

## Oxfordshire Internationalisation Delivery Plan 2019-2022

### 1. Introduction

Our vision for the Oxfordshire Industrial Strategy is to position Oxfordshire as a top three global innovation ecosystem by 2040, building on the region's world leading science and technology clusters to be a pioneer for the UK for emerging transformative technologies and sectors. As part of this, we will: double the Oxfordshire economy by 2040 to be worth £46bn GVA<sup>1</sup> (this is £9bn additional growth beyond baseline projections); deliver a minimum of 2% per annum growth in productivity; create a minimum 108,000 net new private sector jobs in Oxfordshire; and deliver £4 of benefit to the UK, for every £1 invested in Oxfordshire. We will do this by setting out a strategy with four pillars: a globally connected and competitive innovation economy; a powerhouse for commercialising transformative technologies; a Living Laboratory solving the UK's Grand Challenges; and a skills system creating opportunities at every stage of life.

Internationalisation with increased inward investment, international trade and capital investment are key elements of Oxfordshire's wider focus on increased productivity alongside business support, skills and land availability (all commitments as part of the Housing and Growth Deal signed in 2018). We submitted our draft Local Industrial Strategy (LIS) to Government in December 2018. Alongside the LIS we have produced reports that set out an understanding of the current Oxfordshire economy and its future growth potential<sup>2</sup>. These reports provide background evidence and ambition.

One the pillars of the LIS is Oxfordshire being a globally connected and competitive innovation economy, and to achieve this we need to be better connected internationally, creating new global opportunities for our businesses. This forms the long-term strategy under which we have developed this Internationalisation Delivery Plan.

OxLEP and the Department for International Trade (DIT) have been working together to develop a joint delivery plan recognising the scale of opportunity in Oxfordshire itself, as well as the scale of opportunity with Oxfordshire at the western end of the Oxford to Cambridge Arc.

This delivery plan focusses on actions, projects and initiatives that can be undertaken as immediate or medium to longer-term steps through to the end of 2022. The Delivery Plan will be a live and rolling document looking at opportunities as we deliver the LIS and grow success in

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<sup>1</sup> GVA figures are in real terms 2016 prices

<sup>2</sup> The draft LIS, Baseline Economic Review and Future State Assessment reports can be found at <https://www.oxfordshirelep.com/lis>

international investment and trade; it identifies the actions required of national (DIT and other Government Departments) and local partners (OxLEP, universities, local authorities, research centres, business parks, support organisations).

As part of the delivery plan we will be working with our partners across the Oxford to Cambridge Arc (Bucks TV LEP, SEMLEP and Cambridgeshire and Peterborough Combined Authority) to develop a delivery plan for the Arc, learning lessons and building on successes of projects piloted and delivered as part of the Oxfordshire delivery plan. We have set up a cross Arc / DIT Investment and Trade Group to explore opportunities and develop a plan of actions across the Arc that will deliver growth in inward investment, international trade and capital investment.

Other regional and cross LEP opportunities also exist linked to sector strengths and sector deals (e.g. Life Sciences and the Thames Valley approach being led by Thames Valley Chamber of Commerce alongside Bayer; Space and the combined approach of the UK Space Agency and Space LEP Group). Key infrastructure projects (including Western Rail Link to Heathrow (WRLtH), Crossrail, M4 SMART motorway and expansion at London Heathrow) provide key opportunities to promote, support and realise FDI success.

## **2. The Opportunity**

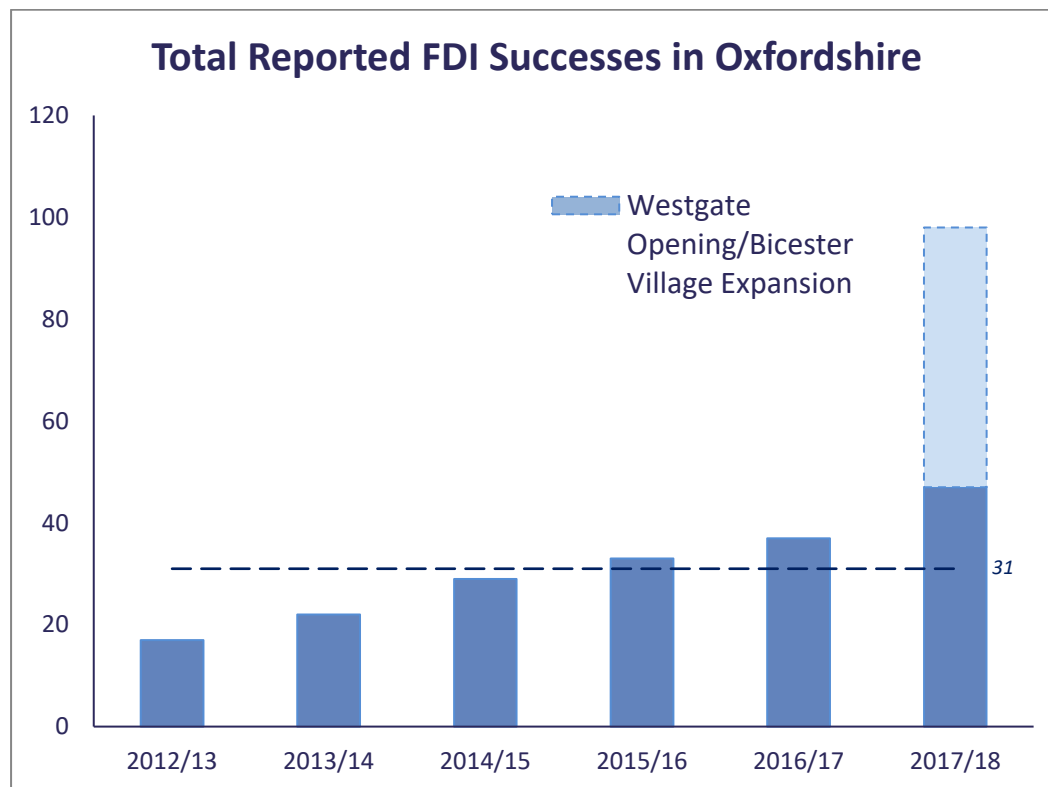
The prize for UK plc is increased Foreign Direct Investment (FDI), international trade and capital investment in one of the fastest growing economies in the UK, and with it the creation of new jobs, safeguarding existing jobs, and an increase in GVA and tax revenues to HMG. Oxfordshire is punching above its weight, but perhaps below its potential, in securing sustained levels of high-value FDI, export and capital investment success. This delivery plan identifies steps we can take to maximise opportunities to meet our potential through to the end of 2022. We will continue to review and update to roll forward into future years building on success, lessons learnt, and new and emerging opportunities.

