

UK TRADE &
INVESTMENT

AUTUMN
PERFORMANCE
REPORT

2020



UK Trade & Investment

Autumn Performance Report

Presented to Parliament by the Minister for International Trade and Investment
and the Chief Secretary to the Treasury by
Command of Her Majesty

December 2005

© Crown Copyright 2005

The text in this document (excluding the Royal Arms and departmental logos) may be reproduced free of charge in any format or medium providing that it is reproduced accurately and not used in a misleading context. The material must be acknowledged as Crown Copyright and the title of the document specified. Any enquiries relating to the copyright in this document should be addressed to The Licensing Division, HMSO, St Clements House, 2-16 Colegate, Norwich, NR3 1BQ. Fax: 01603 723000 or e-mail: licensing@cabinet-office.x.gsi.gov.uk

Foreword

UK Trade & Investment is the government organisation that supports both companies in the UK trading internationally, and overseas enterprises seeking to set up or expand in the UK.

This Autumn Performance Report sets out what UK Trade & Investment is achieving, how its performance is measured, and the facts and figures about progress being made in delivering its PSA target.

The UK is one of the world's top exporting nations. Our exports currently account for around 25 per cent of UK GDP, and the UK is second only to the USA as the world's largest overseas investor. Engaging in international business can help make UK companies stronger, with higher employment levels and increased productivity. In 2004 UK Trade & Investment helped 2,300 new-to-export companies to succeed, and helped 5,500 existing exporters into new markets.

The UK is also the number one inward investment destination in Europe. In 2004-05 over 1,000 foreign companies chose to invest in the UK, creating nearly 40,000 jobs. This represents 31 per cent more investors and 55 per cent more new jobs than in the previous year.

UK Trade & Investment's 2004 Spending Review settlement sets higher benchmarks of performance that build on these achievements. The settlement emphasises the need to provide more support for new-to-export firms by increasing the proportion of trade resources for these firms by 30 percentage points. The new-to-export indicator sets UK Trade & Investment the higher target of improving the business performance of 40 per cent of its new-to-export customers – reflecting the increased emphasis on them. The settlement also commits a greater proportion of resources to securing inward investment.

UK Trade & Investment's vision for 2008 is to be the best in its field internationally and an exemplar of modern public service delivery in the UK. It aims to give customers the maximum benefit from its services, and taxpayers the best value for money.

This Autumn Performance Report shows that UK Trade & Investment is on target to meet its Public Service Agreement indicators. There is more to do, but we are making good progress.

Ian Pearson
Minister for Trade, Investment and Foreign Affairs

Introduction

This report provides information on the performance of UK Trade & Investment against its Public Service Agreement (PSA) target to the end of October 2005. It is complementary to:

- The UK Trade & Investment Departmental Report (Cm 6535) published in July 2005, available from The Stationery Office or via UK Trade & Investment's website.¹ The Departmental Report provides information on the organisation, its resources, strategy and plans. The activities and expenditure of the organisation are also summarised in the equivalent reports of its two parent departments, the Foreign & Commonwealth Office (FCO) and the Department of Trade and Industry (DTI).
- UK Trade & Investment's Resource Accounts (to be published around the turn of the year, obtainable from The Stationery Office), particularly the Operating and Financial Review (OFR) within the Accounts. The OFR provides information on UK Trade & Investment's operations for the 2004-05 financial year.

This report also covers progress toward meeting the efficiency targets set out in UK Trade & Investment in its 2004 Spending Review (SR2004) settlement.

The UK Trade & Investment organisation

UK Trade & Investment brings together the work of the FCO and DTI on international trade and inward investment.

UK Trade & Investment is not an employer in its own right. For the majority of its civil service manpower requirements it draws on staff employed by one or other of its two parent departments. In the UK most of its staff are drawn from DTI while overseas most of its staff are from the FCO. UK Trade & Investment also draws on its parent departments for some "back office" functions including finance, HR and IT support systems.

Funding

UK Trade & Investment has three funding streams:

- *Programme* (£100.5 million in 2004-05). These funds are voted directly by Parliament. UK Trade & Investment's Chief Executive is the Accounting Officer for this funding stream.
- *FCO Admin* (in the region of £144 million in 2004-05) for which FCO's Accounting Officer is responsible (and over which UK Trade & Investment has direct control of an allocated headquarters budget of £8 million).
- *DTI Admin* (£36.7 million in 2004-05) for which DTI's Accounting Officer is accountable, but which is ring-fenced and within UK Trade & Investment's control.

