

Date:	10 July 2002
Time:	14.00 - 17.30
Venue:	Committee Room 1, National Assembly for Wales, Cardiff Bay
Title:	WELSH DEVELOPMENT AGENCY: Draft Corporate Plan / Annual Report

Purpose and Action

1. This paper provides the Committee with background to the Welsh Development Agency's draft Corporate Plan 2003-2004 to 2005-2006 (attached at Annex A) and Annual Report for 2001-02 (hard copies circulated). An electronic version of the Annual Report will be available on the WDA website after publication on 10 July).
2. The Committee is invited to note and comment on the contents of the draft Plan, and note the Annual Report. Forty-five minutes has been set aside for this item.
3. WDA officials will attend the Committee meeting to present the papers and field questions. They are: -
 - Graham Hawker - Chief Executive; and
 - Gareth Hall – Executive Director, Strategy Development.

Background

4. The WDA's Corporate Plan forms an important part of its planning cycle. The Committee is considering the draft Plan in order to allow it to feed into the Assembly's Budget and Strategic Planning Round. It is a strategic document covering the three-year period from 2003-2004 to 2005-2006, and draws on the guidance set out in the Assembly's Remit letter, issued on 4 February 2002 (copy attached at Annex B).
5. The draft Plan is an overview of the Agency's proposed activities over the forthcoming three years. It will form the strategic base upon which the WDA's detailed Business Plan for 2003-2004 will be compiled.
6. The Annual Report provides a summary of the Agency's performance against strategic targets during 2001-02.

Compliance

7. The WDA was established by the Welsh Development Agency Act 1975 (as amended by the Government of Wales Act). Powers under that Act have been transferred to the Assembly and delegated to the Minister for Economic Development and his staff.

8. The WDA's Management Statement states that the Agency will produce, every year, a three-year Corporate Plan and an Annual Report (sections 3.5 and 4.4 respectively). These are both Agency documents and as such there is no requirement for the Committee, or the Minister for Economic Development, to "approve" them. However, the WDA will wish to hear the views of the Committee. There are no issues of regularity and propriety.

Financial Implications

9. The Welsh Assembly Government's supplementary budget published on 13 March 2002 outlines the WDA's budget allocation for the current financial year, and the planned funding for the following two financial years.

10. The Assembly's final budget for 2003-04 to 2005-06 will be published in November.

FINAL DRAFT

WELSH DEVELOPMENT AGENCY

CORPORATE PLAN
2003-2006

‘CREATING SUCCESS TOGETHER’

INTRODUCTION

This Plan covers the three year period from 2003 – 2006 and builds on the Agency's Corporate Plan 2002-2005 by:

1. Demonstrating the commitment of the Agency to the priorities, targets and key actions of the Welsh Assembly Government in 'A Winning Wales', and related strategies.
2. Embedding 'Creating Success Together'; the purpose and culture underpinning the modernisation of the Agency in everything that we do.
3. Highlighting the Agency's focus on achieving real and sustained outcomes for its customers through:
 - 3.1 More detailed identification of their needs.
 - 3.2 Better targeting.
 - 3.3 Streamlining our products and services, and developing new ones, which better meet their needs.
 - 3.4 Improving our account management.
 - 3.5 Delivering innovative and timely solutions tailored to their current and future needs.
4. Giving examples of the range of related Agency actions in support of achieving the priorities and targets in 'A Winning Wales'.
5. Devising more appropriate indicators and measurement of our performance in delivering outcomes for our customers, and the impacts on the economy of Wales.
6. Continuing to mainstream social exclusion, equality of opportunity and sustainable development.
7. Identifying the resources required both financial and human to achieve these outputs and the opportunity for making:
 - 7.1 Financial resources, targets and performance efficiencies.
 - 7.2 Human resource.
 - 7.3 Efficiencies.

The Plan therefore sets out a three year a framework for the detailed actions, outputs and budgets in our Business Plans, with our performance and key achievements outlined in the Agency's Annual Reports.

The Plan is neither prescriptive nor exhaustive, as the Agency must remain flexible in order to respond to the emerging challenges of a dynamic economy and environment locally, regionally and nationally. Also, to reflect the continuing developments in the wider world such as EU enlargement and reform of the CAP (Common Agricultural Policy).

1. TRANSFORMING THE ECONOMY OF WALES

The reasons underlying the current economic performance of Wales have been analysed by the Welsh Assembly Government in 'A Winning Wales'. Their strategy for transforming the economy of Wales, whilst promoting sustainability, points the need to:

- increase the knowledge, research and development, and innovation capacity in all parts of the Welsh economy;
- build on our considerable strengths in manufacturing;
- increase the number of jobs in financial and business services;
- help more people into jobs to bring down our levels of economic inactivity.

To achieve this the Welsh Assembly Government is focussing its future efforts on the following priorities:

- Encouraging Innovation
- Encouraging Entrepreneurship
- Making Wales a Learning Country
- Promoting Information and Communications Technologies
- Supporting Businesses
- Setting a Fresh Direction
- Establishing Wales in the World
- Improving Transport
- Creating Strong Communities
- Supporting Rural Wales

In last year's Corporate Plan, which preceded 'A Winning Wales', we highlighted 5 of these (encouraging Innovation and Entrepreneurship, promoting ICT, Supporting Businesses and Rural Wales) as the Agency's own priorities, and where we remain a key player. The Agency is, of course, also a contributor, either directly or through working with partners, to all of these priorities.

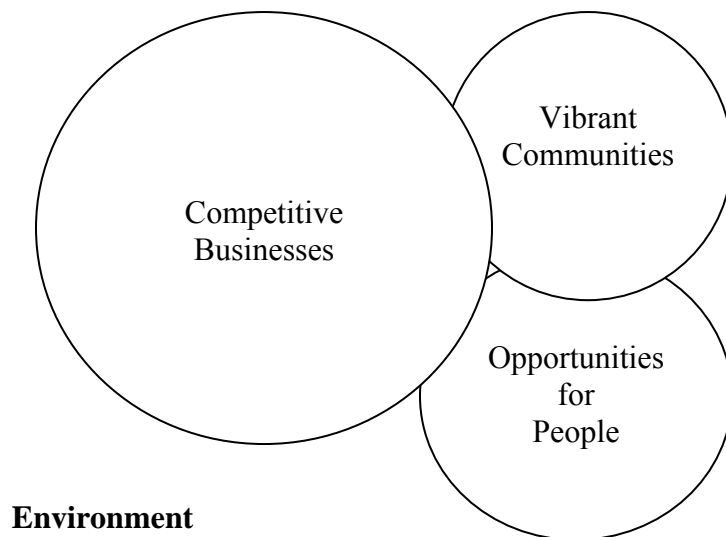
2. 'CREATING SUCCESS TOGETHER'

'Creating Success Together' sets out our understanding and approach to what the Agency does, and how we go about it working as a team and in our relations with customers. It reflects our whole culture and values, and is the yardstick by which we continuously assess our behaviours, activities, and performance.

