National Assembly for **Wales**
Cynulliad Cenedlaethol **Cymru**

Welsh Development Agency: structure and functions

This paper provides information on the current structure, functions and organisation of the Welsh Development Agency (WDA). It includes details of the Agency's budget and of the programmes and schemes it operates. The paper provides background information to assist Members with their understanding of how the Agency currently operates in the run-up to the merger with the Welsh Assembly Government.

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Cynulliad National
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Welsh Development Agency: structure and functions

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1   Introduction

The Welsh Development Agency (the WDA or the 'Agency') was established by the *Welsh Development Agency Act 1975*[1]. The Agency replaced the Welsh Industrial Estates Corporation, which had become the responsibility of the Welsh Office, along with the Department of Industry's regional office for Wales, in 1974-1975. The Act also established a Welsh Industrial Development Advisory Board. The *Development of Rural Wales Act 1976* established the Development Board for Rural Wales, with similar functions. The WDA merged in 1998 with the Development Board for Rural Wales and the Land Authority for Wales.

Since devolution in 1999, the WDA is accountable to the National Assembly for Wales. However, the power to allocate government loans to the Agency remains shared between the Assembly and the UK Government.

The WDA is the "Economic Development Agency for Wales, working for its people, creating prosperous communities by helping businesses to start, develop and grow."[2].

On the 14 July 2004, the First Minister announced that the WDA, as well as the Wales Tourist Board (WTB) and the National Council for Education and Training (ELWa) would cease to be Assembly Sponsored Public Bodies (ASPBs) and that their work would be transferred into the administration of the Welsh Assembly Government (WAG) by 1 April 2006[3].

2   Legal framework

The Welsh Development Agency Act 1975 established both the Agency and the Welsh Industrial Development Advisory Board[4]. The Act has been amended by subsequent legislation including the *Government of Wales Act 1998* that established the Assembly and the Transfer of Functions Order 1999 (SI1999/672), which transferred most of the responsibilities for the Agency from the Secretary of State to the Assembly.

Sections 2 and 3 of the 1975 Act, as amended, set out the purpose of the Agency as follows:

> "The purposes for which the Agency may exercise their functions are—
>
> (a) to further the economic and social development of Wales or any part of Wales, and in that connection to provide, maintain or safeguard employment;
>
> (b) to promote efficiency in business and international competitiveness in Wales;

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[1] Wales Legislation Online, at:
http://www.wales-legislation.org.uk/economic/index.html
[2] Welsh Development Agency internet page, at:
http://www.wda.co.uk
[3] For more information see the MRS Research Paper The Reform of Assembly Sponsored Public Bodies, September 2004
http://www.wales.gov.uk/keypubmrs/content/0420.pdf
[4] Board that advises the Minister for Economic Development & Transport on applications for Regional Selective Assistance

(c) to further the improvement of the environment in Wales having regard to existing amenity.

Without prejudice to the following provisions of this Act, the functions of the Agency shall be—

(a) to promote Wales as a location for businesses, or assist or concert its promotion as such a location;

(b) to provide finance for persons carrying on or intending to carry on businesses;

(c) to carry on industrial undertakings and to establish and carry on new businesses;

(d) otherwise to promote or assist the establishment, growth, modernisation or development of businesses, or a particular business or particular businesses;

(e) to make land available for development;

(f) to provide sites, premises, services and facilities for businesses;

(g) to manage sites and premises for businesses;

(h) to bring derelict land into use or improve its appearance;

(i) to undertake the development and redevelopment of the environment;

(j) to promote the private ownership of interests in businesses by the disposal of securities and other property held by the Agency or any of their subsidiaries."

Some of the other most important sections of the 1975 Act are briefly described below:

Section 2 of the 1975 Act sets out the constitution and status of the Agency. This states that the chairman, deputy chairman and other members of the Agency (of which there must be between seven and nine) shall be appointed by the National Assembly for Wales (the Secretary of State prior to 1999).

Section 5 allows the Agency to appoint a local authority to carry out functions on its behalf.

Section 9 provides powers to the Agency in relation to the provision of sites and premises.

Section 13 established the Welsh Industrial Development Advisory Board.

Section 16 deals with derelict land and was introduced into the act by the *Derelict Land Act 1982*.

Section 18 deals with finances of the Agency and sets a limit on the cumulative funding provided by Government and the aggregate amount of outstanding borrowing that the Agency may have. The *Welsh Development Agency Act 1997* introduced the provision for this amount to be varied by order and set the limit at £1,350 million. This was subsequently increased by order to £2 billion.

The *Welsh Development Agency (Financial Limit) Order 2004* approved by the Assembly on 14 July 2004, further increased the limit to £3 billion.

Sections 21A, 21B and 21C deal with land acquisition, land disposal and the provision of advice on land matters. The *Government of Wales Act 1998* inserted these sections.

3 Current structure and programmes

The WDA is organised into the following Divisions, which are supported by the Head Office (Plas Glyndwr), based in Cardiff, where the Chairman's and Chief Executive's Office are located.

The pan WDA Divisions with offices and staff in Cardiff and each of the regions are:

♦ Land Development & Legal Services Division
♦ Business Support Division
♦ International Division (also with offices overseas)
♦ Strategy Development
♦ Marketing Division
♦ Finance
♦ Human Resources
♦ Finance Wales (based in Oakleigh House)

The four Regional Divisions are located at the following locations in Wales:

♦ North Wales (St. Asaph)
♦ South East Wales (Treforest)
♦ Mid Wales (Newtown and Aberystwyth)
♦ South West Wales (Swansea)

The overall strategic direction and policy of the WDA is subject to the approval of its Board. This comprises the Chairman, thirteen non-executive members and the Chief Executive.

The Executive Directors of the WDA oversee the planning and implementation of the normal business activities of the WDA, supported throughout by teams of staff.

During 2003 and 2004, the WDA carried out an internal review (review of Organisation, Development and Design) of its structure. One outcome of this review was a plan to change the regional structure of the Agency to one that would give more emphasis to programmes. However following the First Minister's merger announcement in July 2004 and the subsequent resignation of the Chief Executive, this plan will not now proceed.
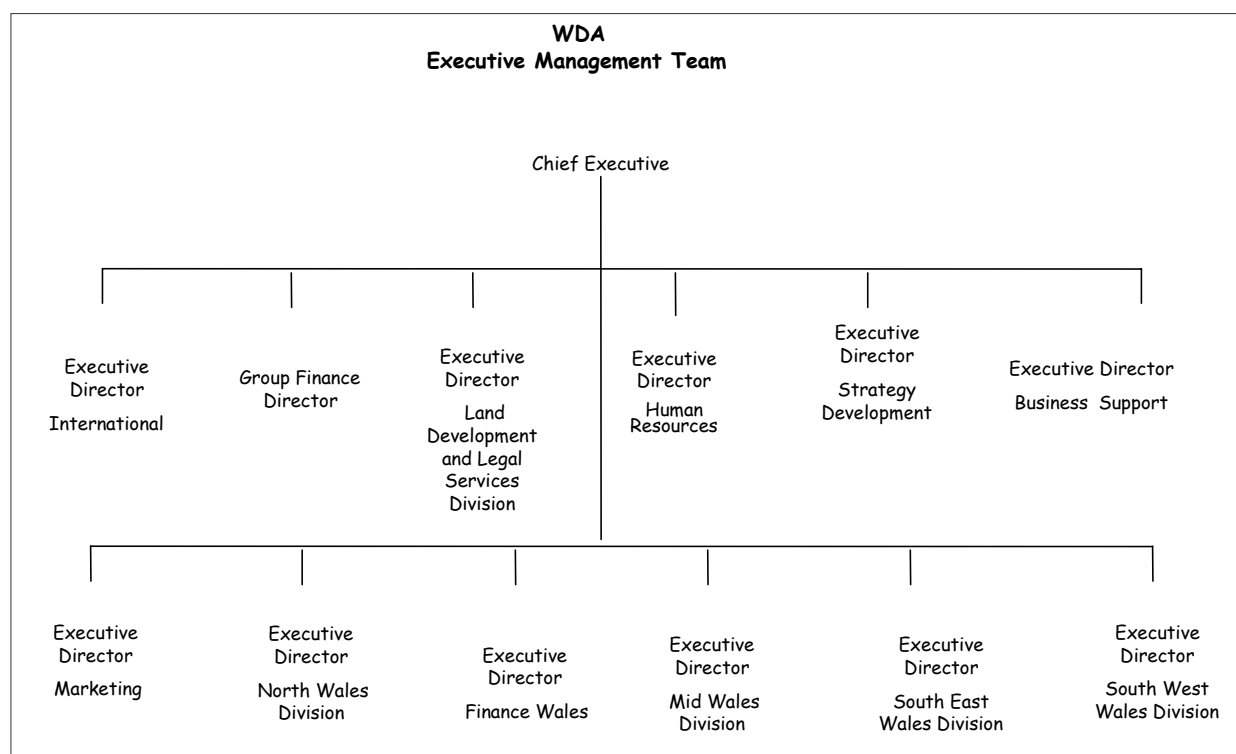
The senior staff structure of the Agency is as follows:

WDA
Executive Management Team

Chief Executive

Executive Director — International

Group Finance Director

Executive Director — Land Development and Legal Services Division

Executive Director — Human Resources

Executive Director — Strategy Development

Executive Director — Business Support

Executive Director — Marketing

Executive Director — North Wales Division

Executive Director — Finance Wales

Executive Director — Mid Wales Division

Executive Director — South East Wales Division

Executive Director — South West Wales Division

In February 2005, the approximate number of staff in each part of the Agency was as follows:

Executive Management Team	10
Chairman and Chief Executive's Office	7
Human Resources	19
Finance	60
Land Development & Legal Services	69
Strategy Development	32
Business Support	264
North Wales	90
Mid Wales	64
South West Wales	73
South East Wales	113
International	114
Marketing	46
Finance Wales*	102
TOTAL	1,063

* excluding about 40 consultants employed on programmes

These staff numbers relate to business functions, rather than the locations where staff are based. For example, a number of the Business Support and Marketing staff are based in the regions, but are not included in the regional figures given in the table above.