Objective

UK Trade & Investment has an overarching objective, shared with the FCO and DTI:

"To enhance the competitiveness of companies in the UK through overseas trade and investments; and attract a continuing high level of quality foreign direct investment."

UK Trade & Investment's 2005 Departmental Report explains how the organisation plans to deliver this objective. This Autumn Performance Report provides a six-month update on progress.

¹ <https://www.uktradeinvest.gov.uk/ukti/finance>

Public Service Agreement (PSA) target

UK Trade & Investment has one PSA target for the SR2004 period (2005-06 to 2007-08) that supports its objective:

“By 2008, deliver a measurable improvement in the business performance of UK Trade & Investment’s international trade customers, with an emphasis on new-to-export firms; and maintain the UK as the prime location in the EU for foreign direct investment.”

Five PSA indicators underpin this target: three cover trade development and two cover inward investment. The three trade indicators are:

- (i) At least 40 per cent (30 per cent over the SR2002 period, 2003-04 to 2005-06) of new-to-export firms assisted by UK Trade & Investment improve their business performance within two years.
- (ii) At least 50 per cent of established exporters assisted by UK Trade & Investment improve their business performance within two years. (This indicator remains unchanged from the SR2002 period.)
- (iii) At least a 30-percentage point increase by 2007-08 in the proportion of UK Trade & Investment trade development resources focused on new-to-export firms. (This indicator is new for the SR2004 period.)

UK Trade & Investment’s two inward investment indicators are:

- (iv) Improve the UK’s ranking within Europe in terms of the GDP-adjusted stock of EU foreign direct investment based on the UNCTAD World Investment Report;
- (v) 374 (in 2005-06), 440 (in 2006-07) and 524 (in 2007-08) successful inward investment projects secured by UK Trade & Investment in each year of the Spending Review of which 75 per cent are knowledge driven.

For the SR2002 period there was also an additional trade indicator, the ‘major overseas projects’ indicator:

- (vi) At least 70 per cent of firms receiving assistance with major overseas projects reporting that our help was a significant factor.

There is no equivalent indicator for this performance measure for the SR2004 period but, from 2006-07, UK Trade & Investment proposes to apply a corporate level indicator to continue tracking performance in this area of its work.

Accountability

The Chief Executive of UK Trade & Investment is responsible to the Secretary of State for Foreign and Commonwealth Affairs and the Secretary of State for Trade and Industry for delivering the PSA target, and also to UK Trade & Investment’s Executive Board.

Sir Stephen Brown, UK Trade & Investment’s Chief Executive since October 2002, retired in December 2005. His successor has yet to be appointed.

Performance against trade development indicators

(i) At least 40 per cent of new-to-export firms assisted by UK Trade & Investment improve their business performance within two years.

(Note that the figure in this indicator was previously 30 per cent for the SR2002 period, which runs until 31 March 2006.)

| 2002 Annual Result | 2003 Annual Result | 2004 Annual Result | Qtrs 1–3 2005 (cumulative) |
|--------------------|--------------------|--------------------|----------------------------|
| 30% | 35% | 30% | 36% |

Assessment of progress: ON COURSE

UK Trade & Investment is currently on course to deliver the 30 per cent target for the SR2002 period.

For the SR2004 period Treasury has agreed that the 40 per cent indicator will be measured on a financial year basis, to align measurement more directly with the funding period.

Cumulative data for Q1 and Q2 FY 2005–06 shows that 40 per cent of companies surveyed had improved performance.

Factors affecting performance

The new PSA indicator requiring a shift in trade development resources to support new-to-export firms may impact on performance against this indicator.

(ii) At least 50 per cent of established exporters assisted by UK Trade & Investment improve their business performance within two years

| 2002 Annual Result | 2003 Annual Result | 2004 Annual Result | Qtrs 1–3 2005 (cumulative) |
|--------------------|--------------------|--------------------|----------------------------|
| 52% | 43% | 43% | 48% |

Assessment of progress: ON COURSE

For the SR2004 period Treasury has agreed that the 40 per cent indicator will be measured on a financial year basis, to align measurement more directly with the funding period.