### **2.1 Foreign Direct Investment**

In 2017/18 Oxfordshire was one of the top performing LEP areas for FDI, and has seen a year on year increase with particularly high numbers that year due in part to the developments at Westgate Oxford and Bicester Village as illustrated in the chart below. This growing success is testament to the strength of the area and the joint working between OxLEP, the wider Oxfordshire partners and DIT. A “Team Oxfordshire” approach has been developed over recent years which has brought together OxLEP, the universities, local authorities, research and science

centres, business parks, professional advisers, and support organisations to work more closely together in our approach to marketing and promoting Oxfordshire, and working to win inward investment.

The following chart illustrates FDI successes in Oxfordshire 2012 to 2018. In addition, we have seen significant growth in spin-outs from the University of Oxford. This growth has been made possible by the £600m Oxford Sciences Innovation<sup>3</sup> (OSI) fund which includes investment from several foreign companies including Google Ventures, Fosun, Temasek and Tencent. Whilst not FDI in DIT’s definition, this investment fund has created 24 new companies in 2018 and created hundreds of high value jobs. Further funding rounds from these spin-outs is likely to see FDI success.

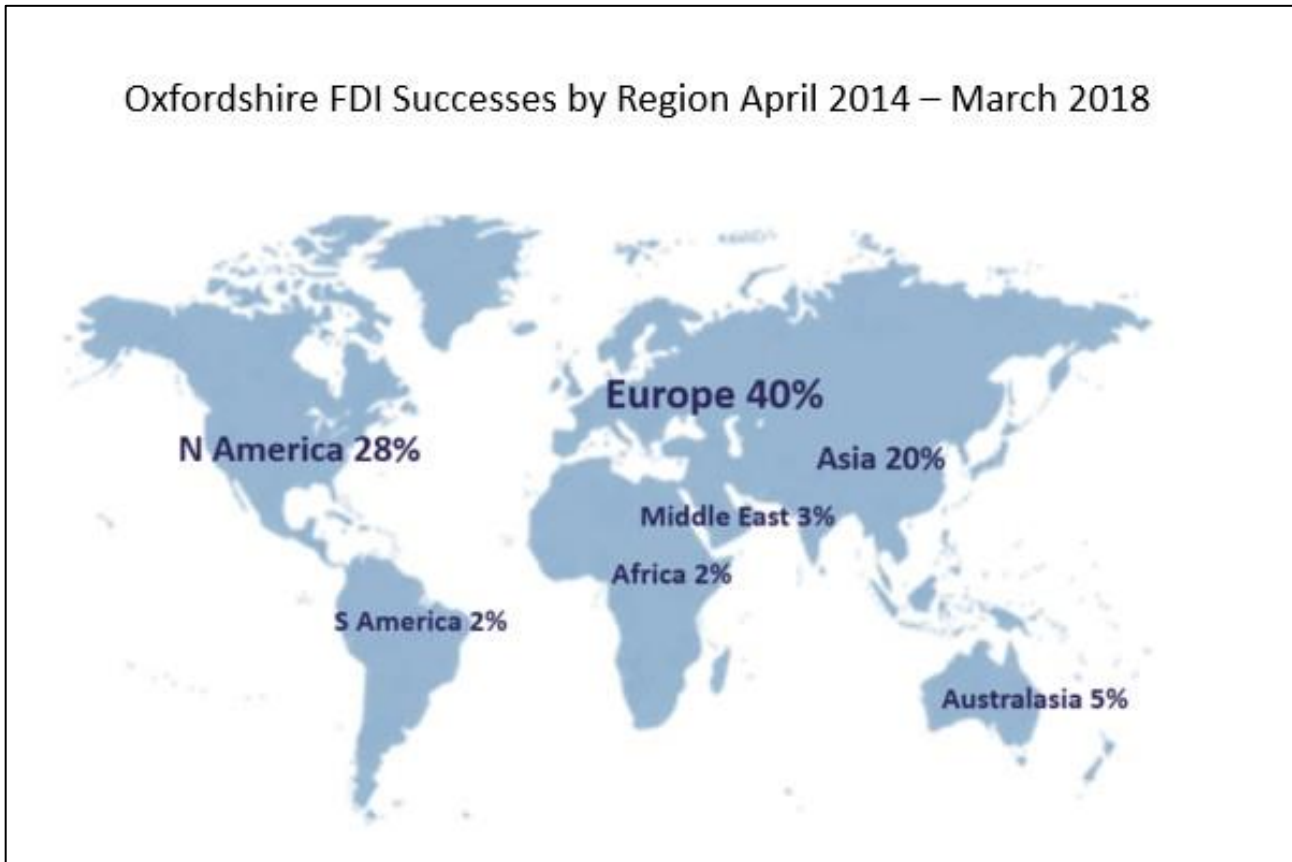


2012/13	17
2013/14	22
2014/15	29
2015/16	33
2016/17	37
2017/18	98

**Baseline average = 31 FDI successes year on year**  
 (excluding Westgate Oxford and Bicester Village successes 2017/18)

<sup>3</sup> <https://www.oxfordsciencesinnovation.com/>

As the following charts illustrate, Oxfordshire’s FDI successes are global, with strengths in Europe, North America and Asia. Two of our strongest sectors are Life Sciences & Healthcare, and Space Technologies.



#### Life Sciences & Healthcare April 2014 - March 2018

Country of Origin	FDI Successes
United States	12
China	7
Australia	2
France	2
Germany	2
India	2
Other	4
	31

#### Space Technologies April 2014 - March 2018

Country of Origin	FDI Successes
United States	5
Canada	4
Spain	4
Israel	2
Italy	2
Netherlands	2
Other	4
	23

National feedback from across the FDI network suggests that enquiries and successes in 2018/19 are lower than in previous years. However, the strength of the Oxfordshire offer, and our historic economic resilience to downturn, leaves us optimistic that over the coming years we can continue to perform strongly within the UK and above our baseline average. To achieve this, we will require a collective and proactive approach to supporting inward investment, as detailed in the table of actions in this delivery plan [see section 3]. A targeted sector and market approach can help to achieve this, based on data collected around historic successes and growing trends (as indicated above), for example, looking at two of our key sectors:

Life Sciences and Healthcare - North America and Europe; and exploring potentially growing markets in China and India