Further information about each Division, including the programmes and activities for which they are responsible is set out below.

3.1   *Land Development and Legal Services*

The Land Development and Legal Services Division has a team based in Cardiff and a team based in St. Asaph. There is also a Resources Team and a Legal Team in Cardiff. The Division employs 69 staff and in 2004-05, the budget for the Division was £30 million, although the Division is expected to be self-financing.

The role of the Division is as follows:

> "The WDA Land Development and Legal Services Division is a highly experienced team of specialists within the Welsh Development Agency whose primary task is to identify and acquire such land and to make it available to developers
>
> Our team contains a full spectrum of professional expertise enabling it to overcome any legal or physical hurdles preventing an investment from going ahead.
>
> In doing this, the Division works in partnership with the private sector, and the public and voluntary sectors, including local authorities and housing associations.
>
> We also bring major benefits to local communities. Over the years our work has paved the way for investments of more than £1 billion, creating several thousand new jobs and enhancing the lives of communities right across Wales. Projects range from a single plot of land, acquired for a local authority to create a park, to a multi-owner derelict city centre site, assembled and delivered to developers wishing to create a major shopping complex. Our investment in infrastructure ranges from small access roads to a £15 million dual carriageway.
>
> The WDA Land Development and Legal Services team is unique within the WDA because we are obliged to self-fund our activities each year. This means we must think and act commercially while, at the same time, ensuring that we protect the wider interests of the people of Wales. Any surplus achieved from our land transactions is used to buy further land for development and to cross-subsidise projects in regions of Wales which currently find it hard to attract new investment. The Division is also unique in the UK because it has powers, unmatched elsewhere, to sweep away legal and bureaucratic barriers to new development." [5]

The Division is responsible for Pan-Wales Land Services[6].

The Division is also responsible for the preparation of annual Housing Land Availability Studies for each of the Unitary Authorities in Wales, as authorities are required by the Welsh Assembly Government to have a minimum five year supply of housing land on a rolling basis.

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[5]
http://www.wda.co.uk/index.cfm/property_advice_and_support/the_land_division_of_the_welsh_development_agency/en17
[6] http://www.wda.co.uk/index.cfm/property_advice_and_support/wda_properties/land_pan_wales_services/en2650

3.2   *Strategy Development*

Strategy Development Division works across the Agency to provide an 'all Wales' strategic focus, and holds responsibility for Sustainable Development initiatives, Rural Policy, Sector Strategies and the European Unit.   The Division employs 32 staff and in 2004-05 the budget for Strategic Planning/Strategy Development was £6.3 million.

The Division is responsible for the completion of the Corporate Business Plans. It has responsibility for monitoring the performance of the Agency and improving performance measurement capabilities through the development of appropriate measures, training and skills enhancement in project appraisal, objective setting and project monitoring.

Strategy Development also implements a practical research programme to improve understanding of Welsh economic issues, carries out impact analysis for the Business Plan, informs the development of future policies and initiatives, provides advice, guidance and information e.g. maintains a database of Agency wide research, regional economic profiles etc.

The Division also develops innovative approaches to project delivery, most notably in the St.Athan DARA project[7], which is a proactive cross-Agency approach.

Strategy Development also has responsibility for Sustainable Development issues across the Agency and leads on the Agency's approach 'Learning to Work Differently'.

The European Unit supports colleagues throughout the Agency as well as being the first point of contact for external stakeholders. Its remit is Agency wide and its aim is to support, advise, interpret and inform planning and implementation relating to EU activities as well as providing guidance on claims.

The Rural Unit takes the lead on rural policy issues as well as being responsible for facilitating and managing the implementation of rural programmes throughout Wales, aiming to regenerate and develop the rural communities in Wales. The WDA is one of 27 organisations contributing to the Rural Partnership for Wales[8], an advisory body established in 1998 in recognition of the economic and social problems of people living and working in rural Wales.

The principal concern of the partnership is the development of policies and programmes capable of delivering substantial benefits to the rural areas of Wales, ensuring that the needs and aspirations of rural communities are at the fore of the Welsh Assembly Government's agenda.

An example of one of the rural programmes is Leader+.

LEADER+[9] is a European Community Initiative with funding from the European Agricultural Guarantee and Guidance Fund (EAGGF) and match funding from the Welsh Assembly Government.

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[7] http://news.mod.uk/news/press/news_press_notice.asp?newsItem_id=2346
[8] http://www.wda.co.uk/index.cfm/working_with_your_community/rural_recovery_plan/en119
[9] http://www.wda.co.uk/index.cfm/working_with_your_community/rural_programmes/leader__/en5883

The aim of the LEADER + programme is to pilot innovative approaches to rural development which will contribute to a more sustainable society, economy and environment for Rural Wales.

The objectives are to test new approaches to rural development; to build the capacity of target groups, communities and businesses and encourage their involvement; to secure the sustainability of successful pilot projects by integrating into mainstream programmes and transferring the approach to new areas; and to learn from other rural areas and support in joint activities where appropriate.

Under Article 33[10] of the Rural Development Plan for Wales[11] provisions have been made for measures to promote the adaptation and development of rural areas.

The measures relate to:

♦   Basic services for the rural economy and population;
♦   Renovation and development of villages and protection and conservation of the rural heritage; and
♦   Encouragement for tourist and craft activities

Funding is provided by the Welsh Assembly Government for projects identified in Action Plans submitted by the five eligible Community Partnerships in Flintshire, Wrexham, Powys, Monmouthshire and Vale of Glamorgan.

Rural Community Action[12] has been developed to address one of the Welsh Assembly Government's main priorities to develop communities where people want to live, work and visit and where there is access to economic opportunity and reward, a pleasant and safe environment and active and social community networks.

Funding has been provided by the Welsh Assembly Government to set up Rural Community Action Partnerships to promote rural community regeneration.

The main purpose of the programme is to develop the capacity of the communities and to identify projects by providing knowledge and skills to these communities.

The Rural Retail programme[13] is a Welsh Assembly Government Funded programme that provides support measures for rural businesses and communities across Wales.

Support is available through advice and grant and is available to businesses that can demonstrate that they are the last remaining village shop, a vital rural retailer, outside a town centre and within a rural ward. Support is available in the first instance through one and a half days of specialist advice. If eligible, applicants can then apply for a maximum grant of £5,000.

[10] http://www.wda.co.uk/index.cfm/working_with_your_community/rural_programmes/article_33/en5885
[11] http://www.countryside.wales.gov.uk/fe/master.asp?n1=4&n2=256
[12] http://www.wda.co.uk/index.cfm/working_with_your_community/rural_programmes/rural_community_action/en5884
[13] http://www.wda.co.uk/index.cfm/working_with_your_community/rural_programmes/rural_retail/en5886

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3.3 Business Support Directorate

The Business Support Directorate is responsible for business support strategy and delivery of services to support new and existing businesses in Wales, providing support to the three customer groups of the WDA: businesses, individuals and communities. Such support involves attitude and culture change activities as well as delivery of general and specialist help to start, sustain, develop and grow Welsh businesses. The Division employs 264 staff, including some that are based in the regions.

The 2004-05 budgets for the services led by the Division were[14]:

Support for Business	£32.1 million
Innovation & Technology	£39 million
Information Society	£7.5 million
Food	£22.7 million

Core services for businesses include: information and signposting, support for networks and sector fora, general support for both new and existing businesses specialist sector and/or subject specific support, financial support and help with supply sourcing.

The regional offices undertake much of the delivery of Business Support services.

Specifically below are details of five business areas with some examples of programmes: Business Eye, enterprise support, technology and innovation, media technology programmes and food. There is also a support services team.

3.3.1 Business Eye

Business Eye[15] is available across Wales through a low-cost telephone number. Telephone and internet enquiry responses are managed through a single contact centre at Morganstown. The centre is staffed by about 10 Business Information Officers. Other Business Eye staff are based in Cardiff, with 3 staff in North Wales.

There is also a network of local centres where clients can meet with staff face-to-face. These centres are delivered through contract with external organisations, including many local authorities. Local Business Eye offices are located in:

North Wales
Anglesey, Caernarfon, Llandudno Junction, Mold, Pwllheli, Rhyl, Ruthin, Wrexham

Mid Wales
Aberystwyth, Brecon, Cardigan, Dolgellau, Lampeter, Llandrindod Wells, Penrhydeudraeth, Welshpool, Ystradgynlais

South West Wales
Carmarthenshire, Swansea Bay, Pembrokeshire

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[14] There is also a budget of £11.9 million for Participation under the Support for Individuals heading.
[15] http://www.businesseye.org.uk/

South East Wales
Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Merthyr Tydfil, Newport, Monmouthshire, Rhondda Cynon Taf, Torfaen, Vale of Glamorgan

Further information is provided in a Business Eye progress report to the Business Partnership Council in June 2004[16].