OUR PURPOSE

We work for the **people** of Wales by stimulating more competitive **businesses** in vibrant **communities**.

OUR CUSTOMERS



WHAT WE DO

- We help more **businesses** get started in Wales.
- We help more **businesses** grow.
- We help **businesses** become more competitive.
- We help **communities** prosper.
- We help create opportunities for **people** in Wales to develop themselves and earn more.

HOW WE DO IT

- We foster confidence and ambition in relation to doing **business** in Wales.
- We help **businesses** irrespective of size, type, ownership and location, overcome barriers to success.
- We deliver solutions for **businesses** through integrated products and services which address and anticipate market needs.
- We attract and embed quality inward investment into Wales.
- We provide access to first class impartial business support.
- We play our part in **community** led, comprehensive regeneration across Wales.
- We help **communities** identify and develop ‘value adding’ opportunities.

OUR GUIDING PRINCIPLES

- We recognise that business in its widest sense generates wealth, not the Agency. Our activities are not ends in themselves but solutions for our customers which help support and sustain their success
- We also recognise our focus is not on business alone as prosperous businesses operate in thriving communities and employ and develop individuals who live in these communities.
- We believe that the Agency’s role is to help create an environment in which the businesses, communities and people of Wales can flourish through a thorough understanding of what is a dynamic marketplace, removal of the barriers to their potential success, and by responding to their specific needs.
- We will only intervene where there is an identified failure or gap in the market place. We must seek to initiate and complement, not duplicate, private sector provision.
- We accept the Agency cannot achieve this on its own. We believe in working in true partnerships where the respective partners acknowledge their roles and individual strengths by maximising the collective impact of their efforts.
- We will continuously assess our own actions and performance to maximise the benefit to our customers and make best use of our human, financial, and ICT resources.
- We are committed to embedding the cross-cutting themes of sustainable development, social inclusion and equality of opportunity in everything that we do, not treating them as an ‘add on’. They are increasingly becoming an integral part of our planning, decision making, service delivery and performance measurement processes.
- We are mindful that our customers are located across Wales, and our support needs to reflect local needs, opportunities and scale.

3. SUPPORTING OUR CUSTOMERS

The Agency's prime focus is on supporting its customers. To fully add value, we must more than simply offer a range of products or 'off the shelf' support. We must be capable of delivering innovative and timely solutions requiring the integration of different support measures tailored to individual situations.

Our customers are rightly not concerned with the details of individual Agency products and services but how effective the Agency is in meeting their needs.

To do this effectively requires a more detailed understanding of our customers. To know what their needs are, and identify where we can add value and where we cannot. The Agency's resources are always limited so we must prioritise our actions where we can achieve the most impact for our customers.

This involves better targeting, by building a comprehensive database, market sector analysis and closer working with partners. Also, improvement in the management of our relationships with customers and clear identification of the real outcomes of our support.

Developing a greater understanding of our customers goes hand in hand with the need to develop and refine our products and services in response to customer feedback on effectiveness. This is a continuous process which involves the instigation of new products and the streamlining of existing support mechanisms.

We must be pro-active as well as reactive. We must look ahead and anticipate macro-level issues that our customers are likely to in future years. We need to understand the sectors, both existing and emerging, where growth is likely to be strong. Likewise, those sectors likely to come under pressure, and to interpret and act on this with regard to businesses in Wales.

We need to use targeted proposition marketing to attract firms, both in Wales and outside of Wales, to take up opportunities in the market which, either through perception or lack of knowledge, Wales is not at present taking full advantage of.

3.1 IDENTIFYING THE NEEDS OF OUR CUSTOMERS

We recognise that businesses and the environment they operate in are constantly changing and, therefore, the needs of those businesses are also changing. To understand the issues, the Agency ensures that it is in constant contact and dialogue with businesses, their representative bodies and TUC Wales. Our account managers develop close working relationships and an understanding of the needs of a number of key businesses in Wales. The information gained is entered into a Client Management System linked with those of our partners for consistency and joint use. This information is analysed to help identify trends in the economy, and to develop new products and services which better meet our customers' needs.

Another way in which we learn is through close contact with our customers by means of our involvement in, and core funding of, various industry led sector fora. Examples are the Welsh Automotive Forum, the Electronics Forum and the newly formed Aerospace Forum. Membership is drawn from key companies within the respective sectors. The rationale behind their establishment is to provide an opportunity for the members to network, share ideas and trade more effectively together.

In 2001 the Agency carried out one of the largest ever surveys of Small and Medium sized businesses (SMEs) in Wales. This survey found that one of the greatest barriers to business growth was the cost and availability of finance. This issue is being addressed through Finance Wales, a wholly owned subsidiary of the Agency.

To maintain and enhance our customer knowledge the Agency will:

- Carry out an update of the 2001 SME survey, contacting respondees who agreed to participate in follow up work, to assess existing use of public sector support and their perception of the quality and usefulness of this support.
- Progress an outcome focused research exercise with the Assembly, ELWa and Job Centre Plus to identify specific needs of our key sectors.
- Work closely with the new Welsh Economic Research Advisory Panel to ensure that we build upon best practice and the most up to date thinking on economic issues.
- Draw on the advice of its new Board Committees in formulating strategy. Each Board Committee is focussed on a key Agency priority, and is supported by a Development Team drawn from across the Agency.
- As well as exploring the needs of businesses in Wales, we are researching and monitoring the needs of potential investors into Wales, through a dedicated team in our International Division.

3.2 TARGETING OUR CUSTOMERS

■ BUSINESSES

The Agency actively targets businesses which have the potential for growth. Inevitably, with around 70,000 VAT registered businesses in Wales and an estimated similar total below the VAT threshold, the finite resources of the Agency and its partners dictate that hard choices regarding the level and nature of business support have to be made.

The Agency's customers fall into three main areas. Businesses within our existing client portfolio, new businesses identified as a result of pro-active marketing, and businesses referred to us through the new Gateway set up following the Business Support Review. Support for these businesses is provided on both a pro-active and a reactive basis.