- Developing targeted sector propositions for key markets highlighting investment opportunities
- Working with sector leads and DIT and Foreign and Commonwealth Office's (FCO) International Investment and Trade Advisers (also known as "Posts") in North America on a targeted campaign
- Building stronger relationships with DIT and FCO's International Investment and Trade Advisers across the world
- Engaging in Developing Sector Knowledge (DSK) events and hosting future DSK visits

Space [and satellites] - Europe, North America; and exploring potential markets in Australia and China

- A sector deep dive was carried out in July 2018 with OxLEP, DIT and Space Cluster Manager from Harwell, which has resulted in a new Oxfordshire and Harwell space proposition being developed and distributed to Posts and key locations
- Visits to the Space Cluster at Harwell have been received from Australian and Canadian High Commissions in early 2019 – we will work to bring more potential investors in to visit

In addition, we should be exploring investment growth potential and outbound growth potential in the other "breakthrough" sectors highlighted in the LIS: Quantum Computing; Robotics and Autonomous Systems (RAS); Cryogenics; Energy (Fusion and Battery Technology); Digital and Creative; and Automotive & Motorsport.

Since 2012/13 Oxfordshire has secured over 270 FDI successes [*pending final confirmation of numbers for 2018/19*]. We will target securing our baseline average of 31 FDI successes in 2019/20 and an average of 35 successes per annum during the period 2020-2025. This target will be reviewed annually.

## 2.2 International Trade

It has been a challenge to secure data relating to export success by LEP area as this is not published by HMRC or ONS at LEP level. Of the c.30,000 businesses in Oxfordshire 864 are exporting outside of the EU<sup>4</sup>. We are aware of the global opportunities and are committed to working with DIT's South East, national and overseas teams, as well as Oxfordshire partners, to explore ways to increase export success. The opportunities and national ambition is clearly identified both in the Government's Export Strategy and independent evidence as below:

- The Government's Export Strategy<sup>5</sup> published in August 2018 states "We want to raise exports as a percentage of GDP from 30% to 35%, towards the top of the G7 by this measure. This is challenging, but it is also achievable, and to achieve this we need businesses – the drivers of exports and growth – to expand their global footprint and take full advantage of our trading relationships in every part of the world."
- The CBI report *Winning Worldwide - A Four-Step Exports Growth Plan for the UK*<sup>6</sup> states "less than 10% of businesses engage in exporting activity and there remain up to 15% of firms in every region that could be exporting but are yet to do so. This untapped potential' sits in the context of the UK steadily increasing its trade deficit over the last 20 years, continually importing far more than we export."

