



Export Plan for Lancashire 2022 - 2025

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Lancashire aims to become a more outward-facing county, focusing more energy in international markets to drive economic development. Despite the impact of EU Exit and the COVID-19 pandemic, opportunities exist for Lancashire to become a global player.

This strategy outlines the opportunities for exporters across the county, in both goods and services, in key markets and sectors.

Lancashire's Strategic Ambitions



Significantly contribute to the UK Government's £1 trillion export target by 2030



Enable 300 new exporters from Lancashire by 2030



Create 7 trading partnerships with strategic locations in key overseas markets by 2030



Raise exports contribution to Lancashire's GDP above the national average of 30% by 2030

Opportunities

- Lancashire is an ambitious county looking to make meaningful strides in promoting and supporting exports with a varied group of stakeholders all pushing for the county to become a global player.
- Lancashire is home to some of the world's most innovative companies in sectors that are constantly growing and developing.
- The county has strong international links through business connections and academia that are primed for further exploitation from exporters.
- Recent investments have placed Lancashire on the world stage for growing sectors such as cyber security

Challenges

- Awareness of Lancashire's export offer in terms of goods and services on the international stage is relatively low compared to other UK locations, particularly potential regional competitors such as Manchester and Liverpool.
- EU Exit and COVID-19 have fundamentally changed the way that the UK does business on the international stage, and locations will need to remain flexible in their approach to future export support.
- The large range of stakeholders involved in export support in the county need to adopt a more joined-up approach to maximise efficiencies.
- New Lancashire exporters require extra work to increase knowledge of exporting and appetite to export.

Key Sectors and Markets

Sectors

Aerospace	Advanced Manufacturing	Energy & Low Carbon	Food & Agriculture	Creative & Digital
Low Carbon Aviation	Automated Production	Nuclear and Decommission	AgriTech and AI	Cyber Security
Component Manufacture	Materials and Composites	Onshore Wind	Dairy Produce	ElecTech and Hardware
Defence & Security	Manufacturing Services	Low Carbon Consultancy		Drones and Surveillance
		Retrofit		

Markets

CORE MARKETS



EMERGING MARKETS



Introduction

Lancashire has set ambitious targets to transform into a more outward facing county

The LEP has set out a series of ambitions and strategic objectives to help increase the international reach of Lancashire across trade, investment, innovation and the visitor economy.

This strategy sets out how Lancashire can achieve its objectives by opening up new markets and opportunities around the world. It sets out the ways in which Lancashire can gain better leverage through existing international links as well as take advantage of its key assets to create new ones.

As the world changes in the face of globalisation, internationalisation is beginning to take on a different appearance – where digitisation and sustainability are at its core. Events such as EU Exit and the COVID-19 pandemic have changed the landscape further and made having a more definitive internationalisation strategy even more important for regions looking to assert themselves on the global stage.

These strategic objectives underpin what is fundamentally at the heart of Lancashire's desire to grow as a county. They place the improvement of core capabilities at the forefront whilst also seeking to promote the numerous assets that Lancashire has to offer.

Lancashire's Strategic Objectives



Position Lancashire at the forefront of innovation, with cutting-edge and progressive research, leader in the fields of Industry 4.0+, cyber, space and security related industries, energy and low carbon technology, health innovation and advanced mobility. Lancashire's universities are the most engaged universities in the UK supporting economic growth and collaborating with business and academia.



Build a globally competitive county by increasing trade, foreign investment, R&D and Innovation and visitor numbers, supporting business development and partnership working to deliver local growth ambitions and bring benefits to local businesses and residents








Promote the Lancashire brand internationally to attract investment, business visitors and increase visitor spend in the county, celebrating the strong quality of life offer. Exploit the new conference centre in Blackpool to host international events centred around our strengths in the North West Cyber Corridor, Net Zero technologies and defence.



Establish Lancashire firmly as a place which attracts and retains talent and investment in technology, skills and productivity and as a recognised destination of choice for business and leisure visitors.






Key Sectors

Lancashire’s key sectors all represent exportable opportunities, both across goods and services. The presence of global, innovative companies, as well as some of the other important assets in the county, provide the platform for Lancashire to showcase quality exports on the international stage. Within each sector are a set of specific sub-sector opportunities across both goods and services exports.

 Aerospace	 Advanced Manufacturing	 Energy & Low Carbon	 Food & Agriculture	 Creative & Digital
Low Carbon Aviation	Automated Production	Nuclear and Decommission	AgriTech and AI	Cyber Security
Component Manufacture	Materials and Composites	Onshore Wind	Dairy Produce	ElecTech and Hardware
Defence & Security	Manufacturing Services	Low Carbon Consultancy		Drones and Surveillance
		Retrofit		

Key Target Markets

Based on a combination of quantitative and qualitative research, priority export markets have been identified. This was achieved through data modelling work as well as stakeholder consultations, both domestic and international. These markets are aimed to meet demand for both new and experienced exporters, as well as a blend of existing and developing relationships.

CORE MARKETS		EMERGING MARKETS	
	France		India
	Germany		Sweden
	USA		



Lancashire's Exporting Ambition

UK Government's Exporting Ambition

The UK Government's emphasis on exports was made clear in 2021 when a target of £1 trillion a year exports by 2030 was announced. After leaving the EU's single market, a new strategy was required to get more British businesses exporting.

Only 10% of UK businesses export, which puts UK exporters behind competitors such as Germany and the Netherlands. Given the significant contribution exporters make towards employment and productivity, the government has made it a priority to encourage new exporters and help existing exporters to export further.

The "Build Back Better" strategy outlines two key factors for growth in exports:

- **Levelling Up** – to more evenly spread the distribution of wealth across the UK
- **Global Britain** – to promote the UK as an outward-facing nation, active on the world stage

Further ambitious steps were announced at the end of 2021 with the "Made in the UK, Sold to the World" plan to help businesses across the UK double exports and sell their world-class products around the globe. It aims to give businesses the tools they need to become a nation of exporters and reap the benefits of our free trade deals.

It includes an Export Support Service that offers a one-stop shop for exporting advice, and the launch of a new UK Tradeshow Programme better-tailored to help businesses, particularly those outside London and the South East, to attend and promote their products around the world.

DIT will also be expanding its Export Academy, inviting owners and managers of SMEs to access masterclasses, roundtables and networking events that help them overcome common challenges first-time exporters face.

Lancashire's Exporting Ambition

Lancashire's volume of exports account for 27.4% of GDP, lower than the English average of 30.7%. In terms of GVA, Lancashire's proportion for exports is higher than the NPH average of 11% but lower than the UK average of 15%. Lancashire's export value per business is higher than regional competitors but growing exports will help the county to reach broader economic goals.

Outlining a set of definitive strategic outcomes over the next 10-Years that will help to provide direction to the development of an export strategy. They set out tangible goals for Lancashire to be more ambitious on the international stage and ultimately increase exports from Lancashire businesses.

Lancashire's Strategic Export Objectives



Significantly contribute to the UK Government's £1 trillion export target by 2030



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New Exporting Context

COVID has exposed longer-term vulnerabilities in global trade

The Coronavirus pandemic delivered a demand and supply shock that is still reverberating through global supply chains, and likely to continue well into 2022. Export restrictions, and lower consumer spending have reduced the market for exporters, while the cost and time associated with the transport of goods has dramatically increased. For example, the cost of a 40ft container has increased by as much as 600% since 2019, with Logistics UK stating that it could be well into 2022 before these start to decrease.

While most focus has been on goods exports, research from the Office for National Statistics suggests that service exporters have also been affected by Covid-19. Research from October 2021 found that 33% of businesses that reported experiencing challenges with exporting services said the main cause was the coronavirus pandemic compared with just 7% for businesses exporting goods only (although goods exporters were likely to report other issues).

It is likely that export problems will linger beyond the hoped for return to normality. The fault lines opened up by the pandemic are looking more persistent, with uneven vaccine access likely to disrupt demand and global logistics for some time to come. Political factors such as greater protectionism in sensitive industries is also likely to continue post-pandemic. Other structural problems include a shortage of containers and reticence among shipping companies to order new ships in a period of increasing environmental regulation.

Covid-19 is best considered a short term global shock that exposed weaknesses in international trade. Supporting exporters through these difficult time is key to growing any economy.

EU Exit has impacted some sectors more than others

At the end of 2020 the UK and EU agreed a new Trade and Cooperation Agreement to govern their future trading relationship. This included a free trade agreement, framework for co-operation on law enforcement and judicial matters, and an overarching governance arrangement which will allow for cross-retaliation across different economic areas.

This agreement went further than any other EU trade deal with a third country and prevents additional taxes on products that would have made some UK sectors such as car manufacturing less competitive.

However there are certain aspects of the agreement that add costs and regulatory burdens on exporters:

- The introduction of sanitary and phytosanitary standards has added to costs for agri-food exporters.
- The deal did not allow UK bodies to certify that products meet EU standards, meaning additional costs and complexity for some business who have to undergo two sets of conformity assessments.
- The deal did not remove the need for customs declarations and paperwork, and while processes have been simplified they have still increased costs.
- Services arrangements include numerous exceptions and special provisions that have added complexity for services exporters.

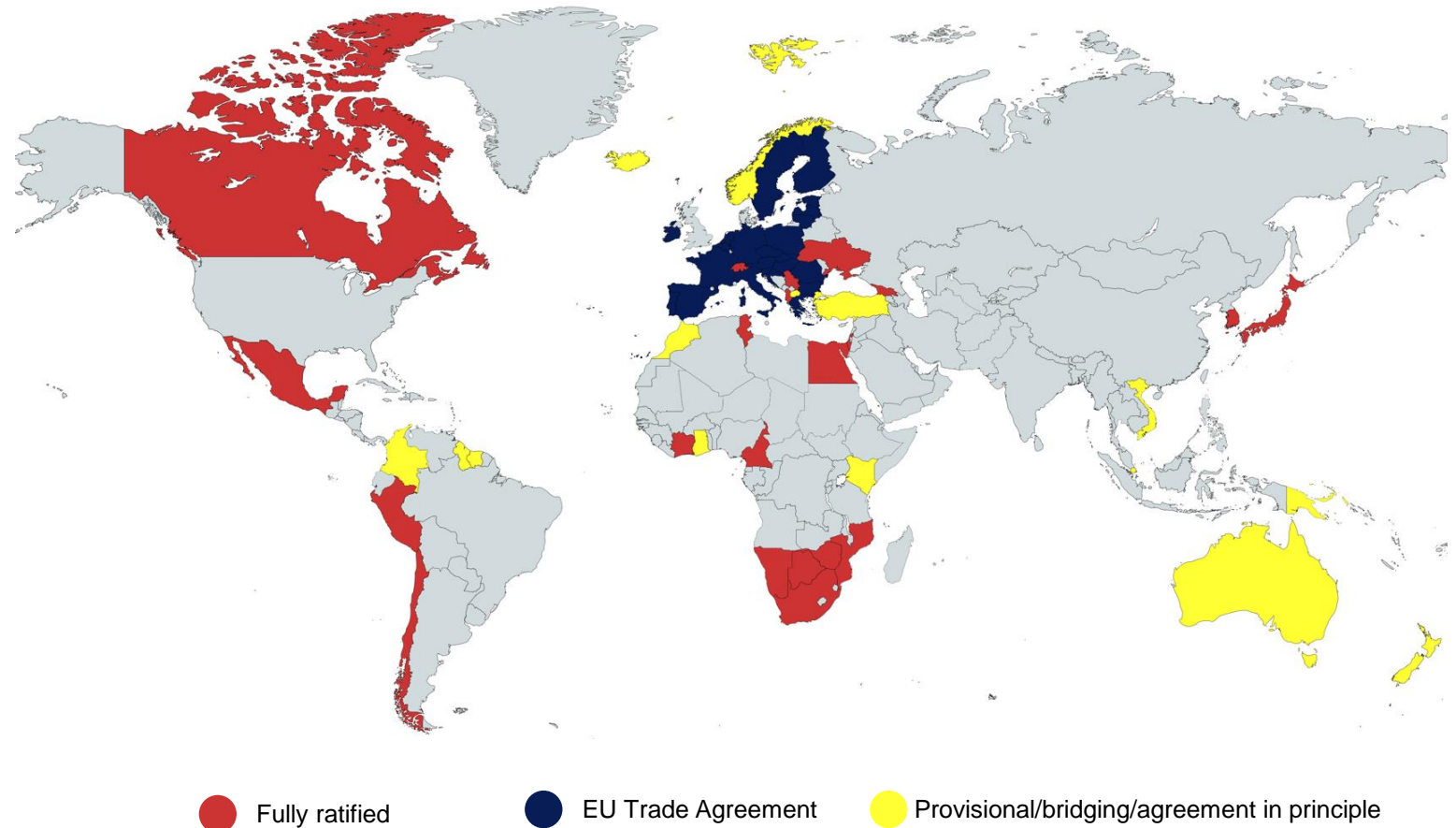
Free Trade Agreements provide longer-term potential

The UK Government is committed to a trade policy that negotiates bilateral and regional free trade agreements that opens up opportunities for UK exporters. It has committed to a manifesto pledge of having 80% of UK trade covered by FTAs by the end of 2022.

