

Welsh Government & UKTI

FDI Capability Development Support Programme, September 2012 – March 2013

Final Report

Gareth John/John Rutherford
UKTI Investment Services Team-
March 2013

1.0 Background and Scope of Programme.

There is a renewed commitment by the Welsh Government (WG) to develop a dedicated trade and inward investment operation to support the focus on key sectors and to improve Wales' visibility in FDI donor markets and with UKTI.

To help deliver this aspiration, UKTI provided a resource of two experienced individuals (Gareth John and John Rutherford) over a period of 6 months to support the Wales Government primarily in the following areas;

- To liaise with the WG on UKTI policy and strategic issues, and facilitate integration with specific UKTI programmes relevant to Wales;
- To assist the newly formed Wales Trade & Investment team as it builds up its FDI capability and pipeline;
- To improve the working relationships between the Trade and Inward Investment Team and priority Sector Teams of the WG Department for Business Enterprise, Technology and Science (BETS) with UKTI teams in England and overseas;
- To support the Wales sector teams in presenting and developing their propositions both to UKTI and potential investors;

In supporting this capability development, the main emphasis of the UKTI team was to facilitate greater understanding and closer sustainable working relationships between Wales and UKTI (locally and overseas) to ultimately drive a stronger and more successful project pipeline into Wales

2.0 Outline of agreed work plan

This section sets out the key activities which were agreed between UKTI and the Welsh Government over the 6 months term, focussing upon the key areas of:

- **Interaction with National Inward Investment Pipeline (data and lead management)**
- **FDI Project management**
- **Account Management**
- **Sector Strategy Development**
- **Post Engagement Planning**
- **UKTI Product Awareness**
- **Accredited Training**

To this initial list we also explored opportunities of working with UKTI around Trade (High Value Opportunities in particular) and Institutional Investment (exploring how Wales can benefit from relationships with Pension Funds and Sovereign Wealth Funds).

3.0 Action Undertaken and Outcomes

Programme Area	Performance Indicator	Outcome as of March 2013	Comment
Data at National Pipeline level	<p>i) Arrange pipeline training for all relevant WG staff and arrange user access;</p> <p>ii) Appoint WG Trade & Investment 'super user' who can act as point of contact for EMU and ensure consistency of approach for data entry;</p> <p>iii) set up process and format for pipeline reports to be produced for discussion with MPG;</p> <p>iv) ensure Welsh projects added to Single National Pipeline in accordance with MOU by 31/3/13</p>	<p>Two training programmes for Investment and Sector team staff completed with key staff from each team now aware of how to input and interrogate the pipeline</p> <p>In place. Louise McShane fills this role</p> <p>Monthly pipeline reports showing overall and Wales' position are presented each month</p> <p>Not completed. WG have no issues with fulfilling this requirement, but are concerned about the resource required to carry out the initial task</p>	<p>WG has indicated a need for future training sessions which will be carried out by EMU staff</p> <p>Going forward, we hope WG staff will have short placements in EMU to gain a better understanding of how the operation works and to strengthen relationships</p> <p>Further discussion required around resourcing this task</p>
Lead Management;	<p>i) Review the management of FDI enquiry processes between UKTI and WG to ensure these are closely aligned and allow effective handling of enquires</p>	<p>Mostly in place. UKTI generated enquiries are passed by EMU to general enquiries point in MPG. Improved working relationships between sector teams should ensure effective project management</p>	<p>Reminder of WG enquiries point address circulated to all UKTI Market and Sector teams</p>