OxLEP-DIT collaboration on exports will be shaped by the Export Strategy and the development of DIT's Enhanced ITA (International Trade Adviser) service. Immediate priority is to ensure Oxfordshire companies and partners make best use of existing DIT support and services – nationally and locally. In the medium term DIT will collaborate with OxLEP (and where appropriate wider partners including CBI, Chamber of Commerce and other Business Representative Organisations) to ensure that future ITA delivery and European Structural Investment Fund (ESIF) programmes are aligned with priority sectors identified through the Oxfordshire LIS; and that there is enhanced governance and data sharing in place between DIT and OxLEP. Further details are outlined in the Delivery Plan.

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<sup>4</sup> source: <https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-8293#fullreport>

<sup>5</sup> <https://www.gov.uk/government/publications/export-strategy-supporting-and-connecting-businesses-to-grow-on-the-world-stage/export-strategy-supporting-and-connecting-businesses-to-grow-on-the-world-stage>

<sup>6</sup> <http://www.cbi.org.uk/cbi-prod/assets/File/CBI%20Exports%20Report%202018.pdf>

### 2.3 Capital Investment

Significant development opportunities requiring capital investment exist across Oxfordshire, linked to infrastructure projects and housing and mixed-use developments. The [Oxfordshire Infrastructure Strategy](#) provides a comprehensive prioritisation of Oxfordshire's infrastructure requirements to 2040 and beyond.

In October 2018 OxLEP and DIT brought together developers, commercial agents and land owners to learn about the work of DIT's Capital Investment Team and explore investment opportunities. We are working with DIT colleagues to identifying specific projects where the Capital Investment Team can support and identify potential investment opportunities. Two Oxfordshire projects have been added to DIT's UK capital Investment brochure for the South of England<sup>7</sup> - Culham Science Centre and Bicester Motion.

OxLEP is also leading work in bringing together the other LEPs and Mayoral Combined Authority (MCA) across the Arc to review and refresh the Oxford to Cambridge Arc Investment Brochure, first published by HMG for the Chancellors visit to China and India in 2018, and to produce a prospectus of investment ready projects to sit alongside the brochure.

The Garden Town developments present capital investment opportunities and are highlighted in DIT's Garden Communities Investment Opportunities<sup>8</sup> brochure:

- Bicester Garden Town - <https://www.cherwell.gov.uk/info/206/bicester-developments/428/bicester-garden-town>
- Didcot Garden Town - <http://www.southoxon.gov.uk/business/support-business/supporting-our-town-centres/didcot/didcot-garden-town-0>
- Oxfordshire Cotswold Garden Village - <https://www.westoxon.gov.uk/gardenvillage>

The Oxford to Cambridge Arc was promoted at MIPIM Cannes 2019 with an event taking place in the DIT marquee and investor meetings to promote investment opportunities with Culham Science Centre and Bicester Motion. OxLEP was represented at MIPIM Cannes by its Chief Executive who was also representing the Arc.

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<sup>7</sup> <https://cms.trade.great.gov.uk/documents/29/south-england-capital-investment-march-2019.pdf>

<sup>8</sup> [https://cms.trade.great.gov.uk/documents/27/garden-communities\\_investment-opportunities\\_March-2019.pdf](https://cms.trade.great.gov.uk/documents/27/garden-communities_investment-opportunities_March-2019.pdf)

### 3. Detailed Delivery Plan

This detailed delivery plan is broken into four key sections:

- Projects and initiatives that can support work and success across the three strands of DIT's work – Inward Investment (FDI), International Trade (exports) and Capital Investment
- Inward Investment (FDI) specific projects and initiatives
- International Trade (exports) specific projects and initiatives
- Capital Investment specific projects and initiatives

It is also broken down into two phases – immediate actions and projects to be delivered by March 2020 and medium to longer term actions and projects to be delivered by the end of 2022

#### 3.1 Projects and initiatives that can support work and success across the three strands of DIT's work - Inward Investment (FDI), International Trade (exports) and Capital Investment

Action	Output	On	Resource requirements	Timeline
1. Sector Deep Dives	-co-ordinated approach to exploring and actively identifying opportunities for increasing FDI, Int trade and capital investment -carry out two initial pilots -Space; and Life Sciences & Healthcare (LSH)	-DIT to organise including sector leads and experts -OxLEP to support and identify local partners	- Pre-meeting work required to set agenda, ambition and focus - DIT staff time and commitment to prioritise and deliver on actions -OxLEP and local partners staff time and commitment to prioritise and deliver on actions	-Space – deep dive took place in Summer 2018 -Life Sciences and Healthcare target to do this in Summer 2019  Other sectors to be identified and delivered in 2019-20