Current agreements show the early priority of this strategy has been to secure continuity agreements with key partners such as Japan, South Korea and Canada that retain business as usual under previous EU deals. While such deal provides limited competitive advantage relative to European competitors, they do provide more opportunities for UK regions that would not exist in EU-wide deals. For example, the trade agreement with Japan has the potential for increased use of UK geographic indications that would support Lancashire food producers.

Perhaps the greatest potential with free trade agreements lies with deals formally under discussion with major markets (eg US and India) and trading blocs such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP).

Current trade agreements (correct as of January 2022)





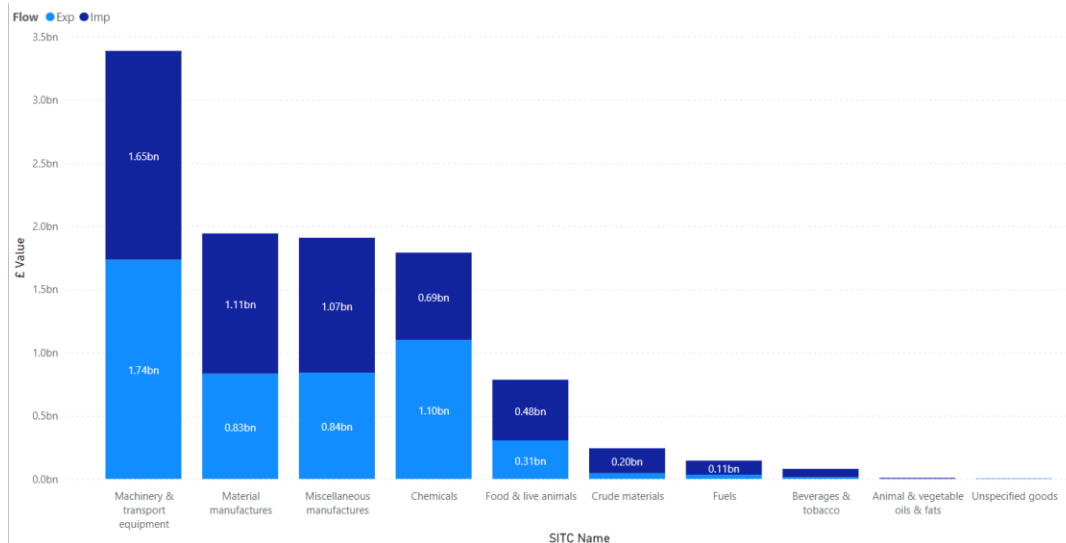
Lancashire Exporting Insights

Lancashire's trading landscape...

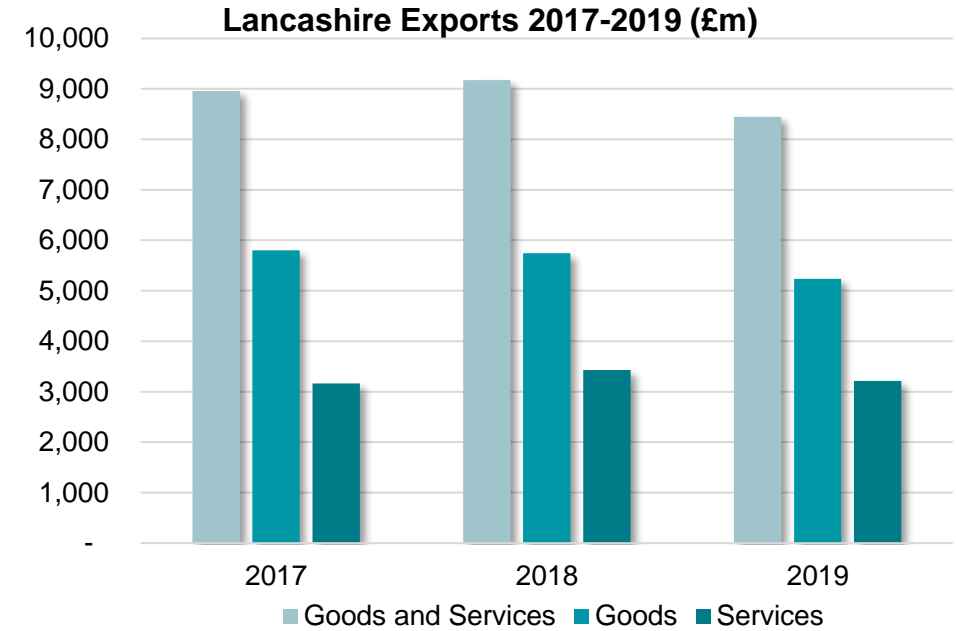
International Trade is vitally important to the growth of the economy and research shows that exporting businesses are more competitive, pay higher wages and are more profitable. Exporting companies in Lancashire, generate over £8bn of revenues from trade each year, with over £5.2 billion in goods and over £3 billion in services. Over 123,000 jobs are supported by exporting companies in the county, especially in the manufacture of textiles, chemicals, rubber, machinery and equipment, motor vehicles and transport equipment. Trade is equally important to the service sector supporting roles in wholesale trade, financial, legal, professional and administrative services.

As a percentage of GDP, the volume of exports from Lancashire is lower than the national average, accounting for only 27.4% of all output, compared to 30.7% in England. However, data on service exports suggests that Lancashire performs strongly, with service exports at 14% of GVA above the North West average (11%) and just below the average in England of 15%.

Looking at the balance of trade (value of exports and the value of imports) and based on Standard International Trade Classification (SITC) definitions, the county punches above it's weight in terms of the export of machinery, transport equipment, chemicals and manufactured goods and articles.



Value of Trade (£) by SITC Name, Imports and Exports - Lancashire, 2020



HMRC Regional Trade Data

Regional trade data (2018-2020) shows a reduction in the value of goods exported by 14.3% (£824m), compared to a reduction of 15.3% for the same period, nationally. This has been broadly driven by the main exporting sector, machinery and transport equipment dropping by a third (£877m). The region's second largest exporting industry, chemicals reported a modest drop in the value, whereas miscellaneous and materials manufacture showed signs of optimism with positive increases of +6.7% and +9.7% respectively.

The latest release of trade data (2019) for services shows a slight overall increase of 1.6%. Data on services exports is notoriously difficult on a sectoral basis due to suppression or confidentiality at a local level, however data shows a 41.5% increase in the export value of Financial and Insurance services from Lancashire between 2017 and 2019.

Export Performance: Baseline



Balance of Trade as a % of Trade by SITC - **EU Trade** in Goods, 2020 - Lancashire vs NW vs UK

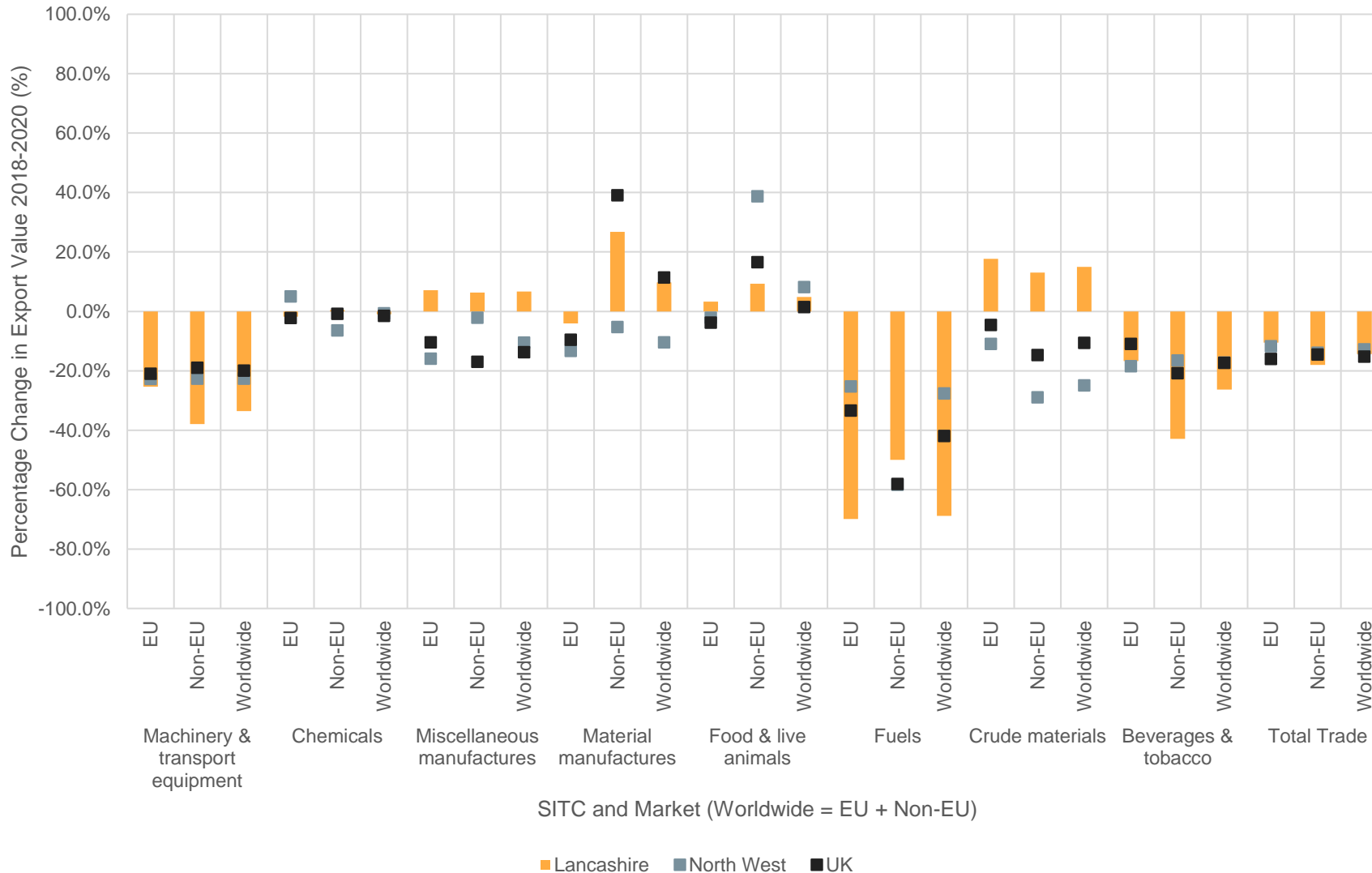


Balance of Trade as a % of Trade by SITC - **Non-EU Trade** in Goods, 2020 - Lancashire vs NW vs UK

Comparing Lancashire's balance of trade, with the North West (regionally) and the UK (nationally), shows Lancashire in a more favourable position, with modest deficits. Lancashire's deficit in trade with countries outside the EU is just 1.4% in 2020, compared to 12.8% in the North West, and 11.6% nationally. The same is true of trade with the EU, where Lancashire's deficit of 7.4% of total trade is around one third of the size of the national deficit in trade of goods with EU member countries, at 22.6%. This equates to an overall worldwide balance of trade deficit of 5.0% for Lancashire, less than one third of the deficits experienced in 2020 by both the North West (16.0% deficit) and the UK (17.0%) deficit. On a worldwide sector basis, there is both a regional and national comparative advantage in Chemicals, Machinery & Transport, Material Manufactures, Miscellaneous Manufactures, and the trade in Food & Live Animals – with a surplus in Chemicals and Machinery & Transport equipment of 22.9% and 2.5% respectively.