<p>FDI Project management</p>	<p>i) Set up monthly pipeline review meetings between Investment/Sector teams and UKTI;</p> <p>ii) Ensure all WG project successes are made aware to UKTI in a timely fashion and certainly in good time for UKTI Annual Report</p>	<p>No formal process in place but individual sector teams are holding talks with their opposite numbers</p> <p>New process in place to ensure WG successes are uploaded to SNP and CRM in a timely fashion</p>	<p>Creating a regular monthly meeting between sector teams is overambitious given the potential requirement for UKTI to do this with all partners. All Welsh sector teams have been invited to interrogate the pipeline and contact UKTI as and when required.</p> <p>WG now seen as one of the star performers in terms of the timely input of project successes onto the pipeline</p>
<p>Account Management</p>	<p>i) Arrange senior level meeting to ensure effective coordination on account management of relevant Welsh anchor companies;</p> <p>ii) ensure that UKTI account managers that have clients with a Welsh location include opposite numbers in WG in virtual team</p>	<p>Senior level meetings held between heads of WG Anchor Companies and UKTI SRM. Adam Cartwright provided briefing to WG account managers and BETS senior management team</p> <p>Coordination of UKTI and WG account managed companies is being put in place. WG are cross referencing all companies on UKTI's 'one list' for those with a Welsh operation/account manager to ensure WG presence on any virtual account management team</p>	<p>Further meetings between UKTI's Strategic Relationship Management team, IST's Account Management team and BETS sector teams to be arranged to ensure improved coordination</p> <p>WG carrying out audit of all foreign owned companies in Wales which when complete, will also be cross referenced with 'One List'</p>

<p>Sector Strategy Development</p>	<p>i) Ensure BETS sector teams and their opposite numbers in UKTI are working together effectively and that the latter are aware of the Welsh offer;</p> <p>ii) Ensure there is an effective channel in place for Welsh input to all relevant sector propositions</p> <p>iii) UKTI sector specialists to meet with BETS sector teams</p> <p>iv) Provide training support on proposition development;(see below).</p>	<p>Meetings arranged between all UKTI and BETS sector teams to discuss strategy, projects and propositions and to enhance working relationships</p> <p>BETS sector teams are contributing to development of all sector propositions. This is coordinated by Louise McShane.</p> <p>All BETS sector teams contributed to round 2 of SNO input (only one contributed to round 1)</p> <p>Engagement grid of UKTI sector specialists relationships with Welsh-based companies developed. Sector specialists invited to WG/UKTI sector meetings</p> <p>IST to deliver workshop on proposition development in Q1 2013/14</p>	<p>Two meetings arranged but yet to take place</p> <p>UKTI has suggested new WG sector case studies can be used to support BIS industrial strategy work</p> <p>To be updated on a quarterly basis</p>
<p>Post Engagement Planning</p>	<p>i) ensure Wales is considered when Investment Briefing Tour itineraries are being set up;</p>	<p>BETS sector teams have presented to ICT/Creative and Life Sciences briefing tours in London and the Science & innovation Tour visited Wales in March. JR has spoken to UKTI coordinator of briefing tours to make case for Welsh involvement in future tours</p>	<p>Any case for Wales must be considered as part of other DA/LEP requests to be included in tour</p>

	<p>ii) alert individual visiting overseas staff to opportunity of receiving briefing at WG London office;</p> <p>iii) ensure WG staff travelling overseas are linked in to relevant UKTI overseas teams</p>	<p>Ad-hoc alerts have been issued. This will also be highlighted through UKTI in-house bulletin</p> <p>Copy of UKTI's overseas staff brochure has been passed to WG, along with offer to provide introductions to heads of overseas teams</p>	<p>Consideration to be given as to how to assist WG as they expand their overseas operations with the aim of placing staff within or alongside UKTI operations</p>
UKTI Product awareness	<p>Arrange briefing for BETS sector teams and T&I team on LSIO, Tech City, GEP and any other new UKTI products developed over contract period</p>	<p>Briefings by LSIO, Tech City and GEP have been arranged for relevant WG sector teams. Other briefings have taken place on institutional investment and HVO</p>	<p>Ensure WG considered for any roll-out of future UKTI campaigns.</p> <p>Further engagement planned on GEP, HVO and Institutional Investment</p>
Training	<p>Present UKTI accredited training modules to T&I team with a view to arranging training programme , especially on lead generation and Proposition development.</p>	<p>Following presentation by JR to Head of Investment, WG will develop a spec of what they would like for internal training.</p> <p>Workshop on proposition development planned in Q1 13/14</p>	<p>JR has provided some ad-hoc support on lead generation best practice</p>

Signed for and behalf of Welsh Government:

.....

Name.....

Date.....

Signed for and behalf of UKTI investment Services Team

.....

Name.....

Date.....