Cumulative data for Q1 and Q2 FY 2005–06 shows that 50 per cent of companies surveyed had improved performance.

Factors affecting performance

There was again some slippage in 2004 in the established exporter target – 43 per cent against the target of 50 per cent, the same as for 2003. In 2003 and 2004 respondents to the monitoring surveys that provide data for this indicator have cited the decline of the dollar against sterling as impacting on the competitiveness of UK-based firms attempting to do business in markets where they are competing against US-based firms.

The new PSA indicator requiring a shift in trade development resources to support new-to-export firms may impact on performance against this indicator.

(iii) At least a 30-percentage point increase by 2007-08 in the proportion of UK Trade & Investment trade development resources focused on new-to-export firms.

Assessment of progress: ON COURSE

Focus continues on shifting resources to new-to-export firms.

Factors affecting performance

UK Trade & Investment's 2004 Spending Review (SR2004) settlement required that an increased share of its programme spend dedicated to trade development should be focused on new-to-export firms.

This shift of resources is against an overall reduction in the proportion of resources UK Trade & Investment dedicates to trade development as, again in line with the Spending Review settlement, resources are increased in support of inward investment.

Quality of data systems used

At present, data for the new-to-export and established exporters indicators is collected and monitored through performance measurement survey and analysis carried out by external consultants, the Reading Business Group, Reading University.

Reading Business Group carries out a survey of 800 firms each year to gather information on UK Trade & Investment's overall performance against these two indicators. The survey concentrates on gathering information on business performance and processes, and how these have changed over the period since the firms questioned used UK Trade & Investment's services. The emphasis is on identifying whether these services have improved firms' competitiveness.

The survey is based on telephone interviews with a sample of users of UK Trade & Investment's principal services. (Annex A presents an overview of these services.) Two-thirds of the interviews are with firms that have used UK Trade & Investment's services in the previous six to 12 months. These interviews provide an initial assessment of the impact of the services on the firms concerned.

The remaining third of the interviews are follow-ups with firms who were sampled the previous year, and these take place 18 to 24 months after the services in question were first used. These later interviews are designed to assess the longer-term impact of UK Trade & Investment services.

The percentage figures reported by the survey are set to reflect those firms achieving sustainable (ie longer-term) improvements in productivity and profitability, rather than those experiencing short-term but ultimately unsustainable increases in performance and competitiveness.

The questions also cover:

- new business, both in the target market as well as any new sales in any other market,
- how useful firms found information from UK Trade & Investment on markets and competitive pressures,
- the value of any new networking leads suggested, and
- the extent to which UK Trade & Investment has been instrumental in the introduction of worthwhile new business products or processes.

The questions contain crosschecks, including data about actual performance, to enable the consultant to identify inconsistent responses. There are also follow-up interviews to provide a further check on the accuracy of firms' initial responses.

The results indicate how UK Trade & Investment's assistance has improved firms' performance, especially productivity and profitability, and enable a judgement as to whether UK Trade & Investment has met these PSA indicators.

For the SR2002 period, surveys were carried out quarterly and collated into a calendar year figure. For the SR2004 period these surveys will be carried out quarterly and collated into a financial year figure.

The contract for monitoring and evaluating UK Trade & Investment's performance for the rest of the SR2004 period is currently being re-tendered, with the new contractors scheduled to be in place from 1 January 2006.

The shift in trade development resources dedicated to new-to-export firms is tracked by monitoring the resource budgets that support UK Trade & Investment's trade development work.

Performance against inward investment indicators

(iv) Improve the UK's ranking within Europe in terms of the GDP-adjusted stock of EU foreign direct investment based on the UNCTAD World Investment Report.

Assessment of progress: ON COURSE

The UNCTAD World Investment Report, September 2005, confirms the UK remains the number one inward investment destination in Europe. The UK's GDP-adjusted ranking has increased from a revised ranking of thirteenth in 2003 to eleventh in 2004.

(v) 374 (in 2005-06), 440 (in 2006-07) and 524 (in 2007-08) successful inward investment projects secured by UK Trade & Investment in each year of the Spending Review of which 75 per cent are knowledge driven.