Goods Export Performance: Baseline

2018-2020 Export Value Percentage Change by SITC and Export Market - Lancashire vs North West vs United Kingdom



The chart displays the percentage change by Standard International Trade Classification (SITC) for the value of goods exported (2018-2020) from Lancashire. This is compared to the North West and the UK and classified by EU, Non EU and worldwide for overall context.

Understanding the value change by market can give some indication as to which sectors will influence trade flows in the future.

The chart shows Lancashire performing better than the regional and national average in miscellaneous and material manufacture, food and live animals (EU) and crude materials (worldwide).

Overseas markets for machinery and transport equipment contracted for the period 2018-2020, with Lancashire experiencing similar drops in the value of goods exported to the EU as was typical nationally and regionally. Considerably more exposure was observed to non-EU countries than it's neighbours, with an overall reduction in worldwide exports to a greater extent. It is positive to note that the drop between 2019 and 2020 was smaller the fall the year before, and it's quite possibly a consequence of the fall in demand for civil aviation aircraft during the COVID-19 Pandemic.

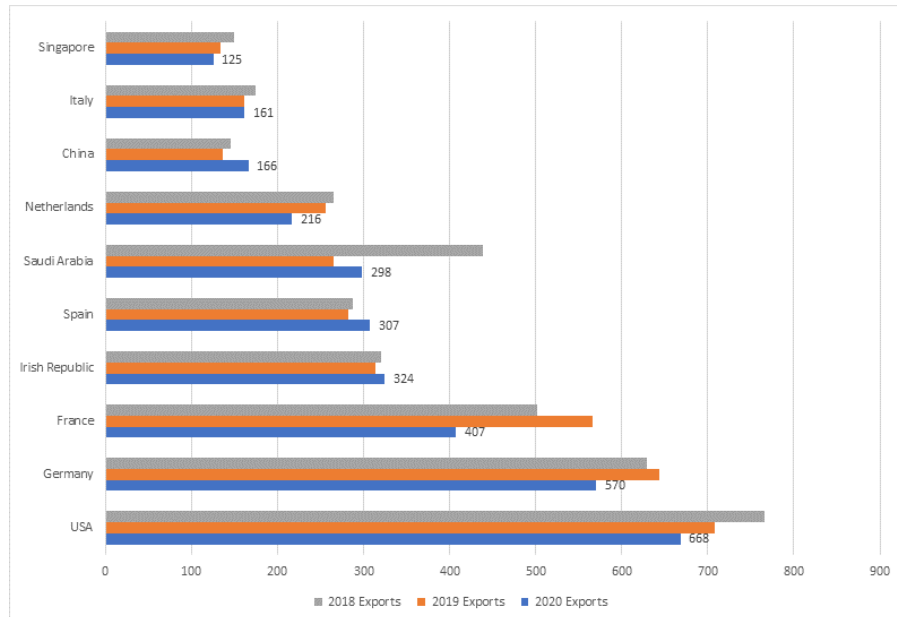
Chemicals exports held up well in Lancashire between 2018 and 2020, reflecting similar trends to the national and regional picture.

World of Opportunity

According to a recent Board of Trade publication: “Global Britain, Local Jobs,” almost 90% of world growth is expected to be outside the EU over the next 5 years. The future of the global economy lies to the East with 65% of the world’s 5.4 billion middle class consumers expected to be in the Asia-Pacific region by 2030. Progressive companies will continue to strengthen links with the USA and Europe and look to capitalise on the new market opportunities.

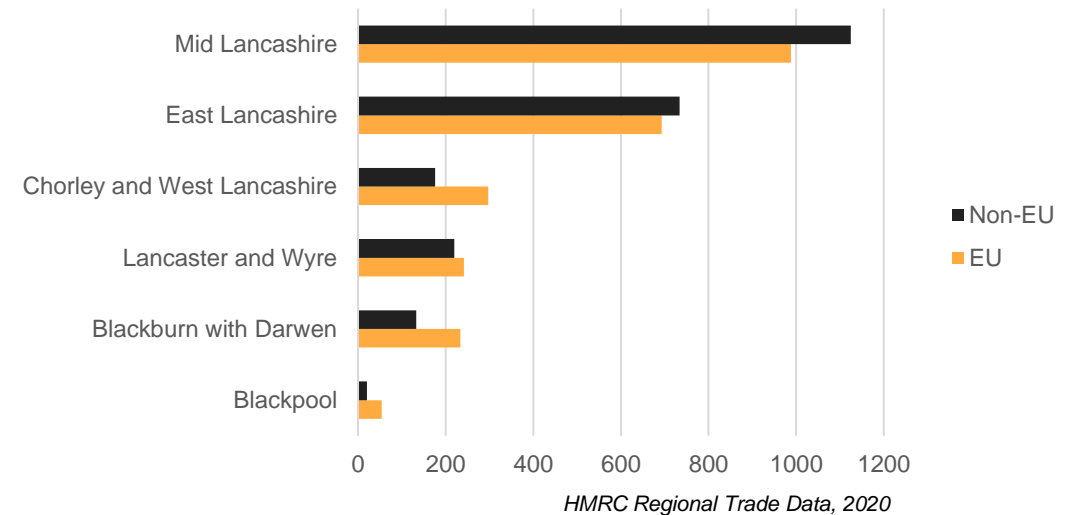
Lancashire’s main export partners continue to be the US, Germany, France and the Republic of Ireland, with six out of the top ten export markets being in the EU. The table below shows growth in trade with China, Spain and the Irish Republic. Companies will need to fully understand the opportunities afforded by the negotiated free trade agreements.

Lancashire’s Top 10 export trade partners £m 2018-2020



HMRC Regional Trade Data

Sub-regional trade with EU and non-EU markets 2020 (£m)



HMRC Regional Trade Data, 2020

The strong manufacturing base is evident from the values exported across the region. In 2020, Mid Lancashire (Fylde, Preston, Ribble Valley and South Ribble) exported £2.1 billion in goods and East Lancashire (Burnley, Hyndburn, Pendle and Rossendale) reported £1.4 billion, with both regions exporting marginally more to non-EU markets.

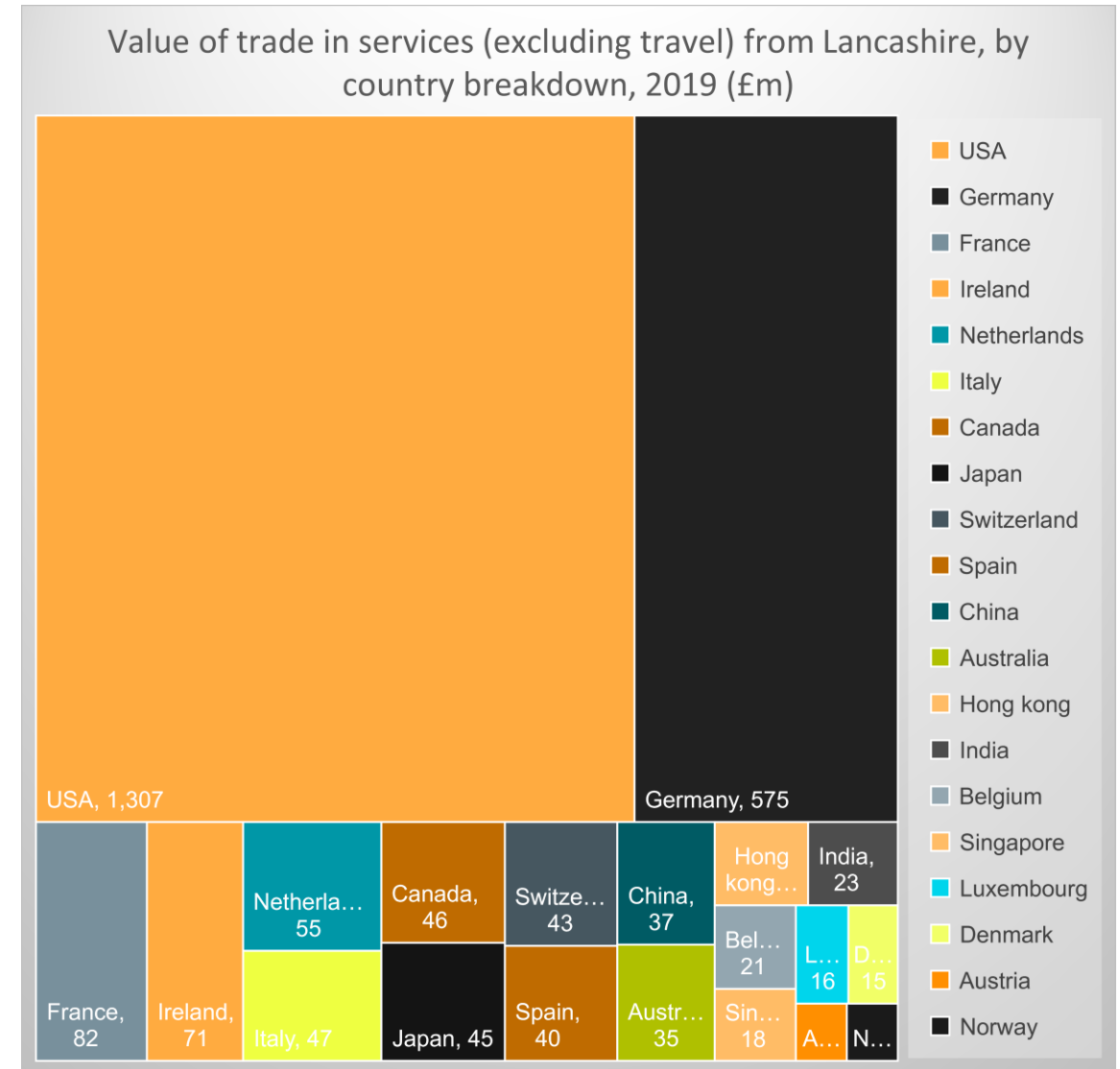
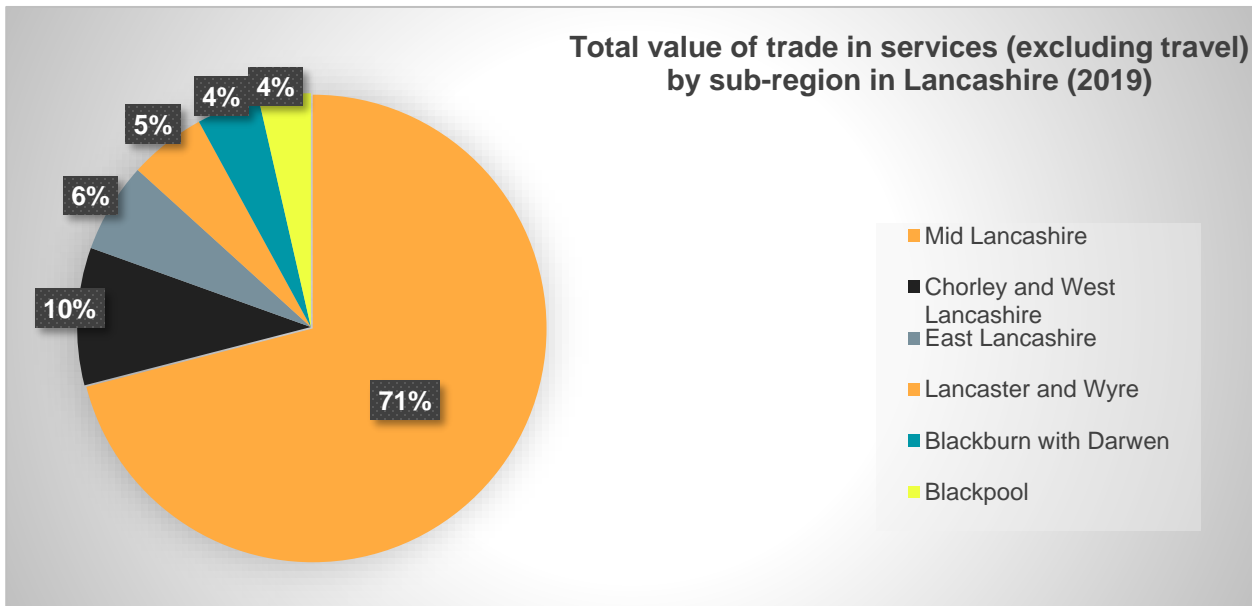
Chorley and West Lancashire (£473m), Blackburn with Darwen (£367m) and Blackpool (£74m) are more reliant on EU markets, where the difference is substantial, with EU goods exports contributing double the value as those to non-EU countries.