Action	Output	On	Resource requirements	Timeline
2. Maximising opportunities coming out of Sector Deals	-identify opportunities for Oxfordshire and participate in responses to sector deals as required from an Oxfordshire perspective or wider (e.g. Thames Valley Life Sciences Sector Deal response; or cross Arc response)	-DIT to provide information on Sector Deal timetable and link to other parts of HMG as required -OxLEP to identify opportunities and resource response with support from DIT	-DIT and OxLEP staff time	-Develop timeline based on timetable of Sector Deals -Thames Valley Life Sciences Sector Deal response timeline 2Q2019

### 3.2 Maximising Foreign Direct Investment Success

Phase One – Immediate priorities to secure FDI successes through to March 2020

Action	Output	On	Resource requirements	Timeline
1. Developing connections and OxLEP relationship with HMG's teams in key overseas regions and with key personnel from priority markets/sectors  e.g. Developing Sector Knowledge visits, regular timetabled conference calls with Posts and sector leads in the UK and overseas,	- identifying key territories and Posts in those territories to develop relationships to support increased FDI and int trade (use of Project Matchmaker can assist) -Posts learning about the “Oxfordshire offer” on the ground and building relationships to	-OxLEP and DIT to review the sectors and key territories (existing and emerging) -DIT to help co-ordinate introductions -DIT to support visits to Oxfordshire (Developing Sector Knowledge - DSK) -OxLEP and local partners working with	-DIT staff (including Partnership Manager) to co-ordinate introductions -DIT funded visits -DIT to commit staff to support visits -OxLEP and local partners to facilitate and host visits	-Q1-2/2019 develop an action plan and detailed time line based on planned visits -Quarterly newsletters to be developed by OxLEP and circulated to Posts

newsletters and updates on Oxfordshire	support increased FDI and Int trade	DIT to plan programme for visits	-OxLEP and local partners staff to develop relationships	
Action	Output	On	Resource requirements	Timeline
2. Developing new Sector Propositions (Phase One)	<ul style="list-style-type: none"> <li>-Propositions that market Oxfordshire’s key sector strengths and provide Posts with high quality collateral and investment ready opportunities</li> <li>-Driving FDI and Int Trade</li> <li>-Focus on key sectors – Space; Life Sciences and Healthcare; Energy; AI, Robotics and CAV</li> <li>-Explore cross Ox-Cam Arc propositions and work with partners as appropriate and required</li> <li>-Use propositions and promotional collateral (see 3 below) to develop targeted campaigns in territories/markets and key sectors (e.g. US and</li> </ul>	<ul style="list-style-type: none"> <li>-OxLEP– identify and agree sectors in collaboration with DIT</li> <li>-Key Partners locally (universities, research institutes)</li> <li>-DIT – Investment and IT / Posts</li> </ul>	<ul style="list-style-type: none"> <li>-OxLEP Inward Investment Team</li> <li>-DIT Partnership Manager, Investment lead, Int Trade lead, sector experts</li> <li>-Sector leads locally – e.g. Space and Harwell; Life Sciences &amp; Healthcare and OU, Harwell, Milton Park; Energy and Culham, Harwell, Uni;</li> </ul>	<ul style="list-style-type: none"> <li>-Oxfordshire Space proposition developed 1Q2019</li> <li>- Life Sciences and Healthcare– Autumn 2019</li> <li>-Energy – 2019/20</li> </ul>

Action	Output	On	Resource requirements	Timeline
3. Promotional collateral (Phase One)	Life Sciences and Healthcare) -quality material (mix of printed, on-line and interactive e.g. webinars) for use in promoting Oxfordshire and key sectors -Written and video case studies -clear material for posts to use to support FDI and Int Trade opportunities -Refreshed soft landing slides promoting key sites (including EZ and incentives)	-OxLEP and local partners to draft material -DIT to support and review before sign-off -DIT to distribute to posts globally and help identify key targets	-OxLEP staff and budget -local partners staff and budget -DIT staff and ring-fenced budget to support development of material	By sector, targets as above (Oxfordshire Space proposition completed and passed to DIT January 2019)
4. Prospectus for established and emerging markets (Phase One) - North America and China	-Development of a prospectus (that can be adapted for both established and emerging markets) to highlight opportunities for investment and collaboration providing a more strategic approach to responding	-OxLEP working with local partners to develop the prospectus -Wider partners to review and comment including DIT, CBI, CBBC -DIT providing local intelligence on visit requests -DIT passing opportunities to other	-OxLEP staff and budget -Local partners	As a start local partners have committed to develop a prospectus for China (translated into Mandarin) – to be developed and completed by 2Q2019  Replicate as a template for other territories –