In addition, the Division operates a General Business Advisory Service (GBAS) and Diagnostic and Specialist Consultancy Services. The aim of the GBAS, which is funded through Objective 1, is "to deliver consistent and quality general support including diagnosis and advice to SME's throughout Wales to ensure their sustainability and growth."[17]

3.3.2 Enterprise Support

♦ SME Equality Project. Supported by the European Social Fund and provides support to Small and Medium sized businesses in developing good practice in equal opportunities.

♦ The Development Employability Equality Partnership (DEEP), comprising of 27 organisations and led by the WDA to highlight good practice with a view to influencing policy at a Regional, National and European level on the discrimination which effects excluded groups of people when entering / re entering the workplace.

♦ Following research and public consultation, the Entrepreneurship Action Plan (EAP) for Wales strategy document , *The Sky is the Limit[18],* was published in March 2000. This document sets out a framework for promoting, encouraging and developing entrepreneurship throughout Wales. After further consultation, the EAP implementation plan, *Making it Happen*, was published in September 2000. The Implementation Plan[19] details the delivery mechanisms, partnerships, costs and targets associated with each of the 6 Key Actions contained in the Strategy Document.

♦ Because You Can[20] is a website aimed at encouraging people in Wales to start a business or to grow an existing business.

♦ The Dynamo programme is designed to encourage young people to think positively and to have the confidence to act in creative and enterprising ways. Local business owners enter school classrooms across Wales to inspire young people with their personal experiences of launching and running businesses.

♦ Taste of Enterprise[21] offers opportunities for young people studying or in employment and unemployed people of all ages to test trade their business ideas in a safe environment and without having to forego income of benefits. The

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[16] http://www.wales.gov.uk/subitradeindustry/content/partnershipcouncil/250604/business-eye-e.pdf
[17] http://www.wda.co.uk/resources/CompressedCorrectProjectDirectory4.pdf
[18] http://www.wda.co.uk/resources/ent_actionplan_en.pdf
[19] http://www.wda.co.uk/resources/National%20Entrepreneurship%20Implementation%20Plan.pdf
[20] http://www.becauseyoucan.com/index.jsp
[21]

http://www.wda.co.uk/index.cfm/wda_home/_busnes__the_wda_e_zine/_busnes__issue_3/feature__the_spirit_of_enterprise/en1614

programme includes three projects; The Enterprise Factory, The Enterprise Rehearsal Programme and The Market Place.

♦   The procurement website Sell2Wales[22] helps small and medium sized businesses in Wales compete for public sector contracts which are worth up to £3 billion a year.

♦   The Cyfenter Development Partnership is jointly funded by WDA and the Equal programme of European funding - a European Social Fund initiative which tests and promotes new means of combating all forms of discrimination and inequalities in the labour market through transnational co-operation. The key objective of Cyfenter is to deliver an innovative action based research programme working directly with under represented groups in enterprise (women, lone parents, young people, over 50's, ethnic minorities, refugees, disabled people and Welsh speakers) to identify their needs when establishing a business; identify barriers to their success; and to work with policy makers to deliver solutions which meet those needs and remove existing barriers.

♦   Potentia[23] is a pre business start programme funded through Objective 1 to support young people, the over 50s, disabled people, black and minority ethnic groups, Welsh speakers and lone parents.

♦   The Division is also developing a High Growth Starts Programme that was scheduled to start in November 2004. This replaces the former Business Birth Rate Strategy.

3.3.3   Technology and Innovation (T&I) group

The role of the Technology and Innovation (T&I) group is to help businesses in Wales succeed through the application, management and development of innovative ideas and new technologies.

Wales for Innovation[24], the Welsh Assembly Government's action plan for innovation published in March 2003 sets the context for this work.

The role of the *T&I* group is:

> "to guide you through that technological jungle, making sure that you chart a straight course and don't get caught in an expensive maze.
>
> We also work closely with research organisations and academia so that we keep fully abreast of the latest innovative business ideas. This means that we are perfectly placed to advise you on which ideas can produce the best results for your company or to help you cultivate and then reap the rewards of your own new ideas.
>
> As well as giving practical advice on patenting and how to develop new products and processes, our Technology team also, crucially, provides access to funding

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[22] www.sell2wales.co.uk
[23] http://www.wda.co.uk/index.cfm/opportunities_for_people/potentia/en86
[24] http://www.wda.co.uk/index.cfm/technology_and_innovation/innovation_action_plan/en737

designated to help small businesses develop new products, stimulate innovation and increase their technological base." [25]

The team employs a network of Innovation and Technology Consultants (ITC's) to deliver free innovation and technology advice to SME's and individuals.

There is dedicated website Wales4Innovation available at:
http://www.wales4innovation.com/default.asp

♦ The Wales Innovation Relay Centre (WIRC or RELAY)[26] - created to stimulate transnational technology transfer and promote innovative services.

♦ Centres of Excellence for Technology and Industrial Collaboration (CETIC) These were introduced in 2001, based in higher education institutes throughout Wales and are recognised for their excellence in research. With a Commercial Manager based at each Centre, businesses can take advantage of industry relevant academic expertise, know-how and specialised facilities that are available in the Centres of Excellence.

♦ Know-How Wales (KHW)[27] offers a service for bringing together potential business and academic partners in collaborations, including assisting businesses to access the help they need to realise their new ideas for process or product development.

♦ The Wales Innovators Network[28] is a free support service devised specifically for innovators and inventors.

♦ SMART Cymru is a research and development scheme to assist new product and process development.

♦ Technology Exploitation Programme (TEP) - supports companies investing in new technologies or accessing expertise.

♦ Commitment to Innovation programme (CTI)[29] - launched in 1997 to encourage and promote innovative organisations in Wales. Such organisations commit themselves to innovation in their corporate strategies, adopt good innovation management principles and implement them in their daily business practice.

♦ Knowledge Exploitation Fund (KEF)[30] - supports academic/ industry collaboration, facilitating technology transfer from university research departments into industry, assisting the commercialisation of research and boosting the consultancy capabilities of Welsh institutions.

♦ Engineering Centre for Manufacturing and Materials (ECM^2)[31] – companies in the manufacturing engineering and materials sectors lease space in a laboratory complex in Port Talbot, South Wales, devoted to Research and Development.

[25] http://www.wda.co.uk/index.cfm/technology_and_innovation/index/en9
[26] http://www.walesrelay.co.uk/main.cfm
[27] http://www.knowhowwales.com/index_new.php
[28] http://www.win4wales.com/
[29] http://www.cti-wales.com/eng/index.php
[30] http://www.kef-wales.org.uk/main.cfm?lang=en&main_nav=what
[31] http://www.wda.co.uk/index.cfm/property_advice_and_support/ecm2/en1727

◆   Technium Network[32] Based on a Research and Development business 'incubator' concept. Technium creates a direct channel to the leading Centres of Excellence in Wales for new and fledgling enterprises, high-tech spin-outs and knowledge based companies seeking research collaboration. Tenants are provided with dedicated on-site specialist technical, training and business support and direct links to local academia via broadband fibre-optic networks. Includes the OPTIC and CAST Techniums in North Wales and the ABER Technium in Aberystwyth Harbour.

◆   One of the commitments in the Innovation Action Plan *Wales for Innovation* was "the start-up of a Technology Commercialisation Centre (TCC) which will identify promising higher education spinout companies to ensure that leading-edge technologies form the basis of new fast-growth companies." This is a new scheme to provide aid to SME's to support the input of management expertise and at a designated trigger point, this grant will convert into share options or other appropriate commercial arrangements. Cumulating these shares will create a future asset base for TCC. It is proposed that the TCC fund will be administered through Finance Wales.

3.3.4   Media and Technology Group

The Media and Technology Group is responsible for Broadband programmes and the Wales Information Society, as well as general marketing of ICT.

Within the context of the Broadband Wales programme announced by the Welsh Assembly Government in July 2002[33], the WDA is responsible for delivering certain elements of the programme, including the Broadband Support and its associated Try Before You Buy schemes[34].

The Welsh Assembly Government launched a revised Broadband Strategy for the period 2005-2007 in January 2005.[35]

To assist Welsh SME's in transforming the Welsh economy, the Wales Information Society (WIS) offers a number of support programmes aimed at helping businesses:

◆   Mobile ICT Awareness Raising Programme - A high tech mobile trailer, offering basic advisory seminars and events covering the benefits of ICT. Has the ability to demonstrate technology on remote areas.

◆   IT Centre Network - A network of centres across Wales offering first line ICT support and advice to businesses.

◆   Opportunity Wales. An "E Business" support and advice programme.

◆   Wales SME Business programmes I and II. Objective 1 funded In depth business support programmes.

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[32] http://www.wda.co.uk/index.cfm/wda_home/technium/en4414
[33] http://www.cymruarlein.wales.gov.uk/infict/index.htm
[34] http://www.wda.co.uk/index.cfm/technology_and_innovation/broadband/en249
[35] http://www.cymruarlein.wales.gov.uk/fe_irc/details.asp?ircid=69

♦ Corus Regeneration Programme (ICT support initiative). A cross cutting programme focussed on the counties of Blaenau Gwent, Newport, Caerphilly, Monmouth and Torfaen, resulting from the effects of Corus closures.

