managing relationships with key stakeholders and decision makers nationally, regionally and locally.
- Improving the perception and image of the Mid Wales region for supporting work and enabling investment.
- Using clear and consistent branding and accessibility of communications.
- Communicating the successful progress of partnership interventions/achievements.
- Agreeing high-level outcomes for a rolling summary of performance.

- Measuring the effectiveness of all communications actions – Action Plans for website, newsletter, tweets, PR, Business News Wales communication activity, publications, events, Ministerial visits.

## **2.6. Resources**

This section identifies the internal and external resources (financial, staff and assets/facilities) which are needed to support the implementation of the Communications Strategy.

Staff:

- Chairpersons
- Chief Executives & Senior Officers
- Leaders
- Local Authority Communications Teams (x2)
- Regional Teams – PoMO, RET, RSP
- GMW Communications Officer

Financial:

- Dedicated central budget for communications activity in addition to regional teams having their respective budgets, as do individual Local Authority Communications Teams.

Assets:

- Growing Mid Wales pop-ups
- Growing Mid Wales website
- Growing Mid Wales social media channels
- Business News Wales contract

## **2.7. Roles and Responsibilities**

Portfolio Senior Responsible Owners

- To lead on any communications and engagement activity of a political nature
- To have final sign off of main communications activity

Growth Deal Strategic Lead Officers

- To act as lead officers for communications activity related to the work of Growing Mid Wales
- To provide managerial oversight of the work of the Growing Mid Wales Communications Sub-Group, ensuring the function meets its aims and objectives, and provide direction where appropriate
- To ensure any relevant work or issues arising from the Growing Mid Wales Communications Sub-group is reported to the Portfolio Senior Responsible Owners where appropriate
- To ensure the work of the GMW Communications Sub-group is reported into the GMW Management Group, and to take any issues arising back to the sub-group

Growing Mid Wales Management Group

- To oversee the development and maintenance of a co-ordinated regional communications framework that align all aspects of regional work

- To oversee the Communications Strategy for the Mid Wales Growth Deal

#### Growing Mid Wales Communications Officer

- To lead on the development and operation of the GMW Communications Strategy.
- To lead, develop and operate a Communications Plan, Brand Guidelines and other communications related documents liaising with appropriate stakeholders.
- To prepare, develop and lead on GMW Brand Guidelines, overseeing compliance.
- Manage and maintain relationships with key stakeholders ensuring all communication is aligned with the Growing Mid Wales vision.
- Work with the press and media in Mid Wales and nationally to increase reputation and awareness of Growing Mid Wales and the Mid Wales Growth Deal.
- To work with each team within Growing Mid Wales and the GMW Communications sub-group to deliver effective communication in a timely manner.
- To create, maintain and review written and video content for social media platforms and the website.
- To creating and deliver communication and marketing resources such as newsletters.
- To assist in delivering key events, including media interviews or public events.

#### Ceredigion County Council

- To act as lead Local Authority for all Communications activity relating to Growing Mid Wales and the Mid Wales Growth Deal

#### Local Authority Press Offices

- To work with the Growth Deal Strategic Lead Officers, the GMW Communications Officer and the respective regional team leaders to respond to any press enquiries related to Growing Mid Wales
- To work with the Growth Deal Strategic Lead Officers, GMW Communications Officers and the respective regional team leaders to produce press releases to any press enquiries related to Growing Mid Wales
- To work with and support the communication activities of the regional functions where appropriate
- To attend GMW Communications Sub-group and provide comment on planned communications activity

#### Regional Teams

- To lead on the individual communication action plans/strategies for their respective regional functions
- Identify appropriate news items that can be disseminated under the Growing Mid Wales Communications banner
- Attend Growing Mid Wales Communications Sub-Group in order to share communications activity and identify potential areas of joint working
- To provide comment on any relevant communications activity, including press releases, for the Communications Teams

#### Portfolio Management Office

- To lead on activity in relation to the Mid Wales Growth Deal including partner and stakeholder engagement
- To act as the primary point of contact for UK and Welsh Government

- To ensure any communications / publicity material correctly acknowledges the support of funding bodies in line with guidelines
- To ensure stakeholders are consulted with as required, e.g., Welsh/UK Government, with regards to publicity relating to the Mid Wales Growth Deal. This includes sight of draft materials and opportunities for quotes from Ministers as appropriate.