Assessment of progress: ON COURSE

UK Trade & Investment's overseas network reported 100 successes, ahead of target, for quarter 1 2005. For quarter 2 2005, 230 successes, again ahead of target, have been reported, but these figures remain to be validated. 74 per cent of the successes were knowledge driven, against a target of 75 per cent.

Inward Investment overseas teams are actively pursuing new knowledge-driven projects with the aim of securing the overall target of 1,338 successes by 2007-08.

Factors affecting performance

Macroeconomic policy and the performance of the UK economy are critical to inward investment success and hence to the achievement of these targets.

Quality of data systems used

Data on the UK's ranking within Europe is taken from the UNCTAD World Investment Report and online FDI database.²

Data on successful inward investment projects secured is taken from an electronic project tracking system. This uses definitions of success agreed by the Committee on Overseas Promotion (COP), a joint UK Trade & Investment/ Regional Development Agency/ Devolved Administration Committee. The DTI Internal Audit team and the National Audit Office validate results.

² Rankings exclude Belgium and Luxembourg because no data was available for these countries at the time of publication of the UNCTAD report. This has not affected the UK's ranking.

SR2002 major overseas projects indicator

(vi) At least 70 per cent of firms receiving assistance with major overseas projects reporting that our help was a significant factor

| 2002 Annual Result (January 2004 survey) | 2003 Annual Result (January 2003 survey) | 2004 Annual Result (Survey carried out quarterly during 2004) | Qtrs 1-2 2005 |
|---|---|--|----------------------|
| 58% | 61% | Q1 – 36% Q2 – 80% Q3 – 76% Q4 – 68% | Q1 – 76% Q2 – 64% |

Assessment of progress: ON COURSE

This indicator, which dates from the SR2002 settlement and loses its PSA indicator status in April 2006, showed significant improvement in the last three quarters of 2004, delivering an aggregate 74 per cent against a 70 per cent target. The latest available aggregate figures (to quarter 2 2005) show performance is currently on target at 70 per cent.

Quality of data systems used

The Casson & Crispe survey, covering the major projects indicator, consists of telephone interviews with a sample of firms that have received assistance from UK Trade & Investment's sector teams in London and the English regions or staff in diplomatic Posts overseas, in connection with major business projects. The firms are asked a range of questions about their activities and outcomes over the past year. The assistance given by UK Trade & Investment covers a wide range of activities, and many of the projects take lengthy periods to come to fruition.

Corporate performance indicators

For the SR2002 period UK Trade & Investment developed a number of corporate performance indicators that underpinned its PSA target and PSA indicators. These aimed to deliver the following outcomes:

- By 2006, develop 6,000 (successful) new exporters.
- By 2006, 18,000 UK firms successfully into markets new to them.
- Increase the number of registered customers for UK Trade & Investment's website services by 50 per cent by end 2005-06 (from baseline of 20,000).
- Handle 25 per cent more inward investment projects than over the previous three-year average.
- 75 per cent success rate for inward investment location decisions for projects handled by UK Trade & Investment over a three-year period.
- 70 per cent of all inward investment successes handled by UK Trade & Investment to be in knowledge-driven sectors or technologies.

These corporate indicators will be maintained to the end of the 2002 Spending Review period (31 March 2006) and the table at Annex B shows the most recent results against these indicators.

For the SR2004 period some aspects of these indicators have been incorporated into an internal scorecard that UK Trade & Investment maintains for business management purposes, including quarterly reporting to its Executive Board.

Progress towards efficiency targets

Introduction

The following details are drawn from UK Trade & Investment's Efficiency Technical Note which can be accessed via <https://www.uktradeinvest.gov.uk/ukti/finance> and the most recent (November 2005) Office of Government Commerce (OGC) assessment of the organisation's progress in delivering efficiency savings.

Headline efficiency savings

Over the SR2004 period UK Trade & Investment is committed to achieving the following efficiency savings against 2004-05 baseline figures:

- A cumulative reduction of £35 million on programme and admin spend.
- A reduction of 200 full-time equivalent DTI staff.