3.3.5 *Food Directorate*

The Food Directorate aims to add value to Welsh food at every point in the supply chain. The strategy of the Agri-Food partnership[36] sets the context for this work, including encouraging environmentally sustainable farming, supporting implementation of *Farming for the Future*[37], developing the fish sector and developing the Farming Connect service.

> "Welsh food and drink has a long established reputation for its character and quality, making it popular with consumers across the world
>
> The Welsh Development Agency works with partners throughout the industry to capitalise and build on these strengths and add value to Welsh food and drink at every point in the supply chain.[38]"

♦ The Trade Development Programme works with Welsh food businesses, offering them a range of opportunities to develop their markets in Wales, the UK and abroad.

> Support includes
> > ♦ opportunities to exhibit under the *Wales: The True Taste* brand at trade shows
> > ♦ a market channels programme providing links with retailers
> > ♦ export support.

♦ The Food Culture Programme encourages and supports consumer food shows and fairs across Wales and the UK.

♦ The True Taste / Gwir Flas Food And Drink Awards, launched in 2002, aim to build awareness of the *Wales the True Taste* brand[39].

♦ The Food Directorate also delivers the Processing and Marketing Grant (PMG) scheme to assist in the delivery of the Agri-Food strategy. The Objective 1 funded scheme provides a package of support for the agri-food sector consisting of capital and revenue grants to support large-scale investment in production facilities, marketing and product development in the food processing sector. For example PMG's have helped to develop the organic food processing industry in Wales.

♦ Farming Connect[40] was launched by the National Assembly for Wales and the WDA in September 2001, and was set up with the aim of providing the farming community with practical information, advice and support towards maximising their business.

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[36]
http://www.wda.co.uk/index.cfm/developing_your_business/welsh_agrifood_sector/food_wales/true_taste_gwir_flas_awards/en7138http://www.wda.co.uk/index.cfm/developing_your_business/welsh_agrifood_sector/agrifood_partnership___strategy_in_action__towards_2007/en5714
[37] The Welsh Assembly Government's long-term strategy for the future of farming launched in November 2001 http://www.countryside.wales.gov.uk/fe/master.asp?n1=4&n2=52
[38] http://www.wda.co.uk/index.cfm/developing_your_business/true_taste/en280
[39] http://www.wda.co.uk/index.cfm/developing_your_business/welsh_agrifood_sector/food_wales_2/en3200
[40] http://www.wales.gov.uk/farmingconnect/index.html

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Farming Connect also helps the farming community in ways that are environmentally sustainable. Information and expertise to improve the agriculture industry are provided through a list of services:

- ◆ Farm Business Development Plans
- ◆ Training Opportunities
- ◆ Capital Grants to assist with investments on farms
- ◆ Network of Local Demonstration Farms
- ◆ Technical Advisory Services
- ◆ Transfer of New Technologies / Information
- ◆ Environment / Pollution Control and Advice

Further information about the Agri-Food activities of the Agency is available at**:**
http://www.wda.co.uk/index.cfm/developing_your_business/true_taste/en280

3.4   Regions

There are four regional directorates (North, Mid, South West, South East) which can deliver the full range of Agency services locally. The WDA state that they act as a focus and a filter for regional issues and are the outward face of the Agency in the area. Each region also carries out the co-ordination and secretariat support for the Economic Fora.

The regions operate through an Executive Director assisted by a Management Team charged with planning and delivery in the region. The Business Plans are agreed as part of the Agency wide Business Planning process and delivery is then actively managed locally within delegated authorities. Each region is structured to deliver projects and services related to: Business Support, Enterprise Development, Investment, Area Development and Land and Property Development. Specific activities and programmes under these broad headings include account management, supply chains and network development, urban and rural renewal projects with associated community development, a property strategy, enterprise development, environmental improvement, agri-food programmes, innovation and technology, support for inward investment projects, property grants and management, site preparation and land reclamation. There are also support functions in each region.

The Property Strategy for Employment in Wales (2004-2008)[41] was presented to the Economic Development and Transport Committee in December 2004. This sets out the Welsh Assembly Government's and WDA's strategy for employment sites and buildings across Wales for the next four years. It covers existing employment sites and buildings in both public and private sector ownership and also considers potential new employment sites for the future.

The Property Development Grant (PDG) provides support to the private sector developers and occupiers for new premises, or extensions to existing premises, on a speculative or bespoke basis. PDG covers the gap between cost and value of the completed development subject to State Aid limits.

The Business Premises Improvement Grant (BPIG) provides support to private sector developers and occupiers for the refurbishment, extension and fit-out of existing and new premises for bespoke schemes. BPIG covers the gap between cost and value subject to State Aid limits.

The Agency maintains the Wales Property Database[42], which contains details of sites and premises available across Wales.   This is a searchable database of available commercial/industrial premises and land managed by the WDA and its key public/private sector partners in Wales.

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[41] http://www.wales.gov.uk/servlet/EconomicDevelopmentAndTransportCommittee?area_code=N000000000000000000000 0000000008&document_code=N0000000000000000000000000026381&p_arch=post&module=dynamicpages&month_year=null
[42] http://www.wda.co.uk/index.cfm//property_advice_and_support/wda_properties/database_of_properties_in_wales/en2651

The 2004-05 budgets for Land and Premises[43] were:

Bespoke Premises (Businesses in Wales)	£19 million
Advance Premises	£15.1 million
Site Development	£13.5 million

Regions also house specialisms e.g. rural policy in mid Wales, energy in south west Wales etc.

It should be recognised that staff based in the regions are either working directly to the Regional Executive Director or are in corporate support functions

3.4.1   North Wales

The North Wales office at St Asaph business park has staff particularly working in each of the following areas:

♦   Strategy and European matters
♦   Marketing
♦   Area Development
♦   Property and sites
♦   Enterprise Development
♦   Business Support

The Environmental Goods & Services (EGS) initiative[44] is run by the Division. The initiative has been set up by the WDA and the Welsh Assembly Government specifically to help environmental companies take full advantage of growth and trading opportunities in the UK and overseas. The initiative provides support to Welsh-based companies involved (or wishing to be involved) in the growing market for environmental goods and services.   This includes the production of a Directory for suppliers of Environmental Goods & Services for potential customers or partners.

Information about key sites in North Wales is available at:
http://www.wda.co.uk/index.cfm/property_advice_and_support/wda_properties/north_wales_properties/en2621

Further information about the work of the North Wales Division is available at:
http://www.wda.co.uk/index.cfm//wda_home/north_wales/en152

3.4.2   Mid Wales

Staff are split between the two sites at Aberystwyth and Newtown. The office has staff particularly working in each of the following areas:

♦   Regional development (including Europe and community regeneration)
♦   Marketing
♦   Innovation & Technology
♦   Business Development/ Property and sites (including Parc Aberporth – see Section 3.8 below)

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[43] There is also £16 million for Land Reclamation included under the Support for Communities heading
[44] http://www.wda.co.uk/index.cfm/developing_your_business/environmental_goods___services/en2151

♦ Rural Policy

The Division is responsible for a range of measures to support the Forest and Timber industries in Wales.

> "Private businesses and public sector organisations are working together to provide mutual support and win larger contracts. The WDA are working with public sector partners to provide an integrated range of forestry and timber grants and support for local businesses, communities and projects." [45]

The WDA's role in supporting this sector is within the framework of the Welsh Assembly Government's *Wales Woodland Strategy*[46].

Assistance available includes Timber Business Support, Timber Infrastructure Fund, Timber Collaborative Fund, Farm Woodlands Grant (Farming Connect – see Section 3.3.5), Timber Workshops & Seminars and the Timber Link Wales co-operative support scheme.

Llwybro-Routes was established as a pilot project in 1998 as a response to the problem of out-migration of young people from mid Wales. It is managed and funded by the WDA. Llwybro-Routes is now being extended throughout rural Wales.
The overall mission of Llwybro-Routes is:

> "The promotion of staying in rural Wales or returning to rural Wales as attractive and viable options." [47]

Information about key sites in Mid Wales is available at:
http://www.wda.co.uk/index.cfm/property_advice_and_support/wda_properties/mid_wales_properties/en2632

Further information about the work of the Mid Wales Division is available at:
http://www.wda.co.uk/index.cfm//wda_home/mid_wales/en156

3.4.3   South West Wales

The Division is based at Penllergaer Business Park, Swansea and has staff particularly working in each of the following areas:

♦ Business Development (including marketing)
♦ Enterprise Development
♦ Regeneration/area development/Property
♦ Energy
♦ External Affairs (including Community Regeneration/Rural issues)

The dedicated Energy Office has specialist staff delivering the WDA's Energy Strategy, which seeks to build on the Welsh Assembly Government's Energy policy.

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[45] http://www.wda.co.uk/index.cfm/wda_home/mid_wales_division/forestry___timber_business/en166
[46] http://www.forestry.gov.uk/forestry/hcou-4uch3g
[47] http://www.wda.co.uk/index.cfm/opportunities_for_people/llwybro_routes/about/en4292

The Baglan Energy Park[48] is being jointly developed and promoted by a public-private partnership comprising the Welsh Development Agency, Neath Port Talbot County Borough Council and BP. It is situated close to Junction 41 of the M4 and will be the location for the new Sustainable Technologies Technium. This will provide a base for new and existing businesses to focus attention on Research and Development, linked to Swansea University and other academic institutions

Information about key sites in South West Wales is available at:
http://www.wda.co.uk/index.cfm/property_advice_and_support/wda_properties/south_west_wales_properties/en2633

Further information about the work of the South West Wales Division is available at:
http://www.wda.co.uk/index.cfm//wda_home/south_west_division/en177

3.4.4   South East Wales

The Division is based at Treforest and has staff particularly working in each of the following areas:

♦   Business Development/Marketing (including Source Wales)
♦   Business Support (including the @Wales Digital Media Initiative)
♦   Area Development/Property
♦   Land Reclamation

Source Wales is a buyer-driven initiative aimed at helping Welsh companies win more business by providing them with the support they need and matching them with manufacturers in the UK and mainland Europe.