## 2.8. Evaluation

The success of the communications campaign can be evaluated as follows:

- Achievement of project brief and outcomes
- Private sector and stakeholder input and support for proposals
- No. of engagement events held
- Social media and press coverage
- No. of survey responses received
- No. of website visits
- No. of newsletter sign-ups

NOTE: GMW Partnership officers with the GMW Communications Officer should ensure metrics are collated for each campaign/activity. Agreement should be reached how information on metrics is stored/logged.

## 3. AUDIENCE

### 3.1. Target Audiences

Target Audience	Communication Methods
Public	Media and social media
Politicians	Timed communications to gather support, political meetings
Local Members	Each LA will be responsible for keeping their members informed of activity
Private Sector stakeholders	Internal and external communications
Public sector stakeholders	Internal and external communications
Partner organisations The following organisations are represented on the Partnership: •Trafnidiaeth Canolbarth Cymru •Federation of Small Businesses •Farmers Union of Wales •National Farmers Union Cymru •Mid Wales Regional Tourism Forum •Mid Wales Health Collaborative •Central Wales Economic Forum •Mid Wales Manufacturing Group •Powys Local Growth Zones. •Teifi Valley Local Growth Zone •Stronger Communities Programme Board (Powys) •Sustainable Futures - Ceredigion Regeneration Partnership •Regional Learning Partnership for South West and Central Wales	External communications, timed communications to garner support

<ul style="list-style-type: none"> <li>•Aberystwyth University</li> <li>•University of Wales Trinity St David</li> <li>•Coleg Ceredigion</li> <li>•NPTC Group: Brecon Beacons Campus / Newtown Campus</li> <li>•Ceredigion Association of Voluntary Organisations</li> <li>•Powys Association of Voluntary Organisations</li> </ul>	
Welsh and UK Governments	External communications, timed communications to garner support

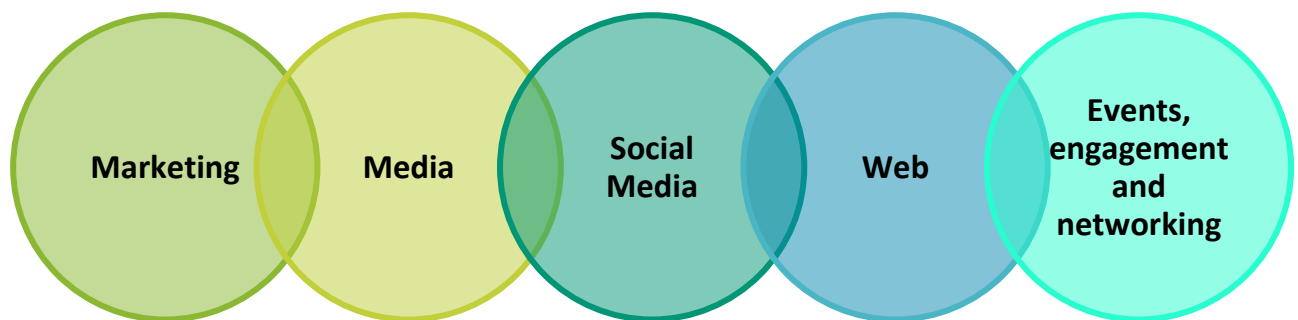
This is a high-level, strategic consideration of target audiences that need to be informed about the work of Growing Mid Wales. Individual regional functions will consider their specific audiences, stakeholder mapping and communications as part of their individual communication action plans.

### 3.2. Stakeholder Engagement Strategy

We should adopt an approach that seeks to access the widest available audience using a number of established sector specific forums that have the ability to filter the message to a wider membership. Utilising established forums will enable us to reach a wider audience and provide greater opportunity for private sector buy in than a casting net or blanket approach. Wider communication will be taken forward via our communication channels targeting the identified audience groups as required. We should attempt to maximise our voice through marketing, events, engagement and networking making best use of our partners, neighbouring counties and borders.