1. Proactive: The Agency targets businesses who have the potential for growth, and where Agency intervention can make a meaningful difference. This specialist support provides specific customers with a bespoke solution for their particular needs. This may take the form of a single product or service, or a multiple thereof, including support from other public or private bodies.

In identifying growth businesses the Agency undertakes a detailed analysis of their potential. This includes intelligent interrogation of our databases; an examination of business accounts, exploring the growth potential of the sector within which the business operates, and an analysis of how the business performs against established growth characteristics such as constantly developing and marketing new and more added value products.

2. Reactive: The local and national Gateways in Wales will offer information, initial diagnostics, and access to impartial business advice to all individuals and businesses who seek it via telephone, a website incorporating an expert system and in person.

All businesses that contact the Gateway will be assessed against the growth criteria described above, and those businesses with the potential to grow will be offered a higher level of specific proactive support by the Agency.

Our improved databases will allow detailed market segmentation to be carried out, matching to the needs of our different customers. This exercise will be enhanced through the Agency's new customer magazine, to be launched in September 2002 which will lead to a better understanding of client needs and more effective targeting of business support through positive portfolio analysis. This will be complemented by a re-launched 'Business Wales' aimed at expansions into Wales by UK and Ireland based SMEs.

In targeting new investment into Wales the Agency is operating in an increasingly changing and competitive marketplace.

Accordingly the Agency has undertaken a rationalisation of its worldwide offices and staffing. We have put in place a Business Development Team geared to inform future strategy and resourcing by gathering early intelligence on target markets, sectors and mobile projects. As a result, the Agency's resources overseas are now better matched to Foreign Direct Investment (FDI) sources. A sophisticated sector focus on Added Value Manufacturing and Internationally Traded Services, and their various sub-sectors has been adopted.

Last year, North America accounted for almost 55% of FDI new jobs in the UK with 22% being sourced from Europe. The traditional 'green-field FDI' markets of North America, Europe, Japan and Korea remain a substantial source of investment across the range of sectors.

China and India are growing sources of FDI where Wales is being seen as a location for initial investment in Europe by entrepreneurial companies with a substantial domestic presence, e.g. software and technical support. This will be relatively small scale, but producing high quality jobs with scope for major expansion in the future.

Increasingly, FDI on a similar scale and quality is also being sourced through capitalising on links with the top class research and teaching in our Welsh Universities.

As with our domestic business support programmes, for Wales to secure its market share of future FDI we must act on market intelligence and present speedy and quality propositions which match investors' specific needs, and are deliverable within their required timescales. In this field, the Agency working with 'Team Wales' has an enviable record of delivering bespoke solutions in competitive situations.

■ PEOPLE AND COMMUNITIES

The Agency's published Community Regeneration Policy is based on a 'tool-kit' approach which draws on the range of available business support and capital development activities e.g: Land reclamation, Environment, Property.

We recognise that for community regeneration to be a long term success it must be community led, with Local Authorities, community groups and voluntary bodies playing vital roles. Hence, our commitment to the development of Community Strategies.

Our Policy therefore provides for Agency support towards creating the essential community capacity to both devise and help deliver their own strategy. Such strategies must be holistic and long term in nature, but with 'early wins' to maintain the community 'buy in'.

The Agency's 'tool-kit' of support is available both to assist with the development of such strategies as well as support for their implementation. It is against this essential back-cloth that the Agency becomes involved with Community Regeneration partnerships both urban and rural.

The Welsh Assembly Government through 'Communities First' has identified the 100 most deprived communities for comprehensive support. As well as involvement in 'Communities First' the Agency will be applying the same principles for its 'tool-kit' approach to assist 'Communities of Opportunity'. These are often locations that have been identified through partnership working with Local Authorities and other bodies. The Agency's actions can make

these areas, towns and places more vibrant, and therefore better able to contribute to economic prosperity and offer an improved quality of life to its people.

The Agency targets individuals who are prospective entrepreneurs and sole traders or who run businesses with the potential for growth.

Minority and disadvantaged groups, including the disabled, racial groups, the elderly and Welsh speakers are specifically targeted to be better aware of, and take advantage of Agency support, which can be tailored to meet their specific needs.

3.3 STREAMLINING OUR PRODUCTS AND SERVICES

The Agency continually looks to develop new programmes, improve or rationalise existing ones and exit from activities which are no longer sufficiently effective. This necessitates being constantly aware of developments in our key markets and reacting speedily ahead of time to their implications. For example, the Agency anticipated EU action to close down existing property support schemes in the UK and achieved EU approval to new schemes significantly ahead of the rest of the UK. The Agency's drive to encourage best practice in environmental management and sustainable use of resources will no doubt see new programmes being developed.

The Agency is undertaking a comprehensive cross-mapping exercise of its business support products and services to better understand its target customer groups. This will identify any areas of overlap and streamline provision to best meet the needs of our customers.

New products and services will be developed where there is an identified gap in the market. This exercise will include a comparison of the relative impacts of our activities and will be completed during the Corporate Plan period. Currently, the existing portfolio of products and services have been grouped into 10 categories, which are readily aligned with the Corporate Plan Priorities drawn from 'A Winning Wales'.

- ACQUIRING KNOWLEDGE AND EXPERTISE FROM HIGHER & FURTHER EDUCATION incorporates the Centres of Excellence, R&D Initiative, proposed Technology Commercialisation Centre, etc.
- ADVICE AND SUPPORT FOR ESTABLISHED BUSINESSES covers the Gateways, Business Connect Plus, Source Wales, Small Towns and Villages Enterprise Initiative and other specialist programmes.
- BROAD INFRASTRUCTURE DEVELOPMENT/CAPACITY BUILDING includes the promotion of an entrepreneurial culture and Graduate Employment Awareness Training.
- BUSINESS START UP SUPPORT embraces the Entrepreneurship Action Plan, Business Birth Rates Strategy, Enterprise Development, New Business Starts Programme and the Finance Wales Business Angel Network.
- ICT SUPPORT covers ICT support centres and Wales SME-Business.
- SOCIAL/COMMUNITY ENTERPRISE SUPPORT includes elements of the Rural Recovery Plan and Regeneration 'Tool Kit'.
- SUPPLIER SOURCES is made up of the Source Wales Programmes and Local Purchasing.
- TECHNOLOGY AND INNOVATION SUPPORT includes sector development Technium Management, Wales IT Centre.

3.4 ACCOUNT MANAGEMENT

The Agency will continue to prioritise targeted account management through the establishment of close working relations with businesses where our support ‘makes a difference’, i.e. delivers measurable outcomes.

The main focus is on businesses (of any size) with the potential for growth, particularly in established key sectors and emerging sectors. Also dedicated account manages support businesses which make a significant contribution to their local economies as major employers.