Mid Lancashire dominates the county's service exports

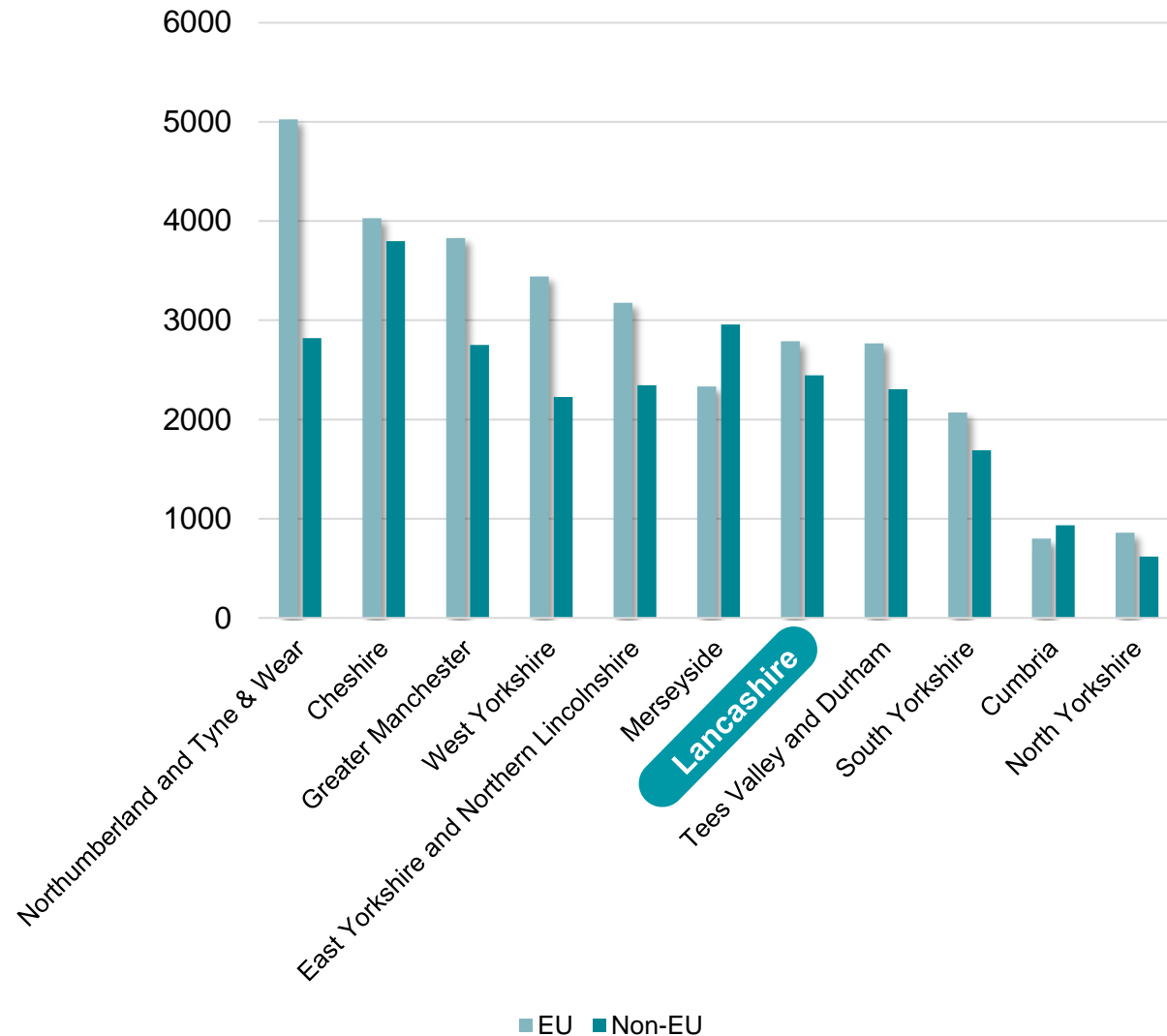
The industrial structure of the global economy is likely to become more services-oriented over time. By 2030, services are expected to account for 28% of global trade, up from 25% in 2019 (Global Trade Outlook). Rising incomes, growing middle class populations and improved living standards will influence the demand for the service sectors, including recreation & media, financial, digital and transport services

Based on data from 2019, the county exports £3.5 billion in services, with Mid Lancashire accounting for 71% of the overall value. This could be attributable to the established and growing services industry in Preston.

The USA is the largest market with over £1.3 billion in service exports in 2019. Germany is the largest EU market accounting for £575 million of service exports. The key service sectors are financial and insurance activities (£522m), other service industries (£267m) and transport and storage (£205m).



Regional Export Performance in Goods 2019 (£m)



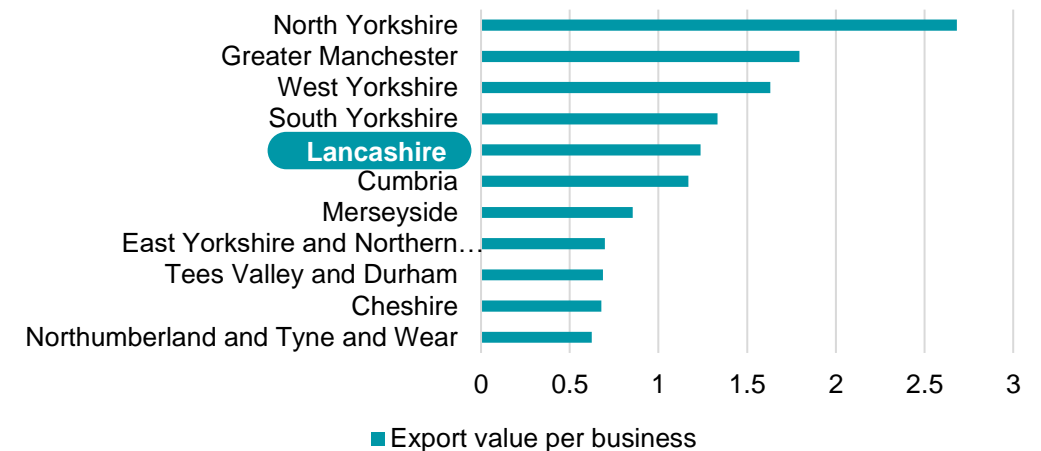
Within the Northern Powerhouse region*, Lancashire ranks 7th in terms of export value but 5th in terms of exports per business

Out of the 11 regions in the Northern Powerhouse, Lancashire ranked 7th in value of goods exports in 2019. Lancashire businesses exported more to EU countries than non-EU, a trend shared across the region with the exception of Cumbria and Merseyside.

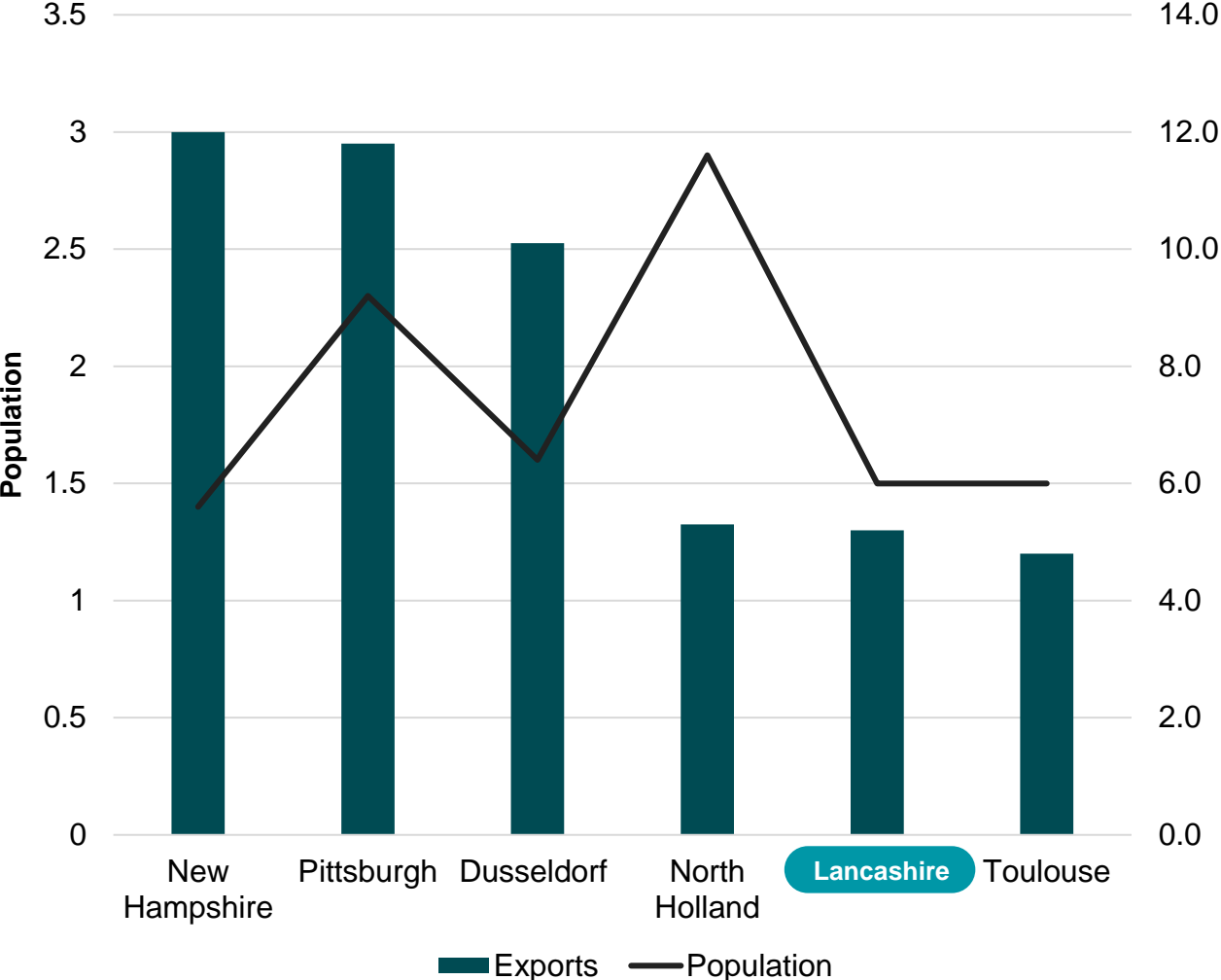
The best performing export area was Northumberland and Tyne & Wear, characterised by containing one of the UK's largest ports (Port of Tyne). The potential reason for these being higher could be exports being attributed to these regions as the final destination before trade, rather than companies in these locations exporting greater value of products. Other high performing areas include the economic hubs of Greater Manchester and West Yorkshire.

However, Lancashire ranks better in terms of goods exports per business. Only 6 locations average over £1m goods exports per business, showing that businesses in these areas export a higher value of goods. The two areas with the highest total value of exports conversely have the lowest export value per business.

Export value per business 2019 (£m)



Goods Export Value 2019 (£bn) and Population (m)



When compared internationally, Lancashire exports less than North American and German competitors

Competitors were selected based on similarities in sector strengths, approximate population, geographic size and economic performance. Of the selected competitors, those from the United States performed best with exports around £12 billion in 2019. The US has a comprehensive and well developed export industry so this is not necessarily surprising.

Of the European competitors, Dusseldorf city region performs best, exporting over £10 billion in goods in 2019. Performance can be attributed to its large manufacturing industry as well as being an important economic location for the wider region. Otherwise, Lancashire performs almost identically to North Holland, with a much smaller population size and outperforms Toulouse, one of the aerospace capitals of the world.



Airbus - in Aerospace Valley, Toulouse

World Bank Development Indicators / HMRC Regional Trade Stats, 2019
Using 2019 exchange rates.

Global trade has undoubtedly been shaken by major events over the past five years. Particularly for the UK, adjusting to a post-EU world has meant adjusting and adapting existing relationships as well as exploring new ones. The effects of the pandemic since 2020 have had a similarly significant impact with supply-chain disruption globally and many businesses looking to nearshore operations rather than rely on interconnected and international supply-chains. The true impact of these developments are yet to fully play out, and it remains to be seen how international trade will adapt. 2021 has seen double digit recovery figures for trade between more developed nations, but it is smaller economies who are feeling the effects of the pandemic most keenly.