### 3.3. Communication Channels

The Growing Mid Wales Partnership will seek to use a variety of channels to communicate and engage with stakeholders These communication channels include:



The main communication channels the partnership will use to engage and communicate with our stakeholders are depicted in the table below.

Growing Mid Wales Partnership Main Communication Channels
Growing Mid Wales Website
Growing Mid Wales Newsletter
Growing Mid Wales Twitter
Growing Mid Wales LinkedIn
Local Authority Websites
Business News Wales Regional Page

**Internal:**

- Meetings
- Email
- Line managers

**External:**

- Newsletter
- Engagement events
- Consultation activities
- Business News Wales website and newsletter, including podcasts, audio, features and columns
- Website
- Email
- Social media
- Press releases

**4. PROTOCOL**

This section sets out the partnership's protocol to relations with the public and the media and follows the principles set out in the Code of Recommended Practice on Local Authority Publicity. The code was issued under the provisions of the Local Government Act 1986 and was updated in 2001 in recognition of the constitutional changes introduced by the Local Government Act 2000.

**4.1. GMW Communications Sub-Group**

The GMW Communications Sub-group will meet on a bi-monthly basis to discuss upcoming events and activity in order to plan communication activity and agree areas of possible joint working across the respective regional teams. This will include all communication and marketing output including media work and social media content. The meeting can be held face-to-face, by phone or video link.

The GMW Communications Sub-group will consist of representatives from:

- GMW Communications Officer
- Ceredigion County Council Press Office (represented by GMW Comms Officer)
- Powys County Council Press Office
- Growth Deal Strategic Lead Officers
- Mid Wales Regional Engagement Team
- Mid Wales Portfolio Management Office
- Mid Wales Regional Skills Partnership

The GMW Communications Sub-Group will be chaired by the GMW Communications Officer.

**4.2. Bilingualism**

Any content that is published proactively by the Partnership will be bilingual. This includes all media releases and social media content.

Any media enquiry will be responded to in the language of the enquiry. This also applies to interview requests, in that a spokesperson will be offered for interview using the language that it was requested.

### 4.3. News Releases

These deal proactively with news matters that the partnership wants to promote, publicise or explain. All news releases will be issued on behalf of the partnership by Powys and Ceredigion Communication Teams. All press releases will include a quote from the Chair and/or Vice-Chair of the partnership.

It is ultimately the role of the managers of the respective regional functions (RET, PoMO, RSP are to be copied in for awareness) to identify potential news items, then work with the GMW Communications Officer, and the Communication Teams to produce press releases for wider dissemination and ensure the protocol is followed.

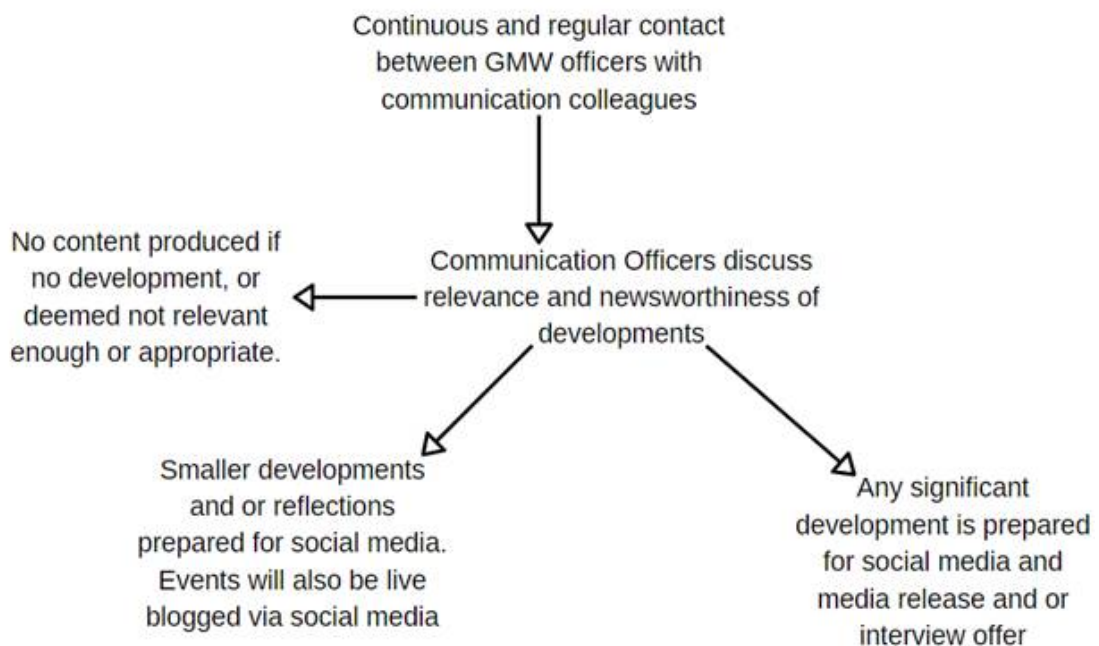
All releases must then be approved and authorised for distribution by both Communication Teams and the Partnership Senior Managers in conjunction with the relevant leader/cabinet member and senior officers. All managers of the respective regional functions should be copied into correspondence for awareness/comment. See GMW Proactive and Reactive Communication activity approval procedure flow chart in section 4.4 for sign-off protocol.