> "Source Wales provides support for businesses to find high-quality Welsh suppliers. We work with buyers to identify their precise needs. The aim is to provide the buyer with a short-list of quality Welsh suppliers who can meet the company's requirements.
>
> Supplier Development Source Wales works with Welsh suppliers to ensure their performance meets the high standards expected by today's top companies. We do this through a range of business improvement programmes and customised sector initiatives
>
> Source Wales is a dedicated team of expert professionals with direct, hands-on experience of international markets and industries. Many of our specialists owe their depth of skill and experience to working as senior managers in private industry, often with the world's leading multi-nationals." [49]

The @Wales Digital Media Initiative[50], is an initiative devoted to Internet and digital media, focused specifically on digital business enterprise development, including ventures in new media, communications, electronic solutions and information technology.

Information about key sites in South East Wales is available at:

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[48] http://www.wda.co.uk/index.cfm/property_advice_and_support/baglan_energy_park/en1993
[49] http://www.wda.co.uk/index.cfm/developing_your_business/source_wales/en121
[50] http://www.atwales.com/

http://www.wda.co.uk/index.cfm/property_advice_and_support/wda_properties/south_east_wales_properties/en2634

Further information about the work of the South East Wales Division is available at:
http://www.wda.co.uk/index.cfm//wda_home/south_east_division/en211

3.5   International Directorate

The International directorate is a sales and lead generation team charged with securing new inward investment projects for Wales. It has its own website *Locate In Wales*[51]. The Division employs 114 staff and in 2004-05 the budget for 'Foreign Direct Investment' was £6.5 million. The budget for 'Supply Chains and Networks' was £6.7 million. There was also a budget of about £1 million for 'Bespoke Premises into Wales'.

The teams based in Cardiff comprise:

♦   Advanced Manufacturing
♦   Internationally Traded Services
♦   Project Services
♦   Property

under the umbrella of International Services and

♦   Strategic Business Development
♦   Marketing and Research

under the umbrella of Finance and Development.

As a separate entity but nevertheless related to the whole, there are two Strategic Accounts Directors.

3.5.1   International Services

The Advanced Manufacturing and Internationally Traded Services teams are responsible for identifying and converting new inward investment opportunities within specific sectors, although the remit is not limited to those specific sectors.

The Project Services team comprises a team dedicated to providing professional presentations, a research discipline and Regional Liaison Executives who are the overseas colleagues' point of contact in Wales, especially for the organisation of inward visits.

The Welcome to Wales team provides a service to clients involving house searches, searches for schooling etc.

3.5.2   Finance and Development

The Strategic Business Development team is charged with lead generation and the identification and establishment of relationships with companies.

The Marketing team markets Wales as an inward investment location both in the United Kingdom and overseas and there is a Strategic Analysis function.

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[51] http://www.locate-in-wales.com/Homepage.aspx?id=04a2f196-5959-4187-8850-3f0872cd34c0

3.5.3   Strategic Accounts Directors

The Strategic Accounts Directors are responsible for key accounts in Wales on a global basis. Their job is to identify and help convert opportunities for growth by existing strategic investors and to identify related opportunities.

3.5.4   Overseas

International is represented in key markets overseas.

The European and North American markets are managed out of Amsterdam. There are specific officers for:

♦   Benelux & Scandinavia - based in Amsterdam
♦   France – based in Paris
♦   Ireland – based in Dublin
♦   Italy – based in Milan
♦   Germany – based in Cardiff
♦   America (West Coast) – based in San Francisco
♦   Canada – based in Toronto and Ottawa
♦   America (East Coast) – based in New York
♦   America (Mid West) – based in Chicago

Asia Pacific is managed out of Hong Kong and there are officers responsible for:

♦   Australia/New Zealand – based in Sydney
♦   India – based in Delhi (KPMG secondee)
♦   Greater China - based in Taipei, Hong Kong, Beijing and Shanghai

North Asia is managed out of Tokyo and there is representation there and in Seoul.

In addition to direct representation at these locations, consultants are engaged in what might be termed as subsidiary targets. It is the job of colleagues in overseas markets to identify new inward investment opportunities and, with colleagues in Cardiff, to convert those opportunities into inward investment projects for Wales.

The Agency's Business Plan states that over the plan period 2004-2007 it will:

"Strive to increase our market share of inward investment, which includes mobile foreign direct investment, expansions by existing investors and exploring other support opportunities within the parent group of companies with operations in Wales.

Our inward investment efforts will continue in the donor markets and sectors that have been traditionally good to Wales. In terms of markets, North America, North Asia, Europe and the United Kingdom have been significant donors and we will build on the reputation that Wales has gained in those markets. The sectors on which we will focus, with an emphasis on high quality opportunities, while not ignoring more traditional opportunities will embrace aerospace, automotive, electronics, pharmaceuticals, medical devices, financial services and business services.

These efforts will be supplemented by our activities in Asia Pacific and what might be termed as emerging markets, such as China and India. Additionally, we will build

in all of these markets, on the opportunities that Wales presents to companies engaged in software development, opto-electronics, biotechnology and a range of other high value added industries."[52]

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[52] WDA Business Plan 2004-2007
07http://www.wda.co.uk/resources/PDF%20version%20of%20final%20WDA%20Business%20Plan%20English.pdf

3.6   Marketing Division

The Division employs 46 staff and in 2004-05 the budget for marketing activity was £10 million.

The Agency's marketing strategy supports the Welsh Assembly Government's 'A Winning Wales' strategy and the division is organised into teams in order to communicate and deliver the marketing strategy:

♦   Sector marketing
♦   Technium marketing
♦   Regional marketing
♦   Marketing Communications
♦   Public relations
♦   Internet and Technology marketing

In addition it is responsible for:

♦   The Client Services Department QED Centre (Contact Centre for Welsh businesses and International customers) at Treforest.
♦   Reception front line customer contact.

3.6.1   Sector Marketing

The Sector marketing team has marketing managers responsible for promoting the following key sectors:

♦   Aerospace & Defence
♦   Automotive
♦   Financial and Business Services
♦   Life sciences
♦   IT and New Media

The Agency "has expertise in supporting business to grow that are based in the following key sectors:

♦   Aerospace
♦   Agri-food
♦   Automotive
♦   Biosciences
♦   Creative Industries
♦   Energy (see Section 3.4.3 above)
♦   Financial and Business Services
♦   Software and IT Services"[53]

The Accelerate Wales Original Equipment Manufacture (OEM) Clusters programme[54] is a supply chain improvement programme for the automotive industry that provides the

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[53] http://www.wda.co.uk/index.cfm/developing_your_business/sectors/sectors_microsite/en4490
[54] http://www.wda.co.uk/index.cfm/developing_your_business/sectors/automotive/accelerate/en6698

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project management resources for improvement activity within the lead company and the supply chain.

The key driver for the Automotive sector is the exploitation of the **Wales Rally GB's** Motorsport Initiative[55]. This will benefit the automotive sector, but could also realise a more innovative approach to engaging with a broad range of sectors, in particular - Aerospace.

The Welsh Assembly Government and the WDA launched the Creative Industries strategy for Wales in December 2004. The strategy:

> "explains how the Welsh Assembly Government intends to expand its already comprehensive portfolio of support to encompass the creative industries – businesses rooted in the exploitation of creative intellectual property (IP)."

And

> "The Welsh Assembly Government believes that, together with enhanced public sector understanding of the creative industries, the following major elements of public investment are now needed to encourage Wales-based businesses to create, retain and exploit IP, including:
> ♦   A new £7 million creative IP fund, designed to secure work for Wales and its creative businesses
> ♦   More and better strategic investment in Wales-based creative businesses
> ♦   A new strategic approach to providing business support for the creative industries
> ♦   Re-focussed training and education." [56]

Funding for media companies in Wales is also available from the Media Plus programme run by the EU. The WDA helps companies apply for Media Plus support through the Cardiff office of MEDIA Antenna Wales[57]. Funds can be used for project development, training or distribution in film, TV and multimedia.

The WDA offers a range of information and support to the Financial Services sector in Wales[58].

The WDA also offers support to the Software and IT Services Sector[59].

For both of these Sectors, the Regional Innovation Grant, SPUR, SPUR plus, SMART and the Technology Exploitation Programme (TEP) are available, all aimed at encouraging product innovation.

The WDA works with Sector Fora that have been established in Wales, including formal funding agreements with the Automative Forum and the Aerospace Forum. The WDA

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[55] http://www.wda.co.uk/resources/06_11_03.doc
[56] http://www.wales.gov.uk/subitradeindustry/content/wda-creative-wp-e.pdf
[57] http://www.mediadesk.co.uk/media.taf?_c=wales
[58]
http://www.wda.co.uk/index.cfm/developing_your_business/sectors/financial_and_business_services/financial_services/en5872
[59] http://www.wda.co.uk/index.cfm//developing_your_business/sectors/tech_industry/software_and_it_services/en5694

worked with the Welsh Electronics Forum and the Welsh Assembly Government during 2004 to launch a sector strategy, *Towards a Technology Industry Strategy for Wales[60]*.