The Agency’s current Account Management portfolios also include businesses which were originally Inward Investors that have become embedded in the economy of Wales through local supplier networks, establishment of R&D facilities, links with Education Sector, etc. Many of these businesses have expanded subsequently and re-invested in more ‘added value’ product lines. Such businesses are treated as businesses in Wales from their start up.

3.5 PROVIDING SOLUTIONS FOR OUR CUSTOMERS

Having identified our target customers and refined and developed a range of products and services geared to meeting their needs, it is essential that we match ‘supply’ and ‘demand’ as effectively and as speedily as possible. This is increasingly a differentiator for the Agency in a marketplace where the competition, i.e. other Regional Development Agencies (RDAs), is pursuing similar strategies and with whom we will benchmark our service delivery.

■ Providing a bespoke solution

This is the reactive delivery of a solution which meets the specific needs of the customer. It is based on a clear understanding of the needs and the Agency’s and partners’ product portfolio. The solution may be a single product or service or a multiple thereof, and the outcome will be capable of measurement as it makes a discernable difference to the customer’s operation.

■ Proposition Marketing

This is a pro-active approach to achieving outcomes through our targeting of customers. As with bespoke solutions’ proposition marketing draws on the product/service portfolio, but aims to anticipate demand. There will be different propositions for different customers in different sectors and markets, and different locations.

Tailored propositions will be presented through targeted marketing and our account management structures in Wales and overseas.

As proposition marketing also brings together the ‘supply’ and ‘demand’ sides, Agency-wide and partner involvement in its formulation is essential. For example a single proposition could bring together sector intelligence, premises, links with a University Department, a detailed demographic and skills survey specialist business support, relevant industry forum/supply chain network, hopefully in a seamless forum.

**4. EXAMPLES OF RELATED AGENCY ACTIONS
IN SUPPORT OF ‘A WINNING WALES’**

‘A WINNING WALES’ PRIORITY	KEY AGENCY ACTIONS
1. Innovation	Technology & Innovation Support Support for Acquiring Knowledge and Expertise Technium Roll Out, including Technium II, Swansea Aberystwyth Technium 2 x Regional Techniums in SE Wales Auto Technium, Dafen, Llanelli Media Technium, Gelli Aur, Llandeilo Bio Technium, National Botanic Garden OPTIC Technium, St Asaph CAST Technium, Bangor Aberporth Technology Park Aerospace, N.Wales Regional Manufacturing Centre Technology Commercialisation Centre Finance Wales Innovation Fund
2. Entrepreneurship	Business Start Up Support, including: Entrepreneurship Action Plan Business Birth Rate Strategy Diagnostic Reviews Finance Wales Small Loans Fund Spin Out Business Angels
3. A Learning Country	Joint Corporate Planning with ELWa Liaison between Regional Divisions of WDA and ELWa on current and future skills needs of businesses and key sectors Llwybro Routes Alumni Tracking
4. ICT	ICT Support: Wales Information Society Promoting Connectivity Stimulating adoption High Band Width Pilot Project (SE)

‘A WINNING WALES’ PRIORITY	KEY AGENCY ACTIONS
5. Supporting Business	Advice & Support to Established Businesses Financial Support & Services Supplier Sourcing Key Sectors & Clusters Baglan Energy Park Food Parks (Mid) Broughton Aerospace Park Bridgend Supplier Park St Athan Technium Expansion Pavilions New and Strategic Sites Advance Premises Welsh Industrial Partnerships Bespoke Premises Expansions
6. Fresh Direction	Environmental Support: Environmental Best Practice Clean Energy Waste Management Environmental Goods & Services Aquaculture (SW & N)
7. Wales in the World	Inward Investment Overseas Marketing Ryder Cup EDIMAR II
8. Transport	Promoting Integrated Transport with Economic Development Increasing Social Mobility Membership of Cardiff Airport Group
9. Communities	Social/Community Enterprise Support Capacity Building Regeneration ‘Tool Kit’ Post CORUS Closure Regeneration: Newport URC, Ebbw Vale, Gorseinon Swansea City Centre Brymbo, Barry, Maesteg, Caernarfon, Bangor, Llandarcy Urban Village Land Reclamation e.g. Bedwas Colliery Albion Tip

‘A WINNING WALES’ PRIORITY	KEY AGENCY ACTIONS
10. Rural Wales	Active role in Rural Partnership Help implement Rural Development Plan and Farming for the Future Deliver Rural Recovery Plan Agri-Food Farming Connect Biomass Llwybro Routes Support for Tourism Growth Areas Small Towns and Villages (all Wales) Social Enterprise & Portfolio Working

NB: This is not an exhaustive list but is indicative of the range of co-ordinated Agency actions across Wales in pursuit of ‘A Winning Wales’ priorities. These will be set in greater detail in the Agency’s Business Plan 2003-2004.

The priorities of ‘A Winning of Wales’ and the associated Agency actions must not be viewed in isolation. Wherever possible, our actions will seek to respond to a combination of priorities. For example, Technium promotes Innovation and Entrepreneurship, supports new and growing businesses and inward investment in key sectors, utilises and promotes ICT connectivity, and in many cases is a catalyst for regeneration. Also, our Actions for a Rural Wales cover many other Priorities which will be outlined in the Agency’s Rural Positioning Statement.

SPATIAL DEVELOPMENT

We shall strive to ensure that no part of Wales is left behind in the growth in the economy of Wales. This plan seeks to gain a better understanding of the variations in different parts of Wales, and the implications for providing different levels and types of support. The action listed in the above table for Rural Wales are, therefore complemented by actions under the other priorities.

The Agency will contribute to the development of the Wales Spatial Plan drawing our experience of integrated planning with partners at the local area and regional levels.

5. MEASURING OUR SUCCESS

Currently the Agency's performance is measured against a series of Strategic and Operational Targets set each year by the Welsh Assembly Government. These performance measures are not exhaustive and tend to focus on activity levels and shorter term physical and financial outputs.

In last year's Corporate Plan we set out to develop comprehensive Performance Measures and Indicators to:

- Measure the outcomes arising from Agency support for customers, i.e. at the level of the firm and individual communities.
- Measure the impact of these outcomes on the economy of Wales.