Senior officers should brief the Communications Team about possible good news stories as well as situations that may generate adverse publicity.

News releases/social media will be distributed to all relevant print, broadcast and specialist media (where possible/relevant) without prejudice as appropriate.

Copies of proactive news releases are published on the council websites – [www.powys.gov.uk](http://www.powys.gov.uk) / [www.ceredigion.gov.uk](http://www.ceredigion.gov.uk) and on the [Growing Mid Wales website](#).

### Identifying media stories for GMW



## 4.4. Media Enquiries

### *Enquiries*

The GMW Communications Officer (Communications Teams) will be the first point of contact for all media enquiries. Their role is to co-ordinate written and verbal responses from the appropriate spokesperson or officer and ensure deadlines are met.

It is recognised that partner organisations may submit media enquiries via regional functions, particularly with regards to joint projects etc. If this is the case the enquiry should be forwarded to both Communications Teams so they may take forward a coordinated response.

### *Interviews*

Members of the individual Executive Management Team, Board members, strategic directors and heads of service are authorised to speak to the media, following consultation with Communications. Other employees may be authorised by the Joint Portfolio Strategic Lead Officers and SROs to undertake interviews. Officers will only comment to confirm matters of fact and operational details and must not express personal opinion on policy issues. The Chair and Vice Chair of the partnership will be given priority to give interviews.

Employees who have not been authorised should not comment to the media about any aspect of their job and employment by the council or its policies. Employees who are approached by the media on council issues should direct them immediately to the Communications Team.

### *Spokesperson:*

- Councillor. Bryan Davies Leader of Ceredigion County Council, Co-chair of the Growing Mid Wales Partnership
- Councillor. James Gibson-Watt Leader of Powys County Council, Co-chair of the Growing Mid Wales Partnership
- Councillor. Clive Davies, Cabinet Member for Economy and Regeneration, including Growing Mid Wales, Ceredigion County Council.
- Councillor. David Selby, Cabinet Member for a more prosperous Powys, including the Mid Wales Growth Deal, Powys County Council.

### *Process*

The initial enquiry should be circulated to the Communications teams, the strategic lead officer and the three managers of the respective regional functions. Dependent on the subject matter of the media enquiry, the relevant team leader will then work with Communications on a suggested response/approach. Sign-off by the joint strategic lead officers is needed and sent to the SROs for information before response is sent back.

The following approved flowchart should aid understanding of the process in dealing with proactive and reactive communication activity:



**Growing Mid Wales Proactive Communication Activity  
Approval procedure Flow chart**

(e.g. newsletter, Business News Wales article, press release)

Initial discussion on content with individual manager requesting work or manager deemed most appropriate for the subject being covered. Establish due date for completion (taking translation into consideration).