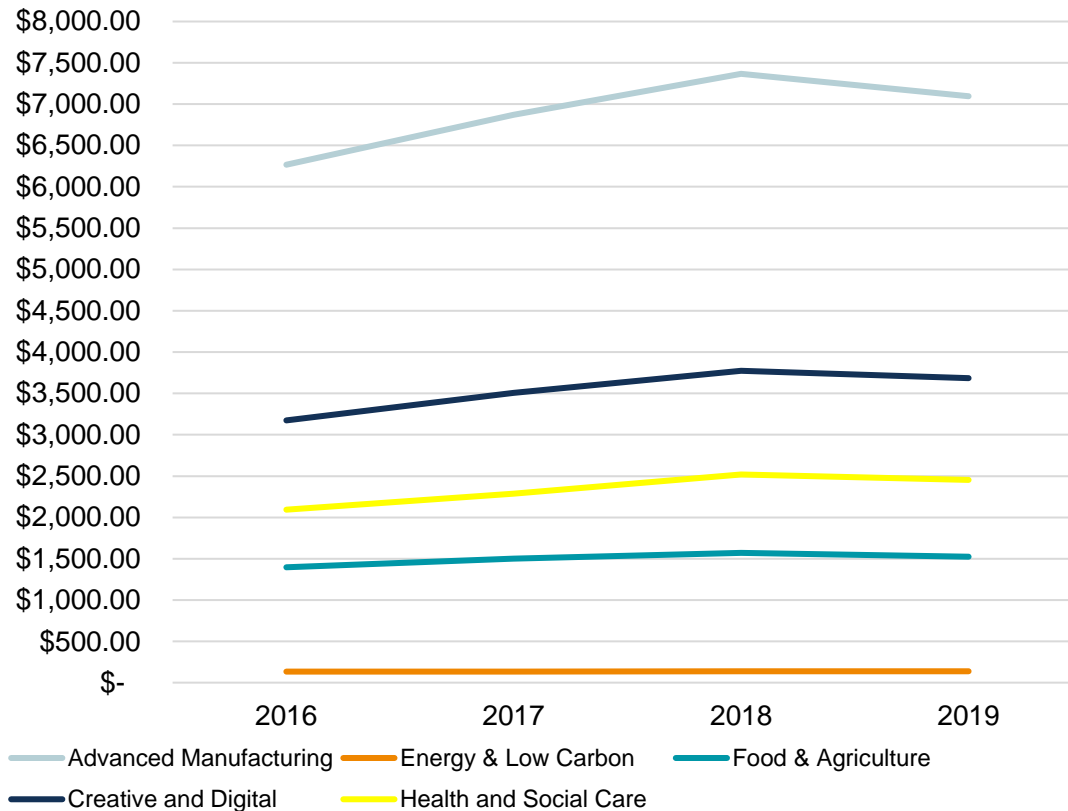
Fastest growing major global economies (GDP per capita)



With economic growth and increasing demand firmly centred in the Indo-Pacific region in the years leading up to the pandemic, there is no indication that this will change as we enter recovery. The economic centre of gravity is shifting eastward and with it comes a shifting trade focus for countries and businesses alike. Growing incomes in developing countries will naturally lead to an increasing demand for international trade in products, services and expertise. As these trends develop, export strategies should be aware of the growing opportunities outside of traditional trading markets.

At a sectoral level, there is likely to be an increase in service-orientated trade in response to a growing middle-class with increased spending power. Travel services and digital services are forecast to be the two fastest growing sectors in the years up to 2030. In comparison, oil and gas, as well as other less sustainable industries, will decrease in response to the energy transition away from fossil fuels. Likewise, certain manufacturing trade may also see a decline as productivity growth drives down prices and creates lower dollar value outputs. This makes domestic production more cost-effective and reduces the need to import particular products. Whilst there are obviously opportunities in fast growing markets and sectors, they are not currently core strengths in the context of Lancashire's exports, suggesting that a more focused approach on core markets should be taken in the short to medium term. This provides an opportunity to focus attention on identifying new exports in growth sectors and sub-sectors.

Global Trade Flows 2016-2019 (\$bn)



Fastest growing international trade sectors (share of global trade 2019-2030)



Based on our experience and work with other Export Promotion Agencies around the world, we have seen first hand some of the best practice being undertaken. These examples have been chosen, not simply as comparators and competitors to Lancashire in terms of exports, but also because they have implemented innovative and effective programmes that have resulted in tangible success for exporters in the regions.

Developing overseas relationships and trade connections

Working with China – Sheffield City Region (now South Yorkshire Mayoral Combined Authority) is targeting China in providing expertise and partnerships in orthopedic and medical devices.

China is said to be facing the same challenges as the city with ageing populations and the transition to the new digital healthcare system.

Health and wellness is one of the main areas of focus of the region through the Advanced Wellbeing Research Centre (AWRC).

The programme was a success with several visits and delegations have been sent from Sheffield to China to further foster the relationship.



Developing overseas relationships and trade connections

Malaysia Trade's eTrade Programme 2.0 – offered to accelerate exports via sustained participation in cross-border eCommerce platforms. The programme provides £1,000 incentive for companies wanting to sell in any cross-border eCommerce platforms and with maximum of £4,000 incentive for companies that are already doing eCommerce to undertake activities that can sustain their participation in the platform. Since 2016, the programme has helped over 8,500 Malaysian exporters.

Export Readiness Assessment Tool (ERAT) – provides online assessment for Malaysian companies to determine whether they are 'export-ready' or not. The tool uses the following company data to assess the business: Export resources, Marketing methods, Management commitment & Product/Service Potential



Key themes from other export promotion agencies:

- Automation and digitisation were emerging topics in most industries even pre-COVID. Economic development agencies have been coping well in transitioning some of their services online or in a digital format to allow for business continuity.
- Furthermore, digitisation shifts the work done at initial contact with exporters from physical to virtual. Export readiness assessments and capacity building activities can now be offered online and self-served. This allows physical activities to be focused on higher value-add services.
- Some of the comparator regions (i.e., Malaysia, Netherlands, and Michigan) have opted to reduce their key sectors which focus on their core competencies. Likewise, several have reduced the number of markets they are targeting to allow for greater focus.
- One of the more interesting themes we have seen with other comparator regions, Toulouse and Netherlands, is the consistent branding across the different development agencies. Toulouse economic development is being handled by 'The Attractiveness Agency' and under it are the organisations for investment, trade, tourism and events – all branded the same and linked through a single website for a unified message in international markets.



Insights from Lancashire Stakeholders

EU Exit is causing increased costs and admin for exporters

A combination of new paperwork requirements arising from Brexit and the global slowdown have undoubtedly added to exporters costs. This not only applies to European markets but those outside as well. Undoubtedly, the COVID-19 pandemic has added to this, with supply chain disruption causing uncertainty, fluctuations in demand and supply, and additional regulations.

“It is now double or triple the cost to export goods in certain sectors. Particularly when using the EU as a transit market, there is an added layer of cost and complication”

Look to new export markets outside of the European Union

Ongoing complications around trade with the European Union have caused many exporters to look outside the traditional markets and explore new opportunities. Particularly with new trade agreements falling into place for the UK, exporters are looking at markets in Latin America, Africa and South East Asia to take advantage of rising consumer incomes and demand.

“We have urgently relocated a manager to Panama to help drive expansion into this region. The business opportunities, together with upcoming free trade deals, make it an exciting region for business developments”

Trade missions are still seen as important for exporters

Travel restrictions have made trade missions difficult over the past couple of years. A move to virtual missions has been met with varying success but as we come out of the pandemic, trade missions should be prioritised to help Lancashire exporters gather momentum in target markets. DIT support can be effectively leveraged here, as well as wider NPH initiatives .

“Trade missions are extremely helpful and are an essential part of the process of entering new markets, facilitating market knowledge and providing the opportunity to meet potential partners and customers”

There is a need for greater coordinated support

Particularly in Lancashire, there are lots of stakeholders involved in export support. Competitor regions who have the benefit of being combined authorities are able to coordinate support more effectively. Bringing together support and understanding the different services on offer, how they complement each other or overlap, would help in offering more effective export support.

“It appears there are lots of different people involved with supporting exports in Lancashire and nationally. It would be good to know the different services on offer for businesses”

Awareness of Lancashire is low in international markets

Across the stakeholders we spoke to, and particularly in markets outside of Europe, awareness of Lancashire was low. This means leveraging the Lancashire brand has limited value without a profile raising campaign in overseas target markets. This has to be a factor when exploring markets, starting by targeting more familiar markets; this appears to be a safer bet in the short term as greater brand awareness will need to be done in less familiar markets.

‘Other than pockets with existing relationships - I think there are very low levels of awareness in Japan’

“No real branding for the place. There is no ‘Lancashire’ city. There is nothing I can associate Lancashire with” (UAE)

“No positive or negative associations, no Americans would really know anything about it”

High value partnerships offer reciprocity

When looking for international trade partners, the international economic development organisations we spoke to said they valued reciprocity. The best relationships were built around two-way trade or collaborating over export opportunities in third countries.

‘High value partnerships offer reciprocity as well as exploitable Intellectual Property, capability matching and collaboration opportunities.’



Priority Sectors and Markets

Global Britain is providing new opportunities for exporters but diversifying into new markets will also provide challenges

From research carried out through OCO Global offices, knowledge and understanding of the Lancashire offer are lower outside of European markets which presents a challenge for diversification to new markets.

Therefore, Lancashire will need to prioritise:

- **Core markets** – where there is both a current and future opportunity
- **Emerging markets** – with a medium / long term opportunity which will need curating

There are a number of new and exciting opportunities across the world as the UK signs free trade agreements with a range of countries. Although there may be niche opportunities to explore in these markets, they can often require a greater level of support.

New paperwork may mean SMEs, in particular, are discouraged from continuing and growing goods exports with the EU. This may result in two things: either they look for new markets with easier export processes, or they may need further advice and guidance than ever before to access these markets.

From a services perspective, the USA and markets outside of the EU (excluding Germany) dominate exports. A different approach may need to be taken between supporting goods versus service providers.

Leveraging DIT export support could assist with exporters looking to explore new markets, whilst Lancashire focuses support on the core priority markets in the short term.

Export propositions can be built around key regional strengths and assets

There is a need to build strong and informative sector propositions based on regional strengths in aerospace, energy & low carbon, advanced manufacturing, food & drink and technology. Further work needs to be carried out to understand the specific strengths that exist within each of these sectors/sub sectors, for example, leveraging the ElecTech cluster, or the significant dairy industry. The main points of difference for the county will be identified through the capability mapping workstream of the plan.

Historically, manufacturing has led the way for Lancashire on the international stage. Lancashire manufacturing must both maintain and grow its export capacity and capabilities but also consider how to onshore supply chain activity to build resilience. The pandemic has reinforced the importance of creating resilience in supply chains, and any export proposition will need to factor this in for the future.

Barriers to export

Industry feedback suggests a number of perceived barriers to exporting including attitudinal factors, global awareness, lack of knowledge, lack of capacity, market access, limited networks and contacts, access to finance and EU Exit related issues. The consensus was the need to communicate the benefits of exporting, the need for a single point of contact, the benefit of structured programmes of assistance, upskilling, the importance of support for start-ups/scale ups and the need for greater access to overseas contacts and networks. This feedback and in-depth research has shaped the proposed activities to be carried out in the export plan, especially around localised business support, upskilling Lancashire exporters, promoting Lancashire in international markets, developing trade corridors and events and missions.

Assessing the key sectors for export promotion uses a combination of understanding Lancashire's assets, the existing export picture and the global trends & opportunities influencing international trade. As such, the priority export sectors for Lancashire have been viewed through the lens of the county's key exportable strengths as well as the global trends and opportunities to increase exports from both new and existing exporters. Underpinning these sectors is a move towards greater digitisation and an increased appetite to integrate sustainability into trade practices.

KEY EXPORT SECTORS



Aerospace



Energy & Low Carbon



Advanced Manufacturing



Lancashire's aerospace export proposition

Key exportable strengths

- Lancashire is the number 1 employer in the UK aerospace industry with strong capabilities and key companies such as BAE Systems and Rolls Royce.
- Lancashire's aerospace industry is very accustomed to international collaboration. As the UK does not produce any whole aircraft, exported products are part of an international supply chain.
- Home to an abundance of talent within both large and small companies, supplemented by the innovative collaborative environment of Samesbury Aerospace Enterprise Zone.