We explained that this was an extremely complex exercise and it would be the latter part of the Corporate Plan period before these could be introduced in a meaningful way. Our progress so far is detailed in the final section of this Plan, **Financial Resources, Targets and Performance**. The following measures are indicative (but not exhaustive) of our intentions in this area:-

- Increase in profitability and average wage levels of businesses supported by the Agency.
- Increase in number of businesses start ups and their survival rate
- Increase in number of people employed in Wales and average number of employees in SMEs.
- Decrease in population migration from Wales and increase in number of Welsh returners.
- Increase in numbers of internationally mobile projects and decrease in number of disinvestments from Wales.
- Increase in number of communities undergoing sustained regeneration.
- Increase in positive customer perception and satisfaction.
- The Agency's contributions to the Assembly's 'cross-cutting' themes of sustainable development, equal opportunities and social inclusion.

These new performance measures will form part of a more comprehensive Appraisal, Monitoring and Evaluation system to be applied to Agency decision-making at all stages of strategy development and project and product lifecycles.

6. CROSS-CUTTING THEMES

Sustainable Development

Last year the Agency was one of the first public bodies to launch its own Sustainable Development policy 'Learning to Work Differently' with the goal of delivering economic growth which improves both living standards and the quality of the environment through the sustainable use of natural resources. We are currently producing a series of practical guidelines for the delivery of this policy and to assist our customers. These include:

- The Business Case for Sustainable Development
- Growing and Nurturing Sustainable Businesses
- Regeneration and Development
 - o Site selection
 - o Preparation of Development Briefs and Masterplans
 - o Design Guidelines
 - o Biodiversity Guidelines

Social Inclusion

The WDA is responding to the requirement to increase diversity and social inclusion in terms of uptake of services. This process is still developing and is building on a number of positive action programmes which currently exist within the Agency.

Equality of Opportunity

We already provide equality training to many of the Agency's mainstream providers to help them meet the challenge of developing diversity. We are continuing to assemble monitoring data for a number of the Agency's programmes to assess the diversity profile of services users to address how all groups may better access the Agency's services. During the lifetime of this Plan we shall be rolling out these practices across the whole organisation.

7. RESOURCES

This section summarises the Agency's budget requirement in order to deliver the outcomes through the actions, and in the manner outlined above.

Wherever possible we seek private sector involvement so as to maximise the effectiveness of Agency input, be it through their direct investment of provision, joint venture or other partnership vehicle.

All possible funding sources will be pursued in addition to Assembly core, ring fenced and other funding. The Agency will continue to maximise available support from all EU Structural Funds to both increase the scale of our actions and to carry out new actions in pursuit of our priorities. This will include direct financial support to the Agency and to projects where the Agency is working with partners who are the lead body.

7.1 FINANCIAL RESOURCES, TARGETS & PERFORMANCE

Budget proposals 2003/04-2005/06

In response to the Remit letter from the First Minister dated 4th February 2002 we set out below our proposals for core Grant- in- Aid from the Economic Policy Division of the Assembly for the period of the WDA Corporate Plan 2003/04-2005/06.

Whilst constantly aware of the need to evaluate our current activities and to achieve economies of scale, reduced or static resources would in effect only permit us to stand still. This would have a direct impact on our targets and mean a reduction in activity in areas such as business support and particularly the provision of high quality sites and premises and community regeneration. There would also be a corresponding impact on our ability to generate additional sources of funds from self generated receipts and European Structural Funds.

Set out below (Table 1) is the Agency's budget set by the Assembly for the next three years.

Table 1: Budgets at 100 per cent of existing Grant-in-Aid

Budget (GIA BELs) (per Remit letter)	2002/03	2003/04	2004/05	2005/06
Capital Expenditure	46,674	50,321	50,321	50,321
Capital receipts	(4,833)	(4,175)	(4,175)	(4,175)
Current expenditure	155,910	151,936	151,936	151,936
Current expenditure (Finance Wales)	4,546	4,500	4,500	4,500
Current receipts	(76,787)	(70,868)	(70,868)	(70,868)
NLF/PDC	599	599	599	599
Depreciation/cost of capital (AME)	40,813	38,268	38,268	38,268
Provisions (AME)	1,100	1,100	1,100	1,100
Structural Funds Partnership	1,810	1,878	1,878	1,878
Running costs	32,210	32,210	32,210	32,210
Total Welsh Development Agency	202,042	205,769	205,769	205,769

Note: Future rebasing of Budget Expenditure Lines (BELs)

These Budget Expenditure Lines (BELs) are based on information provided to the Assembly in support of the change from Cash to Resource accounting. Since then it has become clear that this presentation does not accurately reflect Agency activity in the way that it should. Discussions are taking place on how to provide more meaningful information which accurately reflects the Agency's income and expenditure. A table showing the proposed re-basing is shown at Annex 1 and indicative budgets for the plan years have been produced on this basis in Annexes 2 & 3. Any movement between budget lines are an accounting issue and are cash neutral.

Proposal for increased Grant-in Aid

Table 2: Proposed increased budget allocation within Assembly BELs for the Corporate Plan period 2003/04- 2005/06

Budget (GIA BELs) Additional bid (per Remit letter)	2002/03	2003/04 (Static)	2003/04 (+5%)	2004/05 (+5%)	2005/06 (+7.5%)
Capital Expenditure	46,674	50,321	58,821	58,821	58,821
Capital receipts	(4,833)	(4,175)	(4,175)	(4,175)	(4,175)
Current expenditure	155,910	151,936	152,436	152,436	156,436
Current expenditure (Finance Wales)	4,546	4,500	4,500	4,500	5,500
Current receipts	(76,787)	(70,868)	(70,868)	(708,68)	(70,868)
NLF/PDC	599	599	1,500	1,500	1,500
Depreciation/cost of capital (AME)	40,813	38,268	39,056	39,056	39,056
Provisions (AME)	1,100	1,100	1,100	1,100	1,100
Structural Funds Partnership	1,810	1,878	1,878	1,878	1,878
Running costs	32,210	32,210	37,200	37,200	37,200
Total Welsh Development Agency	202,042	205,769	221,448	221,448	221,448

Increased resources for Programmes

In line with the objectives in 'A Winning Wales' of increasing support for high growth sectors and clusters and to ensure the continuing supply of quality sites and premises the Agency is seeking to increase its investment in meeting the property demands of high value added business. An increase of 5% on existing budgets would release an additional £10.288 million per annum.

It is proposed that £4 million of this funding will be allocated each year to St Athan Aerospace Park. This highly prestigious project supports the creation of a high value added aerospace cluster in Wales. The St Athan project will acquire the present RAF St. Athan site to create an Aerospace park and secure the Defence Aviation Repair Agency, creating 4,000 potential new jobs and safeguarding a further 2,000 jobs. This funding will support the land acquisition and site development phase of the project over the next three years and these costs are projected to be fully recovered within the next 7 years.