The table below shows the cumulative savings required by Treasury under the SR2004 settlement for the three years of the SR2004 period, across UK Trade & Investment's three funding streams. Savings in 2005-06 are "non-cashable"; savings in the following two years are cashable.³

Efficiency savings for the SR2004 period

| Funding stream | Efficiency Savings for 2005-06 £m | Cumulative Efficiency Savings for 2006-07 £m | Cumulative Efficiency Savings for 2007-08 £m |
|--|--------------------------------------|---|---|
| | Resource | Resource | Resource |
| Programme (2004-05 baseline, £100.5m) | 2.1 | 5.0 | 11.0 |
| FCO Admin (2004-05 baseline, ~£144m) | 2.1 | 10.0 | 20.0 |
| DTI Admin (2004-05 baseline, £36.7m) | 1.6 | 3.0 | 4.0 |
| Total | 5.8 | 18.0 | 35.0 |

Key efficiency delivery issues for UK Trade & Investment

A substantial proportion of these efficiency savings targets requires the removal of cost from the organisation, by reductions in the numbers of parent department – FCO and DTI – staff engaged on UK Trade & investment work. However, as noted at the beginning of this report, UK Trade & Investment is not an employer in its own right. In implementing the SR2004 settlement it has to work with both parent departments to determine the shape of its restructuring operations. Its planning has had to take into account the capacity of parent departments – within the context of their own SR2004 obligations to the Treasury – to re-absorb released staff and redeploy them. This process has required ongoing negotiations with both parent departments, and the planning work within UK Trade & Investment has had to take these considerations into account.

³ Note that re. savings on FCO Admin, the benefit of the savings will accrue in the first instance to the FCO, and may be used by them to offset savings made elsewhere by the FCO, or surrendered as cashable. They will become cashable, in Treasury's terms, to the extent that the FCO chooses to use them directly to offset its own savings obligations.

Efficiency savings achieved to date

The table below summarises efficiency gains achieved to end-September 2005, as agreed with the Office of Government Commerce in November 2005.

Efficiency savings achieved in the first six months of the SR2004 period

| Activity | Reported actual @ | | Forecast 09-2005 | Target 03-2008 |
|---------------------|-------------------|---------|---------------------|-------------------|
| | 03-2005 | 09-2005 | | |
| Efficiency gains | £0.8m | £1.7m | £1.9m | £35m |
| Headcount Reduction | 140 | 156 | 130 | 200 |

There is a minor shortfall against forecast savings for the first six months. These will be addressed by closure of UK Trade & Investment's Information Centre in Victoria Street, from December 2005.

Initiatives to deliver efficiency savings

The table below summarises the main initiatives through which UK Trade & Investment will deliver its efficiency savings.

Main initiatives for achieving efficiency savings for the SR2004 period

| Funding stream | Initiative |
|----------------|--|
| Programme | <ul style="list-style-type: none"> Investment in web-based e-delivery of services to customers. Procurement savings. Prioritisation of trade services. Cost recovery for services from business. |
| FCO Admin | <ul style="list-style-type: none"> Reduction of UK Trade & Investment's overseas presence, yielding £20m to be handed back to FCO for redeployment on FCO priorities. |
| DTI Admin | <ul style="list-style-type: none"> Delivery of £4m savings in DTI admin through reduction in DTI workforce, together with corresponding reductions in non-salary staff costs. |

Quality measures

UK Trade & Investment is committed to achieving efficiencies by reducing input costs while delivering the same or improved customer services, and by re-focusing priorities to deliver the same or better quality outputs.

UK Trade & Investment has a programme of external evaluation of the quality of its services. These include customer surveys that are part of its quarterly PSA indicator performance monitoring arrangements, and mystery shopping exercises. Improving the quality of service delivery is backed up by a continuing programme of improvement geared to achieving further productivity gains, through uprating staff capabilities and refining headquarters' business processes.

Plans and prospects for delivering efficiencies over the next six months

Over the next six months UK Trade & Investment proposes the following activities in delivering on its efficiency commitments.

- Complete a timeline showing SR2004 changes to UK Trade & Investment overseas network, showing costs and savings resulting from these changes and when they will be incurred.
- Agreement on a charging policy for the services UK Trade & Investment provides to business.
- Agree with DTI detailed trajectories towards targets for the rest of the SR2004 period for staff headcount in the UK.
- Relocate Enquiry Unit work to Glasgow.
- Implement Portal User Interface enhancements, early 2006.
- Launch the Customer Relationship Management (CRM) project in the South East region
- Roll out the Overseas Market Introduction Service (OMIS) IT application to all UK Trade & Investment full service markets.