Opportunities

- Pivoting from existing capability in aerospace to low carbon aviation and more sustainable focused aero activity.
- Developing overseas relationships with other key aerospace clusters such as Toulouse, Seattle and Singapore.
- Understanding Lancashire's unique capabilities and where these fit into the international supply chain. Leveraging other strengths such as ElecTech and automotive to add value.



Lancashire's energy and low carbon export proposition

Key exportable strengths

- The county leads the way in renewable energy generation capacity in the North West with a specialism in onshore wind, nuclear, electrification (sodium ion batteries) and cooling (as a result of electrification)
- Talent and expertise exist in local assets such as the Clean Energy Technology Park, Lancashire Centre for Alternative Technologies & AMRC Low Carbon Building Demonstrator.
- Lancashire Energy HQ is located in Blackpool. It is a £10.7 million facility with a sole aim of preparing and equipping a skilled workforce in the renewable and oil and gas energy sectors.

Opportunities

- Link energy and low carbon to existing sector strengths such as advanced manufacturing, automotive and aerospace. Transitioning capabilities in existing sector strengths rather than develop new ones.
- Export of services and expertise in specific areas such as wind energy and nuclear, with a focus on decommissioning.



Lancashire's advanced manufacturing export proposition

Key exportable strengths

- Lancashire has a rich history in advanced manufacturing and engineering innovation. It has been a historic world leader and a symbol of modern industrialisation throughout the world.
- Lancashire is home to highly international manufacturers across sectors including aerospace, automotive, chemicals, specialist materials and textiles. It is the county's leading export sector with the greatest international trade experience.
- Innovation in the industry is fostered in the Samesbury, Blackpool Airport and Hillhouse Enterprise Zones.

Opportunities

- Leveraging Lancashire's historic and current expertise will resonate well in overseas markets to grow exports.
- Collaborate across sectors to carve out a niche in international supply chains.
- Work closely with key overseas investors and businesses located in major domestic assets such as EZs to understand where supply chain opportunities exist internationally.

Assessing the key sectors for export promotion uses a combination of understanding Lancashire's assets, the existing export picture and the global trends & opportunities influencing international trade. As such, the priority export sectors for Lancashire have been viewed the county's key exportable strengths and the opportunities to increase exports from both new and existing exporters. Underpinning these sectors is a move towards greater digitisation and an increased appetite to integrate sustainability into trade practices.

KEY EXPORT SECTORS



food & drink



Digital and Creative



Lancashire's food & drink export proposition

Key exportable strengths

- A large employer with experience in both agriculture and food production, as well as food manufacturing.
- Lancashire is home to some of the largest household names in food & drink; PepsiCo, Dr Oetker, Fisherman's Friend, Farmhouse Biscuits, Budweiser, Stella Artois and Budweiser. There is also a large artisan and luxury food industry in the county.
- Advanced manufacturing capability also lends itself to food production and processing technology and machinery.
- Myerscough College is a leading college for agricultural technology and food manufacturing training.

Opportunities

- Agricultural produce from Lancashire tends to either stay in the county or the UK, produce could be exported for processing in other markets.
- Service exports in food & drink could revolve around food production technology and AgriTech where consultancy services are in high demand globally.
- The export of food manufacturing technology and processing equipment itself could also be a strong opportunity in markets that are yet to fully integrate tech into their supply chain.



Lancashire's digital and creative export proposition

Key exportable strengths

- There are several assets linked to Lancashire's universities such as the cluster of digital and creative businesses linked to Lancaster University.
- Lancashire has renowned expertise in cybersecurity with recent investment in the area as well as the national Centre of Excellence in Cyber Security Research.
- The ElecTech Innovation Cluster is a key digital asset, integrating technology across many industries, that links business, academia and Government.

Opportunities

- ElecTech cluster is a key opportunity with leading capability and an existing network across the UK.
- Integrating technology into traditional industries could provide an opportunity in some of the newer, less tech-advanced markets. It could also drive collaboration between some of Lancashire's strongest sectors.
- Recent cyber investments set Lancashire out as a world-leader, a reputation that can be enhanced and translated into an export opportunity.



Lancashire's education export proposition

Key exportable strengths

- Lancashire has four main universities: University of Central Lancashire (UCLAN), Lancaster University, Edge Hill and Cumbria (Lancaster Campus). The universities in the region have excellent international relations and ground breaking research and teaching capabilities.
- Existing relationships include Europe, Asia and the Middle East
- Innovation Hubs in Health, Engineering, Productivity, Tech and Digital.

Opportunities

- Established further education and vocational offering
- Assess the existing international academic relationships and look at establishing trade opportunities.
- Innovative university spin-offs and start-ups should be a source of international potential for the region.
 - Network of international alumni and existing networks

Based on a combination of quantitative and qualitative research, priority export markets have been identified. This was achieved through data modelling work as well as stakeholder consultations, both domestic and international. These markets are aimed to meet demand for both new and experienced exporters, as well as a blend of existing and developing relationships. The core markets are those in which there is both an opportunity and existing experience and relationships for exporters. The emerging markets already have some experience but present future opportunities and are markets in which Lancashire could be doing more.

CORE MARKETS



France



Germany



USA

EMERGING MARKETS



India



Sweden



The North Atlantic Loop provides super-fast broadband to the Fylde coast as well as linking Blackpool and North America

Core markets provide a current and future opportunity. These are some of the largest existing export markets for Lancashire as well as providing more accessible opportunities for new exporters.

Emerging markets provide a more medium to long-term opportunity. There are genuine, material opportunities as well as trading relationships but they may require more work to access than core markets.

We acknowledge that there is limited resource and as such, 5 markets may be too many to tackle at once. We propose a further prioritisation in which initially France and the USA are focused on from the Core Markets, and China is focused on from the Emerging Markets.

SHORT TERM



France



India



USA

YEAR 1 →

MEDIUM TO LONG TERM



Germany



Sweden

YEAR 2 →

Core Markets



The USA is Lancashire's number one individual trading partner across both goods and services, as well as being one of the largest markets in the world. There are also leverageable assets such as the North Atlantic Loop which directly connects the USA and Lancashire, providing superfast broadband to the Fylde coast.



France is Lancashire's third largest trading partner and the number one priority market in the aggregated analysis across Pillars. With a strong cluster landscape, there are opportunities for reciprocal trade relationships, particularly in areas such as Toulouse which is home to Aerospace Valley.



India is a major market, with the world's second largest consumer population. It has a growing middle class and rising incomes. It is also a market in which targeted support can be most beneficial for exporters as they look to negotiate the nuances and intricacies of the market. The large Lancashire Indian diaspora provides links to various states within India e.g. Gujarat.



Lancashire's Strategic Export Plan

This Export Plan is underpinned by three key themes that cut across the wider Internationalisation Strategy, as well as other work being undertaken as part of the Greater Lancashire Plan. Importance on the international stage require particular attention and should be considered throughout each workstream outlined in this plan.

Sustainability

Sustainability is becoming increasingly important as economic development agencies create strategies and companies shift their focus to new types of activity to reduce environmental impact. From an internationalisation perspective there was a feeling that more needs to be done to promote the county. Many of the excellent energy innovation assets in Lancashire were not as well-known as they should be, and more work was needed to establish collaborative partnerships internationally. Green trade presents major opportunities for the UK economy: driving sustainable growth, building the green industrial base, and securing more green jobs.

Digitisation

In a post-pandemic world, there will be a greater emphasis on digital technology in the world of trade. Not only will businesses need to become more accustomed to using technology as part of their day-to-day operations, but they will also need familiarise themselves with exploring international expansion opportunities. At the same time, organisations that support economic development will also have to keep pace with an ever-changing virtual world.

An ambitious target for Lancashire, would be the creation of a digital platform which could be used across all the workstreams. This platform will allow for a substantial reach across stakeholders in the county and would streamline one-to-many activities to help with resourcing constraints.

Lancashire could digitise low value-add services, providing basic information on exporting, frequently asked questions, e-learning and key sector and market opportunities. This will allow support to focus on higher value-add activities, ensuring that resources are used most effectively to ensure the highest return on investment. Website services can also be digitised. An example would be [Enterprise Ireland's "Export Readiness Assessment"](#), which asks companies to complete a survey to indicate their readiness to start exporting. The organisation uses this information to tailor the level of service delivered based on where the company is in their export journey.

Branding and Promotion

Throughout this strategy, there emerged a need for a more coordinated approach to selling Lancashire. Marketing Lancashire has already produced a cohesive brand, however, more needs to be done to sell this to an international audience. The county's identity can be promoted at events, through targeted activities and with a greater online presence in international markets.

Working with investment, innovation and visitor economy teams will help to spread the message and create a cohesive brand that can be used to holistically sell Lancashire in key markets. Working closely with the already outward-facing organisations in the county, such as universities, will be a strong enabler for this work.

This Export Plan sets out 6 suggested activities to enable to achievement of Lancashire’s strategic export objectives. These enablers and activities can be implemented by stakeholders across the county and aim at fostering greater cooperation and collaboration between the broad range of supporting organisations.

Suggested Activity



Capability Mapping



Local Business Support



Upskilling Lancashire Exporters



Promoting Lancashire in international markets



Developing Trade Corridors



Events & Missions



Desired Outcome

This export plan has laid the foundations for a more detailed capability mapping to understand the key strengths in Lancashire. This can then translate into the creation of promotional material as well as be aligned to further enhance the demand-side aspect of this strategy.

A definitive set of service offerings that complement what is already being offered at a national, regional and local level. Create a dedicated team with easy-to-understand channels for businesses to receive holistic support.

Companies in Lancashire are provided with the confidence and skills to excel in International markets.

Organisations delivering export services in Lancashire will collaborate on increasing the profile of Lancashire-based companies in international markets.

In the future, there will be more established trade corridors between Lancashire and specific international markets. This should support activity for new and existing exporters.

There will be a joined-up approach to identifying and attending trade shows, events and missions for exporters and greater collaboration in how organisations prepare exporters for these opportunities.

Capability Mapping

Description

- This workstream is focused on understanding the key sector strengths in Lancashire.
- Analysing in greater detail the county's key sectors to understand exactly where the strengths lay and how that aligns with the international opportunities outlined in this study.

Desired Outcomes

This export plan has laid the foundations for a more detailed capability mapping to understand the specific sector, sub-sector and niche goods & services strengths of Lancashire. This can then translate into the creation of promotional material as well as be aligned to further enhance the demand-side aspect of this strategy.

Existing Sector Priorities		
National	Regional	Local
<p>Priority sectors identified in the DIT Export Strategy include:</p> <ul style="list-style-type: none"> • Manufacturing • Services – digital, e-commerce, financial, creative and media, education and training, telecoms, professional and consultancy services • Tourism • Agriculture • Defence and Security • Maritime and shipbuilding • Clean growth • Aerospace • Space • Automotive • Education • Infrastructure • Life sciences, healthcare and chemicals • Technology 	<p>Prime capabilities, identified in the Northern Powerhouse Independent Economic Review (NPIER):</p> <ul style="list-style-type: none"> • Advanced Manufacturing Processes and Materials: Automotive, Aerospace, Offshore Engineering, High Precision Engineering, Chemicals, Marine Engineering, and Graphene and Advanced 2-D materials; • Energy: generation, storage, and low carbon technologies and processes; in particular, Nuclear Energy, Offshore Wind Energy, and battery technologies; • Health Innovation: Life Sciences, Medical Technologies and Devices, e-health and service delivery, and Stratified Medicine; • Digital: High-Performance Computing, Cognitive Computation, Data Analytics, • Simulation/Modelling, Machine Learning, and Media. <p>The NPIER also identified three 'national-class' 'Enabling Capabilities':</p> <ul style="list-style-type: none"> • Finance, Business and Professional Services; • Logistics; and • Education – particularly Higher Education. 	<p>The LEP have identified the following 6 priority sectors for the county:</p> <ul style="list-style-type: none"> • Health Innovation • Advanced Manufacturing (including Aerospace) • Food and Agriculture • Energy and Low Carbon • Digital, Creative and Technology • Tourism

Export Plan: Workstream 1 - Capability Mapping



Activities are plotted against a three year timeline to help with prioritisation. Although the strategic outcomes are targeting a 10-Year strategy, activities will need to be reviewed and refreshed throughout to ensure relevance and keep material up to date.