A further £4.5 million will be allocated to the development of key sites in strategic locations and the development of high quality premises for expansion of existing businesses and new inward investment, including the acceleration of Technium roll out.. Locations would include Port Tawe, Velindre, Roath Basin and Aberporth. The remaining £788k will be allocated to allow for the increase in capital depreciation on new sites and premises generated.

Management Running Costs

Proposals have also been put forward for additional future running costs. Increased running costs will be incurred in our endeavours to improve quality and speed in responding to the needs of our customers. Part of this will be attributable to investment in electronic communications which will widen our customer access whilst reducing travel costs in the long term. Additional premises across Wales increase our ability to respond more readily to local customer need.

Importantly, as an organisation committed to improving staff conditions, a major element of our request for additional costs arises from the need to ensure that the Agency fully meets with the Assembly's pay remit and that the equal pay and the job evaluation exercise recently completed can be implemented without delay.

Funding in 2005/06

As the final year of the Corporate Plan is close to the deadline for qualifying for expenditure on Objective One projects, it is vital to maximise potential income. We have therefore proposed an additional £4 million for current expenditure and a further £1 million for Finance Wales.

PERFORMANCE TARGETS FOR 2003/04 – 2005/06

Agency Programmes	Key Outputs			Winning Wales Objectives	£'000 Total	£'000 BELs
	Jobs (Gross)	PSI £'000	Starts			
General support	24,400	42,700	6,100	Raising the stock of Welsh businesses; improving business support and advice	71,000	29,000
Specialist support	56,425	1,448,750	732	Supporting high growth clusters and sectors; improving productivity; increasing business expenditure on R&D; increasing technology commercialisation and promotion of e-commerce, rolling out of Technium	353,000	72,000
Infrastructure	762	167,750		Ensuring adequate provision of high quality sites & premises	103,000	24,000
Communities	6,100	79,300		Using regeneration funds to maximum effect	133,000	48,000
Individuals	6,863	152,500	5,368	Encouraging entrepreneurship and removing barriers to work for minority groups	51,000	6,000
Total	94,550	1,891,000	12,200		711,000	179,000

- Additional measures, reflecting activities to increase business competitiveness and productivity have been included as annual operating targets since the plan year 2001/02. These measures, for example monitoring the number of business/HE collaborations or the securing of R&D funding for business are helping us to assess the success of our programmes in supporting business clients.
- Work has already commenced on increasing the relevance of client monitoring in terms of key business indicators. From the plan year 2003/04, through a new Performance Management Information System, we will be able to track, metrics such as employment, turnover, new product development, expenditure on R&D and a number of other indicators to be agreed.
- Because many of the factors which influence business performance are outside our control, such as the tax regime and the state of the international economy, we need to take these factors into account when assessing our success through the success of our clients. One way of achieving this is to develop a "control" group of companies who do not receive Agency support.
- The performance of this control group will be affected by many external factors outside our remit, but will not be affected by Agency support. This will allow meaningful assessments of our clients' performance to be made. We are working with the Office for National Statistics to develop such a comparative system and in future years we will report on the performance of our companies against this "control" benchmark.
- However, even with this mechanism, we will need to be aware that there is likely to be some bias in the selection of clients, both in a positive sense, with growth potential companies, and in a negative sense with companies who are in temporary difficulties receiving support. This, combined with the fact that many of the ways in which the Agency is effective are complex, means that we also need a programme of objective evaluations.
- To understand just what works, and to change and adapt actions to build on best practice as required, results of the first 'holistic' evaluation of a local community across the whole range of Agency activities, will influence the generation of a new systematic project appraisal, monitoring and evaluation process during 2003/04.
- Whilst these processes and procedures are being implemented the following forecasts of performance have been calculated to provide an approximate indication of how our actions contribute to increasing GDP in Wales.

Gross Impacts

	2001/02 Out-turn	2002/03 Target	2003/04 Target	2004/05 Target	2005/06 Target
Jobs created	25,320	15,000	15,000	15,000	16,000
Jobs safeguarded		16,000	16,000		
Total jobs supported	25,320	31,000	31,000	31,000	32,550
PSI £'000	513,900	620,000	620,000	620,000	651,000
New starts	2,842	4,000	4,000	4,000	4,200

Indicative net impacts: Agency only

	2001/02	2002/03	2003/04	2004/05	2005/06
Jobs (net)	14,221	16,250	16,250	16,250	17,063
Wages £m	301	341	341	346	374
Turnover £m	1,083	1,226	1,251	1,275	1,366
Impact on GDP (est.) £m	483	546	557	568	608

Constant prices

These figures have been calculated using a discount factor in line with the recent RSA evaluation reports for DTI, Welsh Assembly Government and the Scottish Executive.

7.2 HUMAN RESOURCES

The talent, skills, ability and enthusiasm of our people is the most important factor in our ability to compete in an increasingly global market place, and provide the right support to our customers. Ensuring we have the right people and that we continue to develop the culture of 'Creating Success Together' is an integral part of our Corporate and Business Planning process.

There are two key, inter-related elements of the HR Strategy, which will be pursued over the Plan period:

1) HR Development

- Training and Development of our people through 'Pathways to Learning', Induction, Appraisal and Performance Management, etc.
- Accredited Training Programmes e.g. NEBS Management, Post Graduate Certificate/Diploma/Masters.
- Open Learning facilities/e:Learning.
- Ongoing Professional Development.
- Investors in People status.
- Management Development.
- Identification and development of talent.
- Promoting equality of opportunity.

2) Employee Relations

- Establishment of a new pay structure which is understandable, fair and robust, and reflects our business needs.
- Development of closer links with the Trade Unions to deal with key issues such as the management of change and alternative methods of dispute resolution.

In addition we will monitor the human resource outputs from ‘CREATING SUCCESS TOGETHER’ which will include:

- More effective and efficient decision making.
- Equality of pay and opportunity.
- Improvement in staff satisfaction.
- Increase in management skills.
- Better measurement and analysis of our performance
- Decrease in stress related absences.
- Decrease in levels of absenteeism.

7.3 EFFICIENCIES

A major theme of this Plan is to increase the Agency’s effectiveness in delivering significant outcomes for our customers through improved targeting, product and service rationalisation and enhanced account management. This of itself will result in efficiencies.

In addition, we are carrying out a review of our sites and premises in the light of changing market conditions, and customer needs. Alternative uses are to be sought for non-strategic holdings which will be disposed of.

A ‘hot desking’ pilot exercise will be evaluated and rolled out to all our offices where improved video conferencing and meeting facilities have been installed.