Annex A UK Trade & Investment Customer Services

Trade Development Services

UK Trade & Investment delivers a range of services to customers, through its network in the English regions and overseas.

In the English regions, International Trade Advisers work with companies, helping them to build the capacity they need to do business overseas.

Through its overseas network, UK Trade & Investment provides on-the-ground help and support on doing business in key markets for UK companies around the world. Support includes advice on local economic conditions, and help in finding (and lobbying) key contacts and identifying business opportunities.

UK Trade & Investment undertook a fundamental review of its trade services in 2004. In response to customer feedback, a revised portfolio of services was developed, focusing on those services that add most value to customers. The services were restructured around a new trade services framework – “Advice and Support”, “Information and Opportunities”, and “Making it happen”.

Advice and Support

The aim here is to understand the needs and objectives of the customer and ensure the customer has the resources and skills internally, or access to resources externally, to begin to trade internationally. The relevant services are:

- **Passport to Export**, a trade development programme comprising a toolkit of advice and support to help new and inexperienced exporters develop their international trading capability.
- **Export Communications Review Scheme**, a scheme to help exporters evaluate the way they present themselves and their products or services to overseas customers.

Information and Opportunities

Here, the objective is to support the customer in investigating and identifying opportunities around the world. The relevant services are:

- **Export Marketing Research Scheme (EMRS)**. This provides financial support and advice to British companies and trade associations on export marketing research.
- **Overseas Market Introduction Service (OMIS)**. This service puts customers directly in touch with UK Trade & Investment staff overseas and provides individually agreed, focused business advice, information and visit support.
- **UK Trade & Investment’s website** (www.uktradeinvest.gov.uk) which uses portal technology to provide customers with a single web gateway to personalised information, including business opportunities identified by UK Trade & Investment’s network of embassies, high commissions and consulates world-wide.

Making it happen

UK Trade & Investment’s objective here is to support the customer in the realisation of an international trade opportunity and, where possible, help them to maximise that opportunity. This is delivered via:

- **International Business Schemes – Support for Exhibitions and Seminars Abroad (SESA)**. The scheme provides grant assistance to small- and medium-sized enterprises seeking to enter overseas markets, to support them in taking part in trade fairs or sectoral outward missions. SESA also supports overseas seminars promoting the capabilities of a UK sector to an invited audience.

- **Solo Show Support** provides grant assistance to small- and medium-sized companies seeking to enter overseas markets by taking part in trade fairs. It applies to events that are not included in the SESA programme. Support is granted to companies attending fairs individually, not as part of a group.
- **New Products for Britain** is an international press release service, designed to obtain editorial coverage in the overseas trade press for new and innovative British products, processes and services.
- **Market Visit Support** – is a new facility available to International Trade Advisers in the English regions and their counterparts in the devolved administrations, that provides assistance to new and inexperienced SMEs visiting overseas markets either individually, or as part of an organised multisector group.
- **Inward Missions.** These are organised on an ad-hoc basis through UK Trade & Investment’s International Sectors Group, where an inward mission will contribute effectively to developing the competitiveness of UK companies in that sector.

Inward Investment Services

UK Trade & Investment’s Inward Investment Group is the UK’s national inward investment promotion organisation. Its functions include the following:

- **Marketing the UK** generally as a prime location for inward investment.
- **Leading and guiding** the UK inward investment network (Regional Development Agencies and the Development Agencies and trade promotion organisations in the devolved administrations) in hunting for investment, as well as assisting individual companies.
- **Managing the investor network** – to facilitate maintaining and expanding existing investments, and establish the views of current investors on the investment climate in the UK.
- **Systematically collecting and deploying investor views** in order to lobby in favour of inward investment-friendly policies.

Inward Investment has a range of services including:

- **The Global Entrepreneurs Programme** – designed to attract individuals to the UK who possess intellectual property of exceptional potential and/or entrepreneurial management talent. The programme includes:
 - **The appointment of a “Dealmaker”** to act as a guide, to introduce key contacts within the business and sector networks;
 - **Facilitated access** to the UK through the Highly Skilled Migrant or Innovators Entry Programmes;
 - **Access to potential research and development grants;**
 - **Exploratory visits to the UK;** and
 - **Practical guidance** on setting up business in the UK and introductions to key contacts for specific advice.
- **Global Partnerships Programme** – a “matchmaker programme” for foreign companies, especially in emerging sectors, designed to assist in finding UK partner organisations for the further development of innovative technology.
- **Investor Development** – Inward Investment Group is responsible for co-ordinating national policy for investor development and its subsequent facilitation through the provision of a professionally delivered programme of investor support.