Draft document (GMW Comms Officer to make PCC and CCC aware & other relevant organisations as appropriate). Obtain relevant quotes/images (and permission) as required.



Following approval of first draft by appropriate manager, content is circulated with GMW Team managers (Cathy Martin, Claire Miles and Aggie Caesar-Homden) for consideration and approval. Request response by certain date.



Final draft shared with leading officer/manager.



Other organisations sign off as appropriate, including PCC and CCC.



Final draft to be sent for approval by Joint Portfolio Strategic Lead Officers (Carwyn Jones-Evans and Nicola Williams). Request response by certain date.



Send to translation.



Share final copy **for information** with Joint Portfolio Senior Responsible Owners (Barry Rees and Nigel Brinn)

Final copies sent out to a wider/public audience bilingually; cc' all officers involved for information. Record activity in communication planner.

**Growing Mid Wales Reactive Communication Activity  
Approval procedure Flow chart**

(Press enquiry or emerging issue)

Press enquiry or emerging issue raised/ received by GMW Communication Officer or received by CCC /PCC Communications Teams and GMW Communication Officer has been notified.



GMW Communication Officer signposts to appropriate GMW Team Managers. Agree actions and timescales. Draft and agree initial response (if relevant, inform PCC and CCC Comms Officers and liaise with external organisations as appropriate).



If response is a quote for a press release or press enquiry, approved response needs to be attributed to appropriate GMW Cabinet Members or Chair(s) and/or external organisation so approval to be sought by them.



Final draft shared with leading officer/manager.



Other organisations sign off as appropriate, including PCC and CCC.



Final draft to be sent for approval by Joint Portfolio Strategic Lead Officers (Carwyn Jones-Evans and Nicola Williams). Request response by certain date.



Send to translation.



Share final copy **for information** with Joint Portfolio Senior Responsible Owners (Barry Rees and Nigel Brinn)

Final copies sent out to a wider/public audience bilingually; cc' all officers involved for information. Record activity in communication planner.

**4.5. Social Media**

Growing Mid Wales maintains social media presences on Twitter and Linked In.

The Twitter page for the Growing Mid Wales Partnership will be managed on a day-to-day basis by the GMW Communications Officer and the Mid Wales RET team, with the Growth Deal Operations Manager having oversight and authorisation duties with regards to content.

The LinkedIn page for the Growing Mid Wales Partnership will be managed on a day-to-day basis by the GMW Communications Officer and the Mid Wales RET team, with the Growth Deal Operations Manager having oversight and authorisation duties with regards to content.

Officers wishing to publish media onto social media channels should do so via the GMW Communications Officer. It is recognised that the value of social media is having timely and responsive communication from certain events/milestones.

The GMW Communications Officer 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.

Hootsuite will be used to centrally manage and schedule content if needed.

**4.6. Website**

The website contains general information on Growing Mid Wales and on the various aspects of the Growing Mid Wales' governance structure (Joint Committee, EAG etc.) as well as hosting regional documents and promoting regional news.

A review of the existing website content took place during summer 2022 and will continue to be updated as the work of Growing Mid Wales develops. Future content will be discussed at meetings of the GMW Communications Group, with intended content, including resource implications, being reported to the Growth Deal Operations Manager for approval and sign off.

#### *Protocol for content*

As the lead for the Growing Mid Wales website the GMW Communications Officer will ultimately manage and lead on content creation for the website. Officers should liaise with the RET team with regards to content, and the GMW Communications Sub-Group will be given the chance to comment also. Any major content changes to the website will also be discussed with the strategic lead officer, who has final approval for all content of the website.

#### **4.7. Elections, Referendums and Petitions**

The period between the notice of an election and the election itself should preclude proactive publicity in all forms for candidates or other politicians involved in the election. The Communications Team will not deal with controversial issues or report views, proposals or recommendations in such a way that identifies them with individual councillors or groups of councillors.

It is, however, acceptable for the council to respond in appropriate circumstances to events and legitimate service enquiries provided the answers are factual and not political. Proactive events arranged in this period should not include councillors likely to stand for election.

A full copy of the Code of Recommended Practice on Local Authority Publicity is available on request to the communications team.