Future Agency Business Plans will include detailed actions to improve efficiencies.

CONCLUSION

This Plan has sought to demonstrate the Agency’s commitment to the strategic priorities of the Welsh Assembly Government. Through our increased customer focus we aim to be more proactive, and target support where it will derive maximum benefit.

For Wales to build on its opportunities as a smart nation the Agency will play its full part in promoting skills and innovation and marketing our creative strengths. To do this the Agency needs to be ‘smarter’, hence our commitment to ‘Creating Success Together’.

Through our support for business more people will be engaged in work, and those in work will have more opportunities to move up ‘the value chain’ as their businesses prosper. We shall also

play our part in strengthening communities across Wales which are increasingly bilingual and part of a more sustainable Wales.

ANNEX 1

RECONCILIATION OF ANNUAL BUSINESS PLAN TO ASSEMBLY REMIT LETTER

Assembly Remit Letter Headings	NAW Remit Original	NAW Remit Revised	Other NAW Dept's	Match Funding	European Funding	Total Budget
Running Costs	32,210	32,210	850			33,060
MRC –Under Discussions		1,863				1,863
Capital Expenditure	46,674	92,286	27,555	12,662	7,962	140,465
Capital Receipts	(4,833)	(30,000)				(30,000)
Current Expenditure – Finance Wales	4,546	4,546				4,546
Current Expenditure	155,910	63,975	24,634	14,141	18,581	121,331
Current Receipts	(76,787)	(7,160)				(7,160)
NLF/PDC	599	599				599
Depreciation/Cost of Capital AME	40,813	40,813				40,813
Provisions AME	1,100	1,100				1,100
Structural Funds Partnership	1,810	1,810				1,810
TOTAL	202,042	202,042	53,039	26,803	26,543	308,427
Gross up for Receipts						37,160
GROSS AGENCY BUDGET	202,042	202,042				345,587
Agency Grant In Aid Budget						
NAW Remit Letter		202,042				
Less AME		(41,913)				
Less PDC		(599)				
Add Other Assembly Department		53,039				
Total GIA		212,569				
Add Match Funding		26,803				
Total GIA Drawdown		239,372				

Financial Budget 2002 – 2003						
Assembly Remit Letter	Agency Corporate Headings	NAW Remit Letter	Other NAW Dept's	Match Funding	European Funding	Total Budget
Running Costs	MRC	32,210	850			33,060
	MRC –Under discussions	1,863				1,863
Capital Expenditure	Advance Premises (inc Specialist A/F	13,281	6,800	8,222	6,665	34,968
	Bespoke Premises (Business in Wales)	1,688	12,600			14,288
	Bespoke Premises (Business into Wales)	12,090		800		12,890
	Site Development	5,835		390	225	6,450
	Welsh Industrial Partnerships	1,350				1,350
	Bute Avenue	5,500				5,500
	Environmental Improvement	4,127	155			4,282
	Land Reclamation	12,095	1,000			13,095
	Urban and Rural Renewal	15,910	7,000	1,000	22	23,932
	Sustaining Communities	7,170		2,250	1,050	10,470
	Special Projects Receipts	13,240				13,240
Capital Receipts	Capital Receipts	(30,000)				(30,000)
Current Expenditure – Finance Wales	Finance Wales	4,546				4,546
Current Expenditure	Enterprise Development Programmes	10,171	176	200	250	10,797
	Business Connect	6,073		1,225	1,855	9,153
	Business Birth Rate		1,000			1,000
	Supply Chains & Networks	4,551	2,280	280	1,743	8,854
	Innovation & Technology	10,939	3,073	2,673	4,206	20,891
	Information Society	3,246	1,226	1,991	403	6,866
	Finance Wales	1,715	568			2,283
	Food	1,150	16,011	95	6,194	23,450
	Telecommunications	1,895	300			2,195
	Participation	3,827		7,677	3,930	15,434
	International Marketing	5,900				5,900
	Marketing	5,100				5,100
	Strategy Development	1,101				1,101
	Property Management	3,007				3,007
	VAT/TAX	3,500				3,500
	ECSC/NLF	1,800				1,800
Current Receipts	Current Receipts	(7,160)				(7,160)
NLF/PDC	Finance Wales	599				599
Depreciation/Cost of Capital AME	Depreciation/Cost of Capital	40,813				40,813
Provisions AME	Depreciation/Cost of Capital	1,100				1,100
Structural Funds Partnership	Structural Funds Partnership	1,810				1,810
TOTAL		202,042	53,039	26,803	26,543	308,427
	Gross up for Receipts					37,160
	GROSS AGENCY BUDGET					345,587