Months	0-6	6-12	12-18	18-24	24-30	30-36
Activities	Capability Mapping		Capability Mapping		Capability Mapping	

Description	This export plan has laid the foundations for a more detailed capability mapping exercise to be undertaken to understand the specific sector, sub-sector and niche goods & services strengths of Lancashire. This can then translate into the creation of promotional material as well as be aligned to further enhance the demand-side aspect of this strategy.		
Ease of implementation	Low-medium complexity in mapping the Lancashire business environment and engaging with local stakeholders to understand specific strengths		
Proposed approach and activities	<p>This work will involve the following activities:</p> <ol style="list-style-type: none"> 1. Reviewing Internationalisation Strategy, and specifically supply-side analysis, literature review & stakeholder consultation 2. Undertake a SIC code or sector based analysis of Lancashire based companies in the priority sectors 3. Map geographic clusters of companies by key sector 4. Conduct stakeholder engagement to understand Lancashire strengths 5. Assess Lancashire's competitive advantage in sectors & sub-sectors relative to the rest of the UK and other key destinations in Europe & globally 6. Compare supply-side strengths with demand-side market opportunities outlined in Internationalisation Strategy 7. Additional focus and attention should be given to understanding the services sector in Lancashire as a distinct activity from goods exports 		
Resourcing and Budgetary Considerations	Number of FTE required 1	Number of months required 12	Total Cost of Workstream £46,500

Local Business Support

Description

- This activity is centered around providing coordinated support and addressing perceived barriers to exporting.
- At a local level, the consensus from industry is the need to communicate the benefits of exporting, the need for a single point of contact, the benefit of structured programmes, the importance of support for start-ups/scale ups and the need for greater access to overseas contacts and networks.
- Need to harness the existing experience, resources, connections and networks

Desired Outcomes

A definitive set of service offerings that complement what is already being offered at a national, regional and local level.

A dedicated team with easy-to-understand channels for businesses to receive holistic support.

Existing Activity		
National	Regional	Local
<ul style="list-style-type: none"> • DIT - 2400 staff worldwide, 1400 staff in British Embassies and Consulates, 114 overseas markets, 300 UK advisers • Export Support Service (ESS) online service and helpline to provide a clear and effective frontline service to business customers • UK Export Finance – international and national coverage, • UK Defence and Security Exports • DIT thematic support programmes: • Trade in Services Council (TISC). • EISS – Enhanced International Support Service - China, North America, Africa, LATAC, HMTC regions • Innovate UK Edge - key part of the UK innovation agency's deep investment in the pioneering businesses that drive economic growth. • DIT HM Trade Commissioners regions: North America, Africa, China and Hong Kong, Middle East, Afghanistan and Pakistan, Asia Pacific, South Asia, Europe • Trade envoys – 33 trade envoys covering 69 markets • Business representative organisations, including the CBI, IoD, FSB, trade associations, overseas investment agencies and regional networks • Chamber Customs service – accredited Chambers offer Customs Brokerage Services: Fast Track Customs Clearance and Assisted Customs Clearance . • Private sector – wide range of commercial partners to support businesses export ambitions from legal and professional service providers through to logistics and freight forwarders. 	<ul style="list-style-type: none"> • DIT - International Trade Advisers based in the North West, North East and Yorkshire and Humber, supported by sector specialists in DCT, e-Commerce, health, food & drink and clean growth • UK Export Finance - dedicated Export Finance Managers • DIT Northern Powerhouse Overseas Trade Officers: Africa (energy and others), Indonesia (tech, creative and life sciences), Germany (clean growth), USA (energy) Brazil (clean growth) • DIT Northern Powerhouse Export Champions covering all sectors • DIT Northern Powerhouse sector groups • DIT Regional Internationalisation Fund - Match-funded grants of between £1,000 and £9,000 will be available for future activity 	<ul style="list-style-type: none"> • DIT - Lancashire-based International Trade Advisers and-Export Manager seconded to Lancashire LEP as part of the levelling up agenda. • Local Enterprise Partnership to articulate and amplify the offer and increased business engagement. • Lancashire has three highly regarded Chambers of Commerce – Two British Chambers of Commerce accredited Chambers (East and North & West Lancashire) and one satellite – Lancaster Chamber of Commerce. East Lancashire is one of three in the UK to be accredited to the British Chambers of Commerce excellence standard in international trade and has one of the oldest international trade clubs in the country. • Trade envoys from Lancashire - Katherine Fletcher MP for South Ribble – Mozambique and Mark Menzies MP for Fylde – Colombia, Chile, Peru and Argentina. • International Trade Working Group comprising public and private sector representation. • Boost – Lancashire Business Growth Hub – Business Relationship Managers and Boost Bespoke • Scale Up programmes delivered by Boost – Two Zero and Edge Hill University Innovation Sprint Programme. • Help to Grow – delivered by Lancaster University Management School

Export Plan: Workstream 2 - Local Business



Support

Activities are plotted against a three year timeline to help with prioritisation. Although the strategic outcomes are targeting a 10-Year strategy, activities will need to be reviewed and refreshed throughout to ensure relevance and keep material up to date.

Months	0-6	6-12	12-18	18-24	24-30	30-36
Activities	Local Business Support		Local Business Support		Local Business Support	
		Gate Review		Gate Review		

Description	This activity is centered around providing a coordinated approach to export support and aims to inspire Lancashire companies to grow and succeed in international markets.		
Ease of implementation	High complexity with a broad range of stakeholders involved offering both similar and different services Medium complexity in accurately mapping all services available to exporters in the county		
Proposed approach and activities	<p>This work will involve the following activities:</p> <ol style="list-style-type: none"> 1. Create a dedicated trade and investment team to enable collaboration between stakeholders and align service delivery 2. Address issues and barriers faced by exporters and conduct a gap analysis of services delivered versus services required. 3. Launch an “export challenge” with a structured package of support. 4. Creation of a support road map to ensure timely and appropriate interventions. 5. Fully utilise the ESIF Internationalisation Fund to support and accelerate activities (available to March 2023). 6. Develop strong links with UK Export Finance and the financial providers to ensure future deals can be supported. 7. Review referral and data sharing agreements between stakeholders. 8. Organise forums based on the capability mapping study, to discuss export services and areas for potential collaboration 9. Develop a single platform to communicate the international message and comprehensive database of services offered at local, regional and national level 10. Continuous professional development and regular communication between advisers/stakeholders to ensure relevant and expert assistance is provided. 		
Resourcing and Budgetary Considerations	Number of FTE required 1	Number of months required 36	Total Cost of Workstream £139,500

Upskilling Lancashire Exporters

Description

- This is focused on developing a common approach to providing training and upskilling services to Lancashire exporters.
- Understanding the learning and development needs of businesses in Lancashire as well as finding where localised support can complement the support offered nationally by DIT and regionally by the Northern Powerhouse.

Desired Outcomes

Companies in Lancashire are provided with the confidence and skills to excel in International markets.

Existing Activity			
Introductory level	Introductory and intermediary level	Professional qualifications	Scale Up and structured programmes
<ul style="list-style-type: none"> • DIT - Export Academy an online and in-person upskilling facility aimed at a wide range of businesses and designed for owners and senior managers of SMEs. The core courses of webinars and other virtual events such as masterclasses, mentoring, roundtables and networking events will give SMEs the tools and knowledge they need to start their export journey. 	<ul style="list-style-type: none"> • Chambers of Commerce provide practical and technical courses, delivered as modular and stand-alone learning. Including exporting, importing and customs procedures, payment terms, rules of origin and post EU Exit procedures. • Other private sector providers offer practical training including Strong and Herd who offer courses on customs warehousing, duty relief and compliance. • Access to 135 Northern Powerhouse Export Champions, new and novice exporters can access peer to peer advice and guidance through this experienced network. 	<ul style="list-style-type: none"> • In addition to offering modular training courses, the Institute of Export offer professional qualifications for practitioners in international trade. • Other organisations offering global and professionally recognised qualifications include the Chartered Institute of Logistics and Transport, the Chartered Institute of Linguists (CIOL) and the Chartered Institute of Purchasing and Supply (CIPS). 	<p>Lancashire currently has the following scale up programmes including Two Zero. Two Zero is a dynamic scaleup programme for ambitious leaders of Lancashire companies aspiring to grow 20% year-on-year. The current programme has a focus on retail, female owners, resurgence, food and drink, social enterprise. Internationalisation support can be offered through the Boost Bespoke programme.</p> <p>Edge Hill University delivers the Innovation Sprint Programme. The Programme has been successfully delivering product and service innovation support to SMEs since 2017, improving their productivity and driving profitable growth.</p> <p>The Global Innovation Programme delivered through UK Innovate Edge gives innovative SMEs the confidence to expand in new markets and accelerate business growth.</p>

Export Plan: Workstream 3 - Upskilling Lancashire Exporters



Activities are plotted against a three year timeline to help with prioritisation. Although the strategic outcomes are targeting a 10-Year strategy, activities will need to be reviewed and refreshed throughout to ensure relevance and keep material up to date.

Months	0-6	6-12	12-18	18-24	24-30	30-36
Activities	Upskilling Lancashire Exporters		Upskilling Lancashire Exporters		Upskilling Lancashire Exporters	
		Gate Review			Gate Review	

Description	This is focused on developing a common approach to providing training and upskilling services to Lancashire exporters. A comprehensive package of support is developed to ensure companies in Lancashire are provided with the confidence and skills to excel in International markets					
Ease of implementation	Medium complexity in identifying training needs and developing a common service offer Medium-High complexity in ensuring consistent service offer to businesses and in keeping this offer up to date					
Proposed approach and activities	<p>This work will involve the following activities:</p> <ol style="list-style-type: none"> 1. Complete a Training Needs Analysis of current and potential exporters in Lancashire 2. Complete gap analysis of current service provision against user needs 3. Creation of a clear and progressive roadmap to learning and development 4. Fully utilise current training providers to create an accelerator/sprint programme. This will include the export academy, bootcamps, global scale up and existing training provision. 5. Have greater alignment to expert resources at home and abroad including dedicated international programmes. 6. Provide up-to-date information on changing market requirements and free trade agreement benefits. 7. Develop annual programme of events with inspirational and motivational speakers active in the field of international trade 8. Adopt an inclusive approach to learning and development and promote the benefits of international trade to disadvantaged areas. 9. Integrate an ongoing refresh process of L&D programme to ensure materials remain current, relevant and up to date 					
Resourcing and Budgetary Considerations	Number of FTE required	Number of months required		Total Cost of Workstream		
	1	36		£139,500		

Promoting Lancashire in international markets

Description

- This workstream is focused on developing the profile of Lancashire in new markets, in particular those markets identified in the prioritisation as medium-term and long-term export markets.
- There is a need to further develop brand identity based on key assets and effectively communicating these in key markets.
- There may be a need to tailor branding and promotional material to focus on specific markets.

Desired Outcomes

Organisations delivering export services in Lancashire will collaborate on increasing the profile of Lancashire-based companies in international markets.

Promoting exports and branding in international markets: Best Practice Welsh Government and other stakeholders in Wales are actively engaged in promoting the Welsh brand abroad to open up export opportunities. There is always a Welsh Government branded presence at major trade show showcasing Welsh companies.

Created by Hybu Cig Cymru – Meat Promotion Wales, a recent campaign has been created to promote Welsh meat in overseas markets. This was particularly successful in Denmark, highlighted as a key opportunity market, and featured across Danish mainstream media.

Ireland - Origin Green is the world's only national food and drink sustainability programme, enabling the industry to set and achieve measurable sustainability targets that respect the environment and serve local communities more effectively. It has set Ireland out as a leader in this area and has become recognised worldwide as a sign of quality and sustainability.



Activities are plotted against a three year timeline to help with prioritisation. Although the strategic outcomes are targeting a 10-Year strategy, activities will need to be reviewed and refreshed throughout to ensure relevance and keep material up to date.