3.6.2 Technium Marketing Team

The aim of the Technium Marketing Team is "to encourage future deal flow into Technium through effective delivery of key Technium marketing initiatives and to enhance the Technium product offer through the introduction of complementary, specialist, business support for Technium companies and associate members"[61].

The strategic marketing is managed through the Technium marketing manager (based centrally). The team also runs Technium Challenge[62], an annual competition designed to encourage and offer new or existing businesses with rapid growth potential the opportunity to enter a fast-track route into a Technium in Wales. The latest competition is running from November 2004 to May 2005. See also the Technology and Innovation Group in Section 3.3 above.

Ryder Cup 2010: The Marketing Division lead in the co-ordination of the WDA Ryder Cup Strategy. To further the economic benefits for Wales the strategy focuses upon inward investment, entrepreneurship, technology, food and marketing. The WDA strategy plays a part in the over-arching five-year 'Ryder Cup 2005-2010 strategy for Wales[63]'.

3.6.3 Regional marketing

This team prepares detailed operational plans for the delivery of regional marketing objectives. Each region has different strengths and needs, namely:

North: support a range of strategic initiatives including North Wales Economic Forum campaign, Brymbo regeneration work, other property marketing initiatives including, Parc Menai, Llandudno Junction and new locations in North West Wales and Technium development.

Mid Wales: developments such as Technium, Aberystwyth, the development of business infrastructure, becoming a centre of gravity for key emerging sectors in the region. In addition, Parc Aberporth which aims to stimulate and develop the UAV and aerospace sectors in Mid Wales with potential linkages to the airfield at Llanbedr.

South West: concentration on attracting investment to the region through lead generation for key strategic sites such as SA1 Swansea Waterfront, South Llanelli, and Baglan.

South East: supports a range of strategic initiatives including the SEWEF (South East Wales Economic Forum) Capital Wales campaign, Newport Unlimited's regeneration work, Heads of the Valleys, Mid Valleys and Coastal Belt zones.

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[60] http://www.welsh-electronics.com/for_companies/business_improvement.php/S1=185~subsector=Business%20Improvement
[61] http://www.wda.co.uk/index.cfm/wda_home/technium/about_technium/en4424
[62] http://www.wda.co.uk/index.cfm//wda_home/technium/technium_challenge/en4431
[63] http://www.wda.co.uk/index.cfm/wda_home/events/ryder_cup_2010/en2379

The Regional Marketing Manager is based in Newtown and manages staff based in each of the Regional Divisions.

3.6.4 Marketing Communications

The team oversees:

- ♦ brand management
- ♦ procurement of WDA marketing suppliers
- ♦ property marketing strategy
- ♦ corporate marketing material; including Busnes magazine[64]
- ♦ marketing support for areas such as:
  - ➢ Business Eye
  - ➢ Land Division
  - ➢ Rural activities
- ♦ energy website, to support the Energy Office
- ♦ sponsorship and events

The Marketing Division also maintains the WDA website and promotes it as a source of information and enquiry channel for target audiences.

3.6.5 Public Relations

The purpose of the Public Relations (PR) function has been to devise, present and implement the public relations strategy and to review and amend it when appropriate. The team is expected to devise and manage evaluation procedures that demonstrate that the PR strategy is working and that PR expenditure is resulting in press coverage that reaches previously identified target audiences with the correct key messages.

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[64] http://www.wda.co.uk/index.cfm/wda_home/_busnes__the_wda_e_zine/en523

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3.7 Finance Wales

Finance Wales[65] is a separate company established by the WDA and the Welsh Assembly Government. It employs 102 staff and in 2004-05 had a budget of £6.8 million.

Finance Wales aims to encourage small and medium-sized businesses in Wales "to realise their true potential for innovation and growth".

It has its own Board and executive management structure. Staff are based in Oakleigh House, Park Place in Cardiff, with some staff based in the WDA offices in Treforest, Swansea, Newtown and St. Asaph.

Xénos[66] is a business introduction service, which introduces investors to companies seeking growth funding, and who are prepared in return to offer an equity share in the business. It is a separate wholly-owned subsidiary of Finance Wales. It runs the Xénos Accelerate Initiative (XAI) and the Xénos Piggy Bank Accelerate Initiative (XPBAI).

Finance Wales Investments Limited is also a wholly-owned subsidiary of Finance Wales Limited, with its own board.

Finance Wales offers a range of business loans from £1,000 to £100,000 including sector specific loans to community-based businesses[67] and the renewable energy sector[68]. In addition there is a fast track application to provide micro loans with a minimum of paperwork[69].

The Spinout Wales programme[70] provides loans to help new businesses 'spinout' from Higher Education Institutions in Wales.

Equity investment[71] is an option for businesses that may have exhausted alternative debt or private resources but still require more funding.

Equity Investments range from £10,000 to £750,000 and are only available to limited companies based in Wales that are financially viable. Preference is given to those with technological or innovative characteristics.

Mezzanine finance[72] was established to fill the gap between traditional debt and equity funding. It consists of a loan, repayable over a 5-year term, with an option to exercise an equity shareholding in the company, upon repayment of the loan.

Mezzanine finance is aimed at two specific areas:

♦ Businesses whose core business is based on scientific or technical knowledge and who often experience difficulties in raising finance.

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[65] http://www.financewales.co.uk/eng/
[66] http://www.xenos.co.uk/english/what_xenos/home.htm
[67] http://www.financewales.co.uk/eng/support.php/c_type=content~c_id=58~sM_id=10~ssM_id=66
[68] http://www.financewales.co.uk/eng/support.php/c_type=content~c_id=86~sM_id=10~ssM_id=98
[69] http://www.financewales.co.uk/eng/support.php/c_type=content~c_id=96~sM_id=10~ssM_id=108
[70] http://www.spinoutwales.com/htdocs/homepage.asp
[71] http://www.financewales.co.uk/eng/support.php/c_type=content~c_id=32~sM_id=10~ssM_id=16
[72] http://www.financewales.co.uk/eng/support.php/c_type=content~c_id=34~sM_id=10~ssM_id=17

♦ Businesses that are experiencing a change of ownership such as the retirement or death of an owner, a management or employee buy-out or dissolution, or the sale of the company, whether undertaken through choice or necessity.

UK Steel Enterprise Investment[73] is working with Finance Wales to assist with the delivery of Mezzanine finance.

Finance Wales also provides practical advice to help businesses access appropriate working capital finance and provides a range of management support, including the provision of 'Investment Ready' courses for entrepreneurs and advisers.

The HSBC UK / Finance Wales Enterprise Fund for Wales[74] is a Joint Venture, in which Finance Wales has a 30% share, to provide investment funds of up to £250,000 for Welsh companies.

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[73] http://www.uksteelenterprise.co.uk/
[74] http://www.ukbusiness.hsbc.com/hsbc/rf/specialised-debt-and-equity-finance#uk_enter_funds

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3.8 Support for Communities and Individuals

These programmes and initiatives cut across many parts of the Agency. Apart from support for rural Wales (see Section 3.2 above), the Agency's business plan includes a number of regeneration and environmental improvement projects including:

♦ Phurnacite reclamation
♦ Newport Urban Regeneration Company (Newport Unlimited)[75]
♦ SA1 Swansea Waterfront[76]
♦ Fishguard/North Pembrokeshire regeneration (including Parc Aberporth)[77]
♦ National Waterfront Museum, Swansea[78]
♦ Blaenau Gwent – Urban regeneration
♦ North East Wales, Key Investment Area – Urban regeneration
♦ Torfaen - Urban regeneration

Most of these projects will be the responsibility of the appropriate Regional Division (Section 3.4) and Land Development & Legal Services Division (Section 3.1).

The Agency also operates the Community Regeneration Toolkit[79]. This is a programme to support sustainable economic and social regeneration of communities across Wales. The Tool-kit scheme operates throughout Wales with Objective 1, Objective 2 and Objective 3 funding from Europe.

The 2004-05 budget headings for Support for Communities were as follows:

Environmental Improvement	£4.4 million
Urban and Rural Renewal	£27.1 million
Sustaining Communities	£3.9 million
Land Reclamation	£16 million

There is also a budget of £11.9 million for Support for Individuals: Participation. Many of these projects are delivered by Enterprise Support in the Business Support Directorate.

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[75] http://www.wda.co.uk/index.cfm/property_advice_and_support/newport_unlimited/en1354
[76] http://www.wda.co.uk/index.cfm/property_advice_and_support/sa1___swansea_waterfront/en833
[77] http://www.wda.co.uk/index.cfm/property_advice_and_support/parc_aberporth/en886
[78] http://www.nmgw.ac.uk/nwms/
[79]

http://www.wda.co.uk/index.cfm/working_with_your_community/property_and_infrastructure/community_regeneration_toolkit/en118

3.9 Human Resources directorate

The HR directorate employs 19 staff and is responsible for optimising the performance and well-being of the organisation and the employees within it. This covers four key roles:

♦ Optimising the performance of the organisation through change management, organisational design, mergers & acquisitions and recruitment expertise;
♦ Optimising the performance of the employees with career development, succession planning, performance management and training & development;
♦ Optimising the well-being of the employee with focus on company policies & government legislation, compensation & benefits, health & safety and job design & evaluation;
♦ Optimising the well-being of the organisation with leadership in the areas of employee relations, industrial relations, work life balance and internal communications.