	to speculative visit hosting requests. -A more strategic approach to proactive relationship development towards FDI and Int Trade opportunities	UK regions as appropriate		e.g. North America, India through 2019/20
Action	Output	On	Resource requirements	Timeline
<p>5. Key Account Management- Training and delivery</p> <p>The account management will allow for the facilitation of a single HMG conversation with Key investors</p>	<p>-Identify established overseas firms in Oxfordshire as well as new firms looking to enter</p> <p>-Assess their size and needs, and tier them in order of priority (by market, policy objectives or priority sector)</p> <p>-Companies that are important to delivering against the pillars and grand challenges set out in the LIS, and those that are likely to deliver the grates GVA to the UK and regional economies.</p> <p>-Research company strategies through</p>	<p>-DIT &amp; OxLEP to identify established overseas firms in Oxfordshire as well as new firms looking to enter.</p> <p>- DIT &amp; OxLEP to assess their size and needs, and tier them in order of priority</p> <p>- DIT &amp; OxLEP to identify companies in the One list on the area that have not been managed</p>	<p>-DIT Partnership Manager, Investment lead</p> <p>-OxLEP and local partners</p>	<p>-Training this FY 2018/19</p> <p>-Building OxLEP KAM list (target up to 10 companies managed by OxLEP) - throughout 2019</p> <p>-Agree targets with partners (e.g. local authorities, universities, research and science centres)</p>

	engagement at events, account reports or private sector analysis			
Action	Output	On	Resource requirements	Timeline
6. Enhance the FDI opportunities driven into Enterprise Zone (EZ)	-FDI success and job creation	-OxLEP and local partners to market EZ and provide collateral -OxLEP to ensure EZ and benefits/incentives are prominent in soft landing slides and collateral for DIT	-OxLEP and local partners to resource	-Targets set in EZ agreement
7. Explore opportunities for High potential Opportunity (HPO) support – e.g. Fusion Energy at Culham; Quantum technologies. Explore with Arc partners a cross Arc HPO approach	-HPO approach resulting in FDI successes and support to develop wider / stronger cluster	-DIT to review the opportunity with OxLEP and wider partners	-DIT staff -OxLEP and local partner staff	-Review HPO submission made in first call in 1Q2019 -Explore focus on Fusion (and other opportunities) in call coming in 2019
8. Oxford Sciences Innovation (OSI) fund – FDI and Int Trade opportunities and exemplars of excellence	-Promote investment success through OSI alongside FDI success -Opportunity to support scale up of spin outs and later stage FDI	-DIT Investment Capital Unit to be briefed on the OSI and explore how this can best be captured as FDI, non FDI or other.	- DIT to resource staff to explore OSI investment -OxLEP to support DIT	-OxLEP to provide briefing on OSI to DIT in 1Q2019 -DIT to review and respond and required actions to follow

	<p>investment and Int trade opportunities</p> <ul style="list-style-type: none"> <li>-Opportunity to promote and replication of the model</li> <li>-Opportunity to help find investors for future rounds</li> <li>-Capturing as FDI where possible in initial or follow up funding</li> <li>-Capturing resulting hi value investment and job growth as a result of OSI investment</li> </ul>	<ul style="list-style-type: none"> <li>-OxLEP to work closely with OSI to capture investment details</li> <li>-OxLEP and DIT to work together to raise awareness of success of OSI in HMG and promote possible replication where appropriate</li> </ul>		
Action	Output	On	Resource requirements	Timeline
<p>9. Calendar of conferences, events (national and international) and trade missions</p>	<ul style="list-style-type: none"> <li>-Development of calendar of events, conferences and trade missions where Oxfordshire should be present (in some cases alongside DIT)</li> <li>-Promoting Oxfordshire and wider Arc opportunities</li> </ul>	<ul style="list-style-type: none"> <li>-relevant local and DIT IST team and sector experts to identify calendar of events, conferences etc and use existing DIT online events platforms nationally<sup>9</sup> and locally<sup>10</sup></li> <li>-Oxfordshire partners to identify calendar of events, conferences etc</li> </ul>	<ul style="list-style-type: none"> <li>-DIT to ring fence budget to support attendance at key identified events and development of collateral as required</li> <li>-Collaborate with DIT where DIT is organising presence and stands etc at events</li> <li>-OxLEP and Oxfordshire partners to organise</li> </ul>	<p>Throughout 2019 and 2020</p>

<sup>9</sup> <https://www.events.great.gov.uk/ehome/index.php?eventid=200183029&>

<sup>10</sup> <https://events.newable.co.uk/>

	<ul style="list-style-type: none"> <li>-maximising investment and int trade opportunities</li> <li>-Range of local Oxfordshire led events (e.g. House of Commons, Venturefest) where we promote Oxfordshire and our key sectors</li> </ul>		<ul style="list-style-type: none"> <li>delegations and collateral</li> <li>-DIT sector experts and Posts to provide appropriate / selected support on the ground</li> </ul>	
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Phase Two – Medium to longer term priorities to secure FDI successes through to end of 2022

Action	Output	On	Resource requirements	Timeline
1. Developing new Sector Propositions (Phase two)	<ul style="list-style-type: none"> <li>-Propositions that market Oxfordshire’s key sector strengths and provide Posts with high quality collateral and investment ready opportunities</li> <li>-Driving FDI and Int Trade</li> <li>-Focus on key sectors – e.g. Life Sciences and Healthcare (LSH); Energy; AI, Robotics and CAV; creative and digital etc</li> </ul>	<ul style="list-style-type: none"> <li>- OxLEP– identify and agree sectors in collaboration with DIT– (Identifying sectors that provide significant impact on the local and regional economy, value the potential High Value Campaign and future HPOs. Identify significant sectors that would contributor to future trade policy and negotiations. Value</li> </ul>	<ul style="list-style-type: none"> <li>-OxLEP Inward Investment Team</li> <li>-DIT Partnership Manager, Investment lead, Int Trade lead, sector experts</li> <li>-Sector leads locally – e.g. LSH and OU, Harwell, Milton Park; Energy and Culham, Harwell, Uni; AI, Robotics and CAV – Universities, Culham</li> </ul>	<ul style="list-style-type: none"> <li>-AI, robotics and CAV – 2020</li> <li>-Creative and digital 2020</li> <li>-Automotive and Advanced Engineering</li> <li>-Cryogenics</li> <li>Others to be decided and continued updates to existing propositions</li> </ul>