ANNEX 2

Indicative Budgets £'000 (Static GIA) (Re-based)								
Programmes	2002/03		2003/04		2004/05		2005/06	
	Gross	Core	Gross	Core	Gross	Core	Gross	Core
General support								
Enterprise Development	10,797	10,171	12,000	11,000	13,000	12,000	13,000	11,000
Business Connect	9,153	6,073	10,000	7,000	10,000	7,000	10,000	8,000
Business birth rate	1,000		1,000		1,000		1,000	
<i>Total</i>	<i>20,950</i>	<i>16,244</i>	<i>23,000</i>	<i>18,000</i>	<i>24,000</i>	<i>19,000</i>	<i>24,000</i>	<i>19,000</i>
Specialist support								
Supply chains	8,854	4,551	10,000	5,000	12,000	6,000	12,000	5,600
Innov. & technology	20,891	10,939	22,000	11,000	24,000	12,000	24,000	12,000
Info. Soc.	6,866	3,246	7,000	3,000	8,000	3,500	8,000	3,500
Finance	7,428	6,860	8,000	5,500	11,000	5,500	11,000	5,500
Food	23,450	1,150	23,000	1,000	23,000	1,000	24,000	1,500
Sites & premises	41,669	22,109	48,000	18,000	42,000	23,000	36,000	22,400
<i>Total</i>	<i>109,158</i>	<i>47,855</i>	<i>118,000</i>	<i>43,500</i>	<i>120,000</i>	<i>51,000</i>	<i>115,000</i>	<i>50,500</i>
Business infrastructure								
Telecoms *	2,195	1,895						
Sites & premises	33,777	17,635	36,000	21,000	37,000	14,000	30,000	13,500
<i>Total</i>	<i>35,972</i>	<i>19,530</i>	<i>36,000</i>	<i>21,000</i>	<i>37,000</i>	<i>14,000</i>	<i>30,000</i>	<i>13,500</i>
Communities								
Env/urban/rural	28,214	20,037	25,000	17,000	20,000	16,000	23,000	17,000
Land reclamation	13,095	12,095	10,000	9,000	8,000	7,000	7,000	5,000
Sustaining communities	10,470	7,170	12,000	9,500	11,000	9,000	16,000	8,000
<i>Total</i>	<i>51,779</i>	<i>39,302</i>	<i>47,000</i>	<i>35,500</i>	<i>39,000</i>	<i>32,000</i>	<i>47,000</i>	<i>30,000</i>
Individuals								
Ent. & participation	15,434	3,827	16,000	5,000	17,000	4,000	18,000	4,000
<i>Total</i>	<i>15,434</i>	<i>3,827</i>	<i>16,000</i>	<i>5,000</i>	<i>17,000</i>	<i>4,000</i>	<i>18,000</i>	<i>4,000</i>
Corporate								
International	5,900	5,900	6,000	6,000	6,000	6,000	6,000	6,000
Marketing	5,100	5,100	5,000	5,000	5,000	5,000	5,000	5,000
Other	4,108	4,108	4,523	4,523	4,523	4,523	4,523	4,523
<i>Total</i>	<i>15,108</i>	<i>15,108</i>	<i>15,523</i>	<i>15,523</i>	<i>15,523</i>	<i>15,523</i>	<i>15,523</i>	<i>15,523</i>
Total programme	248,401	142,866	255,523	138,523	252,523	135,523	249,523	132,523
Other expenditure								
Running costs	34,923	32,210	32,210	32,210	32,210	32,210	32,210	32,210
(MRC additional)		1,863						
Special projects fund	13,240	13,240	15,000	15,000	15,000	15,000	15,000	15,000
NLF/PDC				1,500		1,500		1,500
VAT/TAX	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
ECSC/NLF	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Depreciation	40,813	40,813	39,368	39,368	39,368	39,368	39,368	39,368
Provisions	1,100	1,100						
Structural funds	1,810	1,810	1,878	1,878	1,878	1,878	1,878	1,878
Receipts		(37,160)		(33,000)		(30,000)		(27,000)
Total budget	345,587	202,042	354,269	205,769	351,269	205,769	348,269	205,769

Note: Core budget= GIA + self generated receipts; Gross budget = Core + EU income; Match Funding pot + NAW 'Ring-fenced'

ANNEX 3

Indicative budgets £'000 (increased GIA) (Re-based)								
	2002/03		2003/04		2004/05		2005/06	
Programmes	Gross	Core	Gross	Core	Gross	Core	Gross	Core
General support								
Enterprise Development	10,797	10,171	12,000	11,000	13,000	12,000	13,000	11,000
Business Connect	9,153	6,073	10,000	7,000	10,000	7,000	10,000	8,000
Business birth rate	1,000		1,000		1,000		1,000	
<i>Total</i>	<i>20,950</i>	<i>16,244</i>	<i>23,000</i>	<i>18,000</i>	<i>24,000</i>	<i>19,000</i>	<i>24,000</i>	<i>19,000</i>
Specialist support								
Supply chains	8,854	4,551	10,000	5,000	12,000	6,000	12,000	5,600
Innov. & technology	20,891	10,939	22,000	11,000	24,000	12,000	24,000	12,000
Info. Soc.	6,866	3,246	7,000	3,000	8,000	3,500	8,000	3,500
Finance	7,428	6,860	8,000	5,500	11,000	5,500	11,000	5,500
Food	23,450	1,150	23,000	1,000	23,000	1,000	24,000	1,500
Sites & premises	41,669	22,109	52,000	22,000	46,000	27,000	40,000	26,400
<i>Total</i>	<i>109,158</i>	<i>47,855</i>	<i>122,000</i>	<i>47,500</i>	<i>124,000</i>	<i>55,000</i>	<i>119,000</i>	<i>54,500</i>
Business infrastructure								
Telecoms *	2,195	1,895						
Sites & premises	33,777	17,635	40,500	25,000	41,500	18,500	34,500	18,000
<i>Total</i>	<i>35,972</i>	<i>19,530</i>	<i>40,500</i>	<i>25,000</i>	<i>41,000</i>	<i>18,500</i>	<i>34,000</i>	<i>18,000</i>
Communities								
Env/urban/rural	28,214	20,037	23,000	17,000	20,000	16,000	24,000	17,000
Land reclamation	13,095	12,095	10,000	9,000	8,000	7,000	7,000	5,000
Sustaining communities	10,470	7,170	12,000	9,500	11,000	9,000	16,000	8,000
<i>Total</i>	<i>51,779</i>	<i>39,302</i>	<i>45,000</i>	<i>35,500</i>	<i>39,000</i>	<i>32,000</i>	<i>47,000</i>	<i>30,000</i>
Individuals								
Ent. & participation	15,434	3,827	16,000	5,000	17,000	4,000	18,000	4,000
<i>Total</i>	<i>15,434</i>	<i>3,827</i>	<i>16,000</i>	<i>5,000</i>	<i>17,000</i>	<i>4,000</i>	<i>18,000</i>	<i>4,000</i>
Corporate								
International	5,900	5,900	6,000	6,000	6,000	6,000	6,000	6,000
Marketing	5,100	5,100	5,000	5,000	5,000	5,000	5,000	5,000
Other	4,108	4,108	4,523	4,523	4,523	4,523	4,523	4,523
<i>Total</i>	<i>15,108</i>	<i>15,108</i>	<i>15,523</i>	<i>15,523</i>	<i>15,523</i>	<i>15,523</i>	<i>15,523</i>	<i>15,523</i>
Total programme	248,401	142,866	264,023	147,023	261,023	144,023	258,023	141,023
Other expenditure								
Running costs	34,923	32,210	37,200	37,200	37,200	37,200	37,200	37,200
Corus		1,863	500	500	500	500	500	500
Special projects fund	13,240	13,240	15,000	15,000	15,000	15,000	15,000	15,000
NLF/PDC				1,500		1,500		1,500
VAT/TAX	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
ECSC/NLF	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Depreciation	40,813	40,813	40,156	40,156	40,156	40,156	40,156	40,156
Provisions	1,100	1,100						
Structural funds	1,810	1,810	1,878	1,878	1,878	1,878	1,878	1,878
Receipts		(37,160)		(33,000)		(30,000)		(27,000)
Total budget	345,587	202,042	364,057	215,557	361,057	215,557	358,057	215,557

Note: Core budget= GIA + self generated receipts Gross budget = Core + EU income; Match Funding pot + NAW 'Ring-fenced'