3.10 Finance

The Finance function is responsible for leading the WDA's accounting, funding, financial planning, procurement, financial, governance, risk and systems management.

Some specific examples are:

♦ managing the financial responsibilities: e.g. ensuring finance compliance and support functions discharge their responsibilities
♦ ongoing development of new initiatives e.g. implementing the Property Funding Strategy
♦ procurement – aiming to implement best practice procurement methods
♦ risk management – continuing to develop the approach to managing risk and uncertainty.

3.11 Running Costs

The budget for Overhead Management Running Costs (MRC) of the Agency in 2004-05 was £31 million. This does not include the costs of staff etc. who are directly delivering services (Operational MRC), the budget for which was £12.2 million in 2004-05. In addition, the Land Development and Legal Services Division had an Overhead MRC of £2.8 million in 2004-05, out of a total budget of £30 million. However, the Division is expected to be self-financing.

In addition, the Agency has other costs associated with capital borrowing, VAT and repayments to the National Loan Fund. The 2004-05 budget for these costs was £38.6 million.

4   Relationship with the Welsh Assembly Government

The WDA falls under the remit of the Economic Development and Transport Minister. The Welsh Assembly Government issues an annual Guidance and Priorities letter (formerly known as a Remit Letter) to the WDA which sets out the Agency's role in fulfilling the Welsh Assembly Government's agenda as set out its key strategies. These include *A Winning Wales*[80] (the Assembly Government's Economic Development Strategy), *Wales: A Better Country*[81] (the Assembly Government's programme for 2003-2007) and *People, Places, Futures* (the Wales Spatial Plan).

4.1   Guidance and Priorities Letter for 2005-06

The Minister's draft letter for 2005-06 was presented to the Economic Development and Transport Committee on 1 December 2004, as part of the WDA's half-year progress report on delivering its Business Plan for 2004-2007. The draft letter is included as Annex A to this paper. It includes details of the budget allocated to the WDA by the Welsh Assembly Government for the next three years.

The letter states:

> "In the light of the impending merger between the WDA and the Assembly Government, we have agreed to operate a joint business planning round for 2005-06 within a context of needing to ensure business continuity while delivering this major organisational change. In the light of this, there will be no sharp changes in priorities from those set out in the 2004-05 remit letter."

The 2004-05 remit letter is more detailed and is available at:
2004-05 WDARemitletter

4.2   Reports to Economic Development and Transport Committee

The WDA is required to report on its progress to the Assembly's Economic Development and Transport Committee. It does so about once every six months. The Committee considered the latest six-monthly progress report from the Agency on 1 December 2004.[82] In his covering paper, the Minister said:

> "The report provides an opportunity for the WDA to set out its achievements against its strategic targets for the first half of the current financial year. The targets were published in the Agency's Business Plan for 2004-2007." [83]

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[80] A Winning Wales http://www.wales.gov.uk/themesbudgetandstrategic/content/neds/index.html
[81] Wales: A Better Country http://www.wales.gov.uk/themesbettercountry/index.htm
[82] People, Places, Futures http://www.wales.gov.uk/themesspatialplan/index.htm
http://www.wales.gov.uk/servlet/EconomicDevelopmentAndTransportCommittee?area_code=N00000000000000000000000
00000008&document_code=N0000000000000000000000026316&p_arch=post&module=dynamicpages&month_year=
12|2004
[83] WDA Business Plan 2004-2007
07http://www.wda.co.uk/resources/PDF%20version%20of%20final%20WDA%20Business%20Plan%20English.pdf

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5 Business Plan 2004-2007

The Business Plan sets out how the WDA's operational programmes fit into a framework of the Agency's customer groupings:

Customer Grouping	Operational Programmes	Business Plan Headings
A. Competitive Businesses	a) General Business Support	♦ Enterprise Development ♦ Business Birth Rate ♦ Business Eye
	b) Specialist Business Support	♦ Supply Chains & Networks ♦ Innovation and Technology ♦ Finance Wales ♦ Food ♦ Information Society and ♦ Media ♦ Bespoke Premises ♦ Inward Investment (re-investment)
	c) Business Infrastructure	♦ Advance Premises ♦ Site development
B. Vibrant Communities	a) Support for Communities	♦ Sustaining Communities ♦ Environmental Improvements ♦ Land reclamation ♦ Urban and Rural Renewal
C. Opportunities for People	a) Support for Individuals	♦ Participation (activities aimed at increasing the participation of people in the economy)
D. Corporate Programmes	a) International b) Marketing c) Land Development and Legal Services d) Strategy Development e) Human and Financial Resources	

Current targets and performance

The table below taken from the six monthly report to the EDT Committee on 1 December 2004 shows progress against the agreed targets.

September 2004	Jobs created			Jobs safeguarded			Capital investment/PSI £'000			New Starts		
	Target	Actual y.t.d	Forecast Outturn	Target	Actual y.t.d	Forecast	Target	Actual y.t.d	Forecast	Target	Actual y.t.d	Forecast
Competitive Business												
General Support	8,650	3,437	8,950	2,220	1,813	3,244	11,860	29,908	35,980	4,200	2,234	4,634
Specialist Support	12,900	3,740	11,846	14,330	5,041	12,165	610,625	435,290	720,600	400	136	332
Business Infrastructure	430	163	558	80	92	142	33,490	3,322	84,457	6	6	6
Vibrant Communities	510	115	1,098	750	594	907	43,590	18,022	55,581	5	0	4
Opportunities for People	1,020	344	858	120	178	238	435	65	284	745	313	685
Total	**23,510**	**7,799**	**23,310**	**17,500**	**7,718**	**16,696**	**700,000**	**486,607**	**896,902**	**5,350**	**2,683**	**5,661**
Of which:												
West Wales & Valleys	14,140	4,679	13,986	10,600	4,631	10,018	550,000	291,964	538,141	3,000	1,610	3,397
East Wales	9,370	3,120	9,324	6,900	3,087	6,678	150,000	194,643	358,761	2,350	1,073	2,264

  y.t.d = year to date

6 Budget

The Business Plan sets out a summary of planned expenditure in 2004-05 by operational programme:

	Total £ thousands
Support for Business	
General Support	**32,057**
Enterprise Development Programme	20,306
Business Eye	5,536
Business Birth Rate	6,215
Specialist Support / Key Sectors	**102,777**
Supply Chains & Networks	6,666
Innovation & Technology	39,025
Information Society	7,554
Finance Wales	6,822
Food	22,693
Bespoke Premises (Businesses in Wales)	19,077
Bespoke Premises (Businesses into Wales)	940
Business Infrastructure	**35,933**
Telecommunications	250
Advance Premises	15,089
Site Development	13,504
Welsh Industrial Partnerships	1,000
Bute Avenue	6,090
Support for Communities	**51,460**
Environmental Improvement	4,445
Land Reclamation	15,990
Urban and Rural Renewal	27,140
Sustaining Communities	3,885
Support for Individuals	**11,874**
Participation	11,874
Corporate Programmes	**40,157**
Operational Management Running Costs (MRC)	12,153
Foreign Direct Investment (FDI) Generation	6,485
Marketing	10,000
Strategic Planning/Strategy Development	6,298
Structural Funds Partnerships	1,225
Property Management	3,996
sub total	*274,258*
Unallocated provision	*8,500*
Total Programme expenditure	*282,758*
Overhead Management Running Costs (MRC)	31,049
VAT/Taxation	3,596
National Loans Fund (NLF) deficit	1,800
Capital charges	33,159
TOTAL ALL PROGRAMMES	**352,362**
Land Division*	**30,000**
TOTAL EXPENDITURE	**382,362**

* Land Division is expected to be self-financing

In 2004-05, the WDA expected to received the following income in order to finance the above operational programmes:

Income Source	Total £ thousands
Assembly Grant Funding	£208,791
Assembly Ring Fenced Project Funding	£43,549
Capital Receipts	£43,000
Revenue Receipts	£6,000
Assembly Match Funding/Pathways to Prosperity	£10,000*
European Receipts	£41,022
Total (excluding Land Division)	**£352,362**

*Planning assumption

The 2005-06 Guidance and Priorities letter shows that the amount of Assembly Grant Funding for 2005-06, 2006-07 and 2007-08 will be £209,241,000 per annum. Ring-fenced budgets will also continue to be made available for specific projects.

7   Other sources of information

WDA website:
http://www.wda.co.uk/index.cfm/wda_home/index/en2

Directory of WDA European Projects – October 2004
http://www.wda.co.uk/resources/CompressedCorrectProjectDirectory4.pdf

WDA Business Plan 2004-2007
07http://www.wda.co.uk/resources/PDF%20version%20of%20final%20WDA%20Business%20Plan%20English.pdf

WDA Remit Letter 2004-05
http://www.wales.gov.uk/servlet/EconomicDevelopmentAndTransportCommittee?area_code=N0000000000000000000000000000008&document_code=N000000000000000000000000017624&p_arch=post&module=dynamicpages&month_year=2|2004

A Winning Wales
http://www.wales.gov.uk/themesbudgetandstrategic/content/neds/index.html

Wales: A Better Country http://www.wales.gov.uk/themesbettercountry/index.htm

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A   Welsh Development Agency (WDA) Guidance and Priorities Letter 2005 – 2006

1. The Welsh Assembly Government's strategic agenda for its four-year term is set out in *Wales: A Better Country*. This remit letter sets out the role that we have agreed the WDA will fulfil in relation to this strategic agenda during 2005-06. The financial support allocated to underpin this work is set out in Annex 1.