UK Trade & Investment’s inward investment services are delivered via market-based staff and the www.ukinvest.gov.uk website.

Annex B Corporate Performance Indicator Progress Tables

| PSA Target | Corporate | Results to date indicators | | | | | | |
|--|--|----------------------------|------------------|------------------|------------------|---------------------|------------------|--|
| | | Annual 2003-04 | Qtr 1 2004-05 | Qtr 2 2004-05 | Qtr 3 2004-05 | Annual 2004-05 | Qtr 1 2005-06 | Qtr 2 2005-06 |
| By 2008, deliver a measurable improvement in the business performance of UK Trade & Investment's international trade customers, with an emphasis on new-to-export firms; | By 2006, develop 6,000 (successful) new exporters | 1,912 | 355 | 906 | 1,521 | 2,264 | 603 | 1,304 ⁴ |
| | By 2006, 18,000 UK firms successfully into markets new to them | 4,827 | 1,435 | 2,911 | 4,247 | 5,308 | 1,508 | 3,122 ⁵ |
| | By 2006, increase proportion of very satisfied UK Trade & Investment customers to at least 75% | 74% | 81% | | 83% | 84% | 88% | 86% (provisional) |
| | Increase the number of registered customers for UK Trade & Investment's website services by 50% by end 2005-06 (from baseline of 20,000) | 24,820 | | | | 65,000 ⁶ | | |
| and maintain the UK as the prime location in the EU for foreign direct investment | Handle 25% more inward investment projects than over the previous three-year average | 1,464 Achieved | | | | 1,761 Achieved | | 1,501 projects handled as at Q2 against a target of 1,822 |
| | 75% success rate for inward investment location decisions for projects handled by UK Trade & Investment over a three-year period | 90% Achieved | | | | 84% Achieved | | 85% |
| | 70% of all inward investment successes handled by UK Trade & Investment to be in knowledge-driven sectors or technologies | 70% Achieved | | | | 76% Achieved | | 74% |

4 Based on input from regional network only. Improved data capture suggests interactions with the rest of UK Trade & Investment are under-reported; this will be discussed in more detail in the Spring Departmental Report.

5 Based on input from regional network only. Improved data capture suggests interactions with the rest of UK Trade & Investment are under-reported; this will be discussed in more detail in the Spring Departmental Report.

6 65,000 customers were pre-registered on the new UK Trade & Investment website launched in October 2004 – including former customers of the Sales Lead Service and other UK Trade & Investment services. As at 22 November 2005 there were 9,326 active customers associated with a UK business using the personalised features of the website. New customer registrations are continuing at a rate of approximately 100 per week.



Published by TSO (The Stationery Office) and available from:

Online

www.tso.co.uk/bookshop

Mail, Telephone, Fax & E-mail

TSO

PO Box 29, Norwich, NR3 1GN

Telephone orders/General enquiries: 0870 600 5522

Order through the Parliamentary Hotline Lo-call 0845 7 023474

Fax orders: 0870 600 5533

E-mail: book.orders@tso.co.uk

Textphone 0870 240 3701

TSO Shops

123 Kingsway, London, WC2B 6PQ

020 7242 6393 Fax 020 7242 6394

68-69 Bull Street, Birmingham B4 6AD

0121 236 9696 Fax 0121 236 9699

9-21 Princess Street, Manchester M60 8AS

0161 834 7201 Fax 0161 833 0634

16 Arthur Street, Belfast BT1 4GD

028 9023 8451 Fax 028 9023 5401

18-19 High Street, Cardiff CF10 1PT

029 2039 5548 Fax 029 2038 4347

71 Lothian Road, Edinburgh EH3 9AZ

0870 606 5566 Fax 0870 606 5588

TSO Accredited Agents

(see Yellow Pages)

and through good booksellers

December 2005

© Crown Copyright

ISBN 0-10-167262-4



9 780101 672627