Months	0-6	6-12	12-18	18-24	24-30	30-36
Activities	Brand Development	Promoting Lancashire in International Markets				

Description	This workstream is focused on developing the profile of Lancashire in new markets, in particular those markets identified in the prioritisation study as medium term and long-term export markets Organisations delivering export services in Lancashire will collaborate on increasing the profile of Lancashire based companies in international markets		
Ease of implementation	Medium complexity in looking at processes for sharing staff and pooling budgets to allow for increased impact.		
Proposed approach and activities	<p>This work will involve the following activities:</p> <ol style="list-style-type: none"> 1. Build a strong and recognisable brand identity to promote the Lancashire narrative across all the internationalisation pillars 2. Work with the all Lancashire international service and support providers to review opportunities for collaboration and to adopt a more integrated approach to promotional activity. 3. Develop cluster groups based on the findings of the capability mapping exercise and maximise existing sector opportunities and connections. 4. Design and build a single platform to communicate with companies in the county and internationally. This will include a single point of contact, business opportunities, thought leadership articles, insight, data and research, case studies, export readiness tool, export potential map, missions and events and collaborative links. <i>*Any associated resourcing and costs are additional to those propose as part of Workstream 2 for developing a single platform.</i> 5. Produce coordinated and timed marketing collateral to support international campaigns across all pillars. 6. Review the Market Prioritisation study to target key players in selected markets for reciprocal engagement, including the Chambers of Commerce, Scale Up programmes, economic development agencies and twinning arrangements. 7. Localisation of national campaigns – Made in the UK, Sold to the World. 8. Pilot a single campaign approach in a particular market, with all organisations working together, around a specific theme or event. 9. Encourage Lancashire companies to apply for the Queens Award for International Trade and internationally recognised industry awards 		
Resourcing and Budgetary Considerations	Number of FTE required 1	Number of months required 36	Total Cost of Workstream £139,500

Developing Trade Corridors

Description

- This workstream is focused on identifying opportunities and the approach for developing more established trade corridors between Lancashire and other international locations which have clusters of companies in sectors aligned with the capabilities of Lancashire based exporters.
- This aligns with developing relationships across pillars to provide reciprocally beneficial partnerships with international organisations and stakeholders.

Desired Outcomes

In the future, there will be more established trade corridors between Lancashire and specific international clusters, particularly in long-standing trading relationships, to facilitate new exporters.

Existing Activity		
National	Regional	Local
<ul style="list-style-type: none"> • DIT organises its operations into nine overseas regions. Each region will see significant growth over the next 30 years, but at markedly different rates. Areas of focus: North America, Latin America, Europe, Africa, Middle East, South Asia, Asia Pacific, China and Hong Kong, Eastern Europe/Central Asia. • DIT – Based on the latest DIT Export Strategy, focus will be on developing Free Trade Agreements globally but with a focus on developing markets, including Commonwealth countries. • EU and USA identified as existing markets with continuing focus of activity. • Shift to Ind-Pacific region going forwards with a combination of Free Trade Agreements and Official Development Assistance (ODA) work. 	<ul style="list-style-type: none"> • DIT Northern Powerhouse Overseas Trade Officers: Africa (energy and others), Indonesia (tech, creative and life sciences), Germany (clean growth), USA (energy) Brazil (clean growth) • Northern Powerhouse - From the original NPH Trade and Investment report (Steer, January 2020) the following markets were identified as the NPH priority sectors/markets: <ul style="list-style-type: none"> • Advanced Manufacturing Processes & Materials – Current markets: Germany, China, USA, Russia, France and Brazil. Growth markets: India and Turkey • Energy Generation – current markets Norway, Germany, USA, France. Growth markets: China, India, South Korea, UAE • Applied Health Innovation: Current markets: USA, Germany, France, Netherlands, Italy and Spain. Growth markets: China and India • Digital Technology: Current markets – Germany, USA, Ireland, France. Growth markets: China, India and Australia 	<ul style="list-style-type: none"> • Market prioritisation as part of Lancashire LEP's Internationalisation Strategy has identified some potential trade corridors: • France: Aerospace – Toulouse and Aerospace Valley • Germany: Energy & Low Carbon – Hamburg (Energiewende energy transition) • USA: Advanced Manufacturing – Pittsburgh (legacy manufacturing industries transitioning) • Sweden: Energy & Low Carbon – Malmo (EV and automotive transition) • India: Energy generation, health innovation and digital technologies.

Export Plan: Workstream 5 - Developing Trade Corridors



Activities are plotted against a three year timeline to help with prioritisation. Although the strategic outcomes are targeting a 10-Year strategy, activities will need to be reviewed and refreshed throughout to ensure relevance and keep material up to date.

Months	0-6	6-12	12-18	18-24	24-30	30-36
Activities	Developing Trade Corridors					

Description	<p>This workstream is focused on identifying opportunities and approach for developing more established trade corridors between Lancashire and other international locations which have clusters of companies in sectors aligned with the capabilities of Lancashire based exporters</p> <p>In the future, there will be more established trade corridors between Lancashire and specific international clusters, particularly in long-standing trading relationships, to facilitate new exporters and increase trade.</p>		
Ease of implementation	High complexity in developing an approach and building reciprocal relationships with other countries / regions internationally		
Proposed approach and activities	<p>This work will involve the following activities:</p> <ol style="list-style-type: none"> 1. Map trade routes from Lancashire to priority markets 2. Conduct supplementary sector analysis on potential trade corridor markets, to fully understand export potential and market opportunities 3. Develop country specific forums based on market prioritisation, including Lancashire/India Forum, Lancashire/US partnership 4. Utilise the NPH overseas commercial officers in target markets. 5. Organise an international transport and customs working group. To include Heysham, Lancaster and the Port of Liverpool, Manchester Airport, the Road Haulage Association and the freight forward, logistics and fulfilment network. 6. Understand the opportunities presented by the Freeport in Liverpool and potential customs site in West Lancashire 7. Support the development of a freight rail terminal for East Lancashire. 8. Promote “green” trade and identify innovative green technologies to export globally. 9. Build networks with overseas economic development organisations and trade bodies 10. Run joint events to promote reciprocal trade – involving key stakeholders eg. International Chambers of Commerce 11. Facilitate trade missions between Lancashire and potential trade corridor markets 12. Explore alternative relationships through local business associations, twinned town and cities as well as diaspora links 		
Resourcing and Budgetary Considerations	<p>Number of FTE required</p> <p>1</p>	<p>Number of months required</p> <p>36</p>	<p>Total Cost of Workstream</p> <p>£139,500</p>

Events & Missions

Description

- These activities are focused on developing a more coordinated approach to trade show & event identification, selection, and attendance across organisations in Lancashire.
- This will also involve coordination with other Pillars to ensure that where joint activity is possible, it is facilitated. This will offer both value for money and a greater return on investment for activity.
- As well as coordinating with other Pillars, work should also be done to take advantage of NPH and DIT missions to save on resourcing, cost and time.

Desired Outcomes

There will be a joined up approach to identifying and attending trade shows, events and missions for potential exporters and greater collaboration in how organisations prepare exporters for these opportunities.

Existing Activity		
National	Regional	Local
<ul style="list-style-type: none"> DIT - Made in the UK, Sold to the World campaign, including events, masterclasses, webinars, trade missions, 'Meet the Buyer' events, roundtables, Ministerial visits and much more. The national programme is based on DIT priority sectors identified in the Export Plan including manufacturing, tech, clean economy, digital and creative, services, tourism, financial, professional and business services, e-commerce, agriculture, defence and security, maritime and shipbuilding, aerospace, space, automotive, education, infrastructure, life sciences and healthcare and chemicals. UK Tradeshow Programme (UKTP), is a new pilot programme running until March 2023 and replaces the previous Tradeshow Access Programme. Companies will be able to access a combination of funding and training. Trade Associations Nationally recognised industry bodies partner with DIT to provide a coordinated and comprehensive international mission and events programme. 	<ul style="list-style-type: none"> The Northern Powerhouse has an extensive mission and events programme with companies participating from the North West, North East and Yorkshire and Humber. The programme is based on DIT's priority sectors, the Free Trade Agreement (FTA) campaigns and NPH sector strengths. NPH sector strengths include: <ul style="list-style-type: none"> Advanced Manufacturing, especially materials and processes. Energy, particularly generation, storage, and low carbon technologies and processes, especially in nuclear and offshore wind. Health Innovation, with a focus on Life Sciences, Medical Technologies/Devices, e-health. Digital, focusing in particular on computation, software tools/design and content including fin-tech, AI and data analytics, and simulation/modelling, and wider strengths in media. Enabling sectors: financial & professional services; logistics and higher education. Linked or within these sectors: creative plus food & drink. 	<ul style="list-style-type: none"> Organisations based in Lancashire would be encouraged to take part in the national or NPH events and missions programme. The Chambers of Commerce and the International Trade Club in Lancashire offer a comprehensive calendar of events and meetings aimed at the exporting community. Resources could be committed to tailored, localised missions driven by a supply and demand style analysis.

Export Plan: Workstream 6 - Events and Missions



Activities are plotted against a three year timeline to help with prioritisation. Although the strategic outcomes are targeting a 10-Year strategy, activities will need to be reviewed and refreshed throughout to ensure relevance and keep material up to date.

Months	0-6	6-12	12-18	18-24	24-30	30-36
Activities	Develop Calendar & Identify Capabilities	Events & Missions			Events & Missions	

Description	This workstream is focused on developing a more coordinated approach to trade show & event identification, selection, and attendance across organisations in Lancashire. This will also involve coordination with other Pillars to ensure joint activity can be facilitated. This will offer both value for money and a greater return on investment for activity. There will be joined up approach to identifying and attending trade shows, events and missions for potential exporters and greater collaboration in how organisations prepare exporters for these opportunities					
Ease of implementation	Low - Medium complexity in identification and selection of shows Medium – High complexity in determining approaches to co-funding or resource sharing					
Proposed approach and activities	<p>This work will involve the following activities:</p> <ol style="list-style-type: none"> 1. Develop a single calendar of trade shows, events and missions 2. Review Market Prioritisation study to assess whether current selection of trade shows align with results of study 3. Work closely with national and regional organisations to influence future activity. 4. Identify where there are areas with a common focus and whether there may be opportunities to join up on processes, i.e. company recruitment; company preparation, and single cross organisations solutions, e.g. single platform for sharing information and allowing for easy identification of companies for trade missions 5. Develop and re-engineer processes and if possible budgets to support a more integrated approach to trade show and event identification, selection and attendance, e.g. through a single cross-organisation working group 6. Review and test approaches to pooling resources to facilitate a more collaborative approach to trade shows attendance 7. Rollout across all sectors and markets new pooled approach to trade shows 					
Resourcing and Budgetary Considerations	Number of FTE required	Number of months required		Total Cost of Workstream		
	1	36		£139,500		

10-Year Export Strategy: Activities



Activities are plotted against a three year timeline to help with prioritisation. Although the strategic outcomes are targeting a 10-Year strategy, activities will need to be reviewed and refreshed throughout to ensure relevance and keep material up to date.

Months	0-6	6-12	12-18	18-24	24-30	30-36	
Activities	Capability Mapping				Capability Mapping		
	Local Business Support		Local Business Support		Local Business Support		
	Upskilling Lancashire Exporters		Upskilling Lancashire Exporters		Upskilling Lancashire Exporters		
	Brand Development	Promoting Lancashire in international markets					
		Developing Trade Corridors					
	Develop Calendar & Identify Capabilities	Events & Missions					
			Review progress				Review progress and refresh

Summary

Summary of Implementation of Action Plan 2022 - 2025



Workstream	Resource	Cost	Outcomes
1. Capability Mapping	1	£46,500	To fully understand the sector and subsector strengths of the region, to underpin any future international trade activity and be aligned to the demand-side aspect of this strategy.
2. Localised Business Support	1	£139,500	A definitive set of service offerings that complement what is already being offered at a national, regional and local level. Create a dedicated team with easy-to-understand channels for businesses to receive holistic support.
3. Upskilling Lancashire Exporters	1	£139,500	Companies in Lancashire are provided with the confidence and skills to excel in International markets.
4. Promoting Lancashire in International Markets	1	£139,500	Organisations delivering export services in Lancashire will collaborate on increasing the profile of Lancashire-based companies in international markets.
5. Developing Trade Corridors	1	£139,500	In the future, there will be more established trade corridors between Lancashire and specific international markets. This should support activity for new and existing exporters
6. Events and Missions	1	£139