	-Use propositions and promotional collateral (see 2 below) to develop targeted campaigns in territories/ markets and key sectors (e.g. US and Life Sciences and Healthcare)	potential for R&D investment) -Key Partners locally (universities, research institutes) -DIT – Investment and IT / Posts		
Action	Output	On	Resource requirements	Timeline
2. Promotional collateral (Phase two)	-quality material (mix of printed, on-line and interactive e.g. webinars) for use in promoting Oxfordshire and key sectors -Written and video case studies -clear material for posts to use to support FDI and Int Trade opportunities -Refreshed soft landing slides promoting key sites (including EZ and incentives)	-OxLEP and local partners to draft material -DIT to support and review before sign-off -DIT to distribute to posts globally and help identify key targets	-OxLEP staff and budget -local partners staff and budget -DIT staff and ring-fenced budget to support development of material	By sector, targets as above
3. Identifying and targeting global hi-brand hi value companies for inward investment (a proactive approach)	-Very high value FDI successes into Oxfordshire	-OxLEP working with Oxford University and partners to identify targets	-DIT staff at high level to support -OxLEP staff to support -OU VC and staff to support	Develop target list of global hi brand companies we wish to attract and action plan



		-DIT, OxLEP and OU roundtable to review and agree actions -DIT Posts to support	-DIT to ring fence budget to support actions -Local partners to provide budget to support actions	in 2019 for delivery going forward
Action	Output	On	Resource requirements	Timeline
4. Take Oxfordshire to the international market - Oxfordshire visits to key territories	-Key Oxfordshire players learning about territories and opportunities and developing relationships on the ground to promote and support FDI and Int trade opportunities	-OxLEP to work with local partners to support and exploit international presence and visits already taking place -DIT and OxLEP to revisit territories to pilot -DIT (PM) to lead liaison with territory if FDI -OxLEP to identify delegation to attend where opportunity allows	-DIT to ring fence resource/budget to support visit costs, events during visits etc (e.g. hosted events at embassies / consulates) -OxLEP and local partners to commit staff -OxLEP and local partners to support funding if budgets available	Identify up to four territories to pilot in period to 2022
5. Prospectus for established and emerging markets (Phase two) - for Europe and India.	-Development of a prospectus translated as required (that can be adapted for both established and emerging markets) to	-OxLEP working with local partners to develop the prospectus -Wider partners to review and comment including DIT, CBI, CBBC	-OxLEP staff and budget -Local partners	As a start local partners have committed to develop a prospectus for China (translated into Mandarin) – to be

	<p>highlight opportunities for investment and collaboration providing a more strategic approach to responding to speculative visit hosting requests.</p> <p>-A more strategic approach to proactive relationship development towards FDI and Int Trade opportunities</p>	<p>-DIT providing local intelligence on visit requests</p> <p>-DIT passing opportunities to other UK regions as appropriate</p>		<p>developed and completed by 2Q2019</p> <p>Other markets to be identified, with focus on North America, Europe and India</p>
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### 3.3 Maximising International Trade / Export Success

Phase One – Immediate priorities to secure international trade and export successes through to March 2020

Action	Output	On	Resource requirements	Timeline
<p>1. Maximising engagement of Oxfordshire companies (existing and new exporters) in DIT’s existing International Trade / Export Support programme – ITA referrals; engagement in ERDF programmes and sector / market activities in Oxfordshire / overseas.</p>	<p>- increased number of referrals from partners to DIT</p> <p>- increased take-up of companies at events in Oxfordshire and surrounding areas</p> <p>- increasing export potential and success</p>	<p>-maximising usage of DIT's existing network of export support</p>	<p>-DIT, OxLEP and regional partners promote existing products being delivered through the ERDF Newable led project</p>	<p>-through 2019 to end of ERDF programme (March 2020)</p> <p>-evaluation of impact 2Q2020</p> <p>-identification of key targets for new ERDF programme in 2019</p>

	and access to new markets [TBC whether DIT can benchmark existing attendance and referrals #s]			
2. Export Champions – DIT’s national programme	-Export Champions identified for national programme who can be assets locally to support and encourage delivery of export potential	-OxLEP to identify candidates -DIT to check and confirm -DIT and OxLEP to review opportunity for local programme of Export Champions	-DIT and OxLEP to support national Export champions (based in Oxfordshire) -DIT and OxLEP to review opportunity of local programme	-Champions announced by DIT in 2019 -Decision on review of local programme in 2Q2019