2. *Wales: A Better Country* sets out the Cabinet's overall vision for change, four key priority outcomes, and the underpinning priorities of sustainable development, social inclusion and equality of opportunity. The priority outcomes are:

   ♦   helping more people into jobs;
   ♦   improving health;
   ♦   developing strong and safe communities; and
   ♦   creating better jobs and skills.

3. The WDA has a lead role in helping more people into jobs and creating better jobs through the delivery of the Assembly Government's long term economic development

4. In the light of the impending merger between the WDA and the Assembly Government, we have agreed to operate a joint business planning round for 2005-06 within a context of needing to ensure business continuity while delivering this major organisational change. In the light of this, there will be no sharp changes in priorities from those set out in the 2004-05 remit letter.

5. We have however jointly identified the following areas from the 2004-05 remit letter that will warrant particular emphasis both in terms of priority and resources in 2005-06:

   ♦   Structural Funds – maximising the economic benefit from the Structural Funds programme will continue to be our top priority in 2005-06;

   ♦   Mergers – continuing to play a full part in the merger of WDA,WTB and ELWa with the Assembly Government.

   ♦   Working with Team Wales partners to continue to support businesses; and taking forward work on sectors will also continue to be a priority, particularly in the energy, aerospace, automotive and creative industries sectors.

   ♦   Under the innovation and entrepreneurship agenda, the knowledge bank and delivering a technium strategy will be key priorities.

   ♦   Delivering the property strategy and continuing to work closely with the Assembly on the implementation of the Wales Spatial Plan during 2005-06 will also be important, particularly in the regeneration arena.

   ♦   Delivering a sub-regional regeneration strategy for the Heads of the Valleys will be major project for 2005-06 and the Agency's engagement in the project, working with

partners, will be critical. Similarly, the Agency will take the lead role in developing a coastal economic development framework;

♦ Contributing fully to the planned revision of *A Winning Wales*, the Assembly Government's economic development strategy.

Making the Connections

6. The Welsh Assembly Government's vision for public services set out in Making the Connections seeks to improve the quantity and quality of services through more effective co-operation and co-ordination between agencies across Wales. The merger between the Assembly Government and the WDA is a significant step forward towards an integrated Welsh public service. To that end, it is essential that during 2005-06 WDA continues and strengthens its relationships with the other key stakeholders involved in delivering our strategic agenda. In particular, this means:

♦ supporting the implementation of the Wales Spatial Plan, and the Sustainable Development Action Plan;
♦ supporting the delivery of local authorities' Community Strategies; and
♦ engaging with relevant Community First Partnerships, where appropriate, to assist in the delivery of Community Action Plans.

Communication

7. We have discussed the need for Team Wales to make more of opportunities, such as the Ryder Cup in 2010 and the Wales Rally GB, to raise Wales' profile at home and abroad. It is also important that we build on the progress made in 2004-05 to develop a more coherent and integrated approach to our communication work. To that end we will work together to develop a joint Strategic Communication Plan for 2005-06.

Mainstreaming

8. The Assembly Government's duties towards sustainable development equality, partnership working, and promoting the Welsh language4 need to be fully integrated into all business practices, including estate management, procurement and programme design and delivery. The business plan needs to set out how these statutory duties and principles will be mainstreamed in 2005-06.

Outputs

9. The Agency's business plan for 2005-06 will include targets and other key indicators of performance, based on your gross budget for 2005-06. Like last year, they will be challenging targets that have been agreed between us.

10. We share a commitment to strengthening our evaluation programme and to putting in place a rigorous joint research and evaluation plan for 2005-06.

11. As you know, financial support from the Assembly Government for all the Agency's activities is contingent upon compliance by the Agency with the contents of its Management Statement and Financial Memorandum.

12. Copies of this letter will be placed in the Assembly Library. Copies are also being sent to my Cabinet colleagues, the Chairs of the National Assembly's Subject Committees, the Auditor General for Wales, the Chairs of the National Council – ELWa, HEFCW,

the Countryside Council for Wales, the Environment Agency, the Wales Tourist Board, the Welsh Local Government Association and the Director of Job Centre Plus. Copies also go to the Directors of the Confederation of British Industry Wales, the Wales Trades Union Congress, and the Directors of the Federation of Small Businesses, the Institute of Directors, and Chamber Wales.

Annex 1 WELSH ASSEMBLY GOVERNMENT FUNDING

Your grant in aid and receipt allocations in the Assembly budget for 2005-2006 and the indicative allocations for 2006-2007 and 2007-2008 are:

		£000's	
Budget Expenditure Lines	2005-06	2006-07	2007-08
Running Costs	31,049	31,049	31,049
Capital Expenditure	98,576	98,576	98,576
Capital Receipts[b]	-43,000	-43,000	-43,000
Current Expenditure	89,133	89,133	89,133
Current Expenditure – Finance Wales	4,099	4,099	4,099
Current Receipts	-6,000	-6,000	-6,000
NLF/PDC	1,000	1,000	1,000
Depreciation/Cost of Capital	32,059	32,059	32,059
Provisions	1,100	1,100	1,100
Structural Funds Partnerships	1,225	1,225	1,225
Total Welsh Development Agency	209,241	209,241	209,241

The Agency is required to account for expenditure and receipts against each of the above Budget Expenditure Lines. Transfers between these Budget Expenditure Lines can only be made if they have been approved in advance by the Assembly.

Ring-Fenced Budgets

In addition to Grant in aid, the Assembly Government also makes available a number of other budgets for specific individual projects, known as ring-fenced budgets. The Agency must endeavour to spend these amounts within the financial year to which they are allocated, as there can be no guarantee of authorisation to carry forward any ring fenced funds that remain unspent in excess of the Agency's carry over delegation of 2% of its gross budget.

B Alphabetical Index of WDA programmes and Initiatives

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Agri-Food initiatives	3.3.5	14	http://www.wda.co.uk/index.cfm/developing_your_business/true_taste/en280
Article 33 of the Rural Development Plan	3.2	8	http://www.wda.co.uk/index.cfm/working_with_your_community/rural_programmes/article_33/en5885
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Broadband programmes	3.3.4	13	http://www.wda.co.uk/index.cfm/technology_and_innovation/broadband/en249
Broadband Strategy	3.3.4	13	http://www.cymruarlein.wales.gov.uk/fe_irc/details.asp?ircid=69
Business Eye	3.3.1	9	http://www.businesseye.org.uk/
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Centres of Excellence for Technology and Industrial Collaboration (CETIC)	3.3.3	12	
Community Regeneration Toolkit	3.8	30	http://www.wda.co.uk/index.cfm/working_with_your_community/property_and_infrastructure/community_regeneration_toolkit/en11
Commitment to Innovation programme (CTI)	3.3.3	12	http://www.cti-wales.com/eng/index.php
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Creative Industries strategy	3.6	25	http://www.wales.gov.uk/subitradeindustry/content/wda-creative-wp-e.pdf
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Engineering Centre for Manufacturing and Materials (ECM^2)	3.3.3	12	http://www.wda.co.uk/index.cfm/property_advice_and_support/ecm2/en1727
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HSBC UK / Finance Wales Enterprise Fund for Wales	3.7	28	http://www.ukbusiness.hsbc.com/hsbc/rf/specialised-debt-and-equity-finance#uk_enter_funds
Innovation Action Plan (Wales for Innovation)	3.3.3	11	http://www.wda.co.uk/index.cfm/technology_and_innovation/innovation_action_plan/en737
Innovation and Technology Consultants (ITC's)	3.3.3	12	
International Directorate	3.5	21	http://www.locate-in-wales.com/Homepage.aspx?id=04a2f196-5959-4187-8850-3f0872cd34c0
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Knowledge Exploitation Fund (KEF)	3.3	12	http://www.kef-wales.org.uk/main.cfm?lang=en&main_nav=what
Land Services	3.1	6	http://www.wda.co.uk/index.cfm/property_advice_and_support/wda_properties/land_pan_wales_services/en2650
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Potentia	3.3.2	11	http://www.wda.co.uk/index.cfm/opportunities_for_people/potentia/en86
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Property Strategy for Employment in Wales (2004-2008)	3.4	16	http://www.wales.gov.uk/servlet/EconomicDevelopmentAndTransportCommittee?area_code=N0000000000000000000000000008&document_code=N0000000000000000000000026381&p_arch=post&module=dynamicpages&month_year=null
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Rural Community Action	3.2	8	http://www.wda.co.uk/index.cfm/working_with_your_community/rural_programmes/rural_community_action/en5884
Rural Development Plan for Wales	3.2	8	http://www.countryside.wales.gov.uk/fe/master.asp?n1=4&n2=256
Rural Partnership for Wales	3.2	7	http://www.wda.co.uk/index.cfm/working_with_your_community/rural_recovery_plan/en119
Rural Retail	3.2	8	http://www.wda.co.uk/index.cfm/working_with_your_community/rural_programmes/rural_retail/en5886
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Wales Rally GB	3.6	25	http://www.wda.co.uk/resources/06_11_03.doc
Wales4Innovation	3.3.3	11	http://www.wales4innovation.com/default.asp
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