Phase Two – Medium to longer term priorities to secure international trade and export successes through to end of 2022

Action	Output	On	Resource requirements	Timeline
1. Work with DIT as the Department develops the new approach to its core offer - Enhanced ITA Service (EITA Service) and supporting ESIF Internationalisation Fund (OxLEP has committed £120k of ESIF funding)	Under EITA, International Trade Advisers (ITAs) will: 1. engage eligible High Export Potential (HEP) SMEs 2. diagnose their export barriers/needs 3. broker them to relevant private and	-DIT and OxLEP	-DIT to communicate updates on EITA, proposed sector focus and Internationalisation Fund.  -DIT is committed to working with OxLEP on the final shape, targets and sector focus for the programme.	-New programme and delivery to go live from April 2020.

	<p>public sector support.</p> <p>A “High Potential Exporter” means any UK Based Business which can demonstrate that it is an export- orientated business with a minimum of £1.25m annual turnover or 10 or more employees and can provide documented evidence that:</p> <p>a) it has grown its turnover and/or employee numbers by an average of more than 20% per year for at least the three previous consecutive years;</p> <p>or</p> <p>b) it has plans pursuant to which its turnover and/or employee numbers are forecast to grow by an average of at least 20% per year for at least the next two consecutive years.</p>		<p>-New programme envisages an enhanced level of governance, reporting and monitoring on outputs e.g. numbers and value of grants offered and paid in their LEP area. In time we will also report on jobs created.</p> <p>-DIT SE will explore with HQ developments relating to sharing of data on exports at LEP level, and associated trends.</p>	
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	Where justified, the project will help HEPs access market proven professional service suppliers (who will support the SME to overcome its barriers to selling overseas) or aid their participation in Trade Fairs and Missions.			
Action	Output	On	Resource requirements	Timeline
2. OxLEP, DIT and Arc partners to explore options for one outward Arc mission to a priority overseas region	A mission promoting priority Arc sector(s) with a strong Oxfordshire component	DIT, OxLEP, Arc partners	TBC	TBC

### 3.4 Securing Capital Investment

Action	Output	On	Resource requirements	Timeline
1. Identify investor-ready Capital Investment Opportunities in OxLEP area and wider Ox-Cam Arc	-Promotional material and/or promotional strategy for identified opportunities	-OxLEP and other Arc partners	-OxLEP & other Arc partners staff time -DIT Regional Manager staff time	-Initial propositions by 1Q2019 and further developed during 2019
2. Attendance at MIPIM UK and promotion of Oxfordshire and the Arc	-Arc approach to promoting investment opportunities -Promotion of investment opportunities -Promoting the Arc	-OxLEP and partner LEPs and wider partners across the Arc	-OxLEP budget and staffing	-Attended MIPIM UK in October 2018 -Review and explore options for 2019 and beyond
3. Promoting Capital Investment Team and offer to partners in Oxfordshire	-Identifying capital investment opportunities -Developing a prospectus	-OxLEP and DIT to organise and run	-OxLEP and DIT split cost -OxLEP and DIT committed staff time	-Events held in October 2018 -Familiarisation trips for CIT to follow up in 1H2019 -Prospectus as part of wider Arc brochure and prospectus – see below
4. Refreshing and updating the HMG / DIT Arc Brochure	-Updated and refreshed Brochure -Including investment examples	-OxLEP co-ordinating with other LEPs and MCA -DIT CIT meeting with OxLEP and other LEPs and MCA	-OxLEP staff time to co-ordinate -DIT staff time to meet -All to commit staff time to deliver agreed actions	1H2019

	-Promoting Arc opportunities -Prelude to a full Investment Prospectus			
Action	Output	On	Resource requirements	Timeline
5. Promoting Oxfordshire and the Arc at MIPIM Cannes 2019	-Arc presence to promote the Arc opportunities -Investment leads for a range of capital projects across the Arc	-OxLEP co-ordinating with other LEPs and MCA -DIT CIT meeting with OxLEP and other LEPs and MCA	-OxLEP staff time to co-ordinate -DIT staff time to meet -DIT to support Arc presence at MIPIM Cannes 2019 -LEPs and CMA to provide budget contribution to cover some costs -DIT to ringfence budget to support Arc presence at MIPIM Cannes 2020	MIPIM Cannes 2019
6. Promoting Oxfordshire and the Arc at national and international events 2019 and 2020	-Promoting Oxfordshire and the Arc -Investment leads for a range of capital projects in Oxfordshire and across the Arc	-Linked to “Calendar of conferences, events (national and international) and trade missions” above in 3.2.9 -DIT to identify calendar of events -OxLEP and Arc partners to identify calendar of events	-DIT to ring fence budget to support attendance at events and collateral as required -OxLEP and Arc partners to organise delegations and collateral -DIT and Posts to support on the ground	Throughout 2019 and 2020

#### 4. Contacts

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1<sup>st</sup> July 2019

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*Endorsed by OxLEP Innovation Sub Group 16<sup>th</sup> May 2019*

*Endorsed and agreed by the OxLEP Board 25<sup>th</sup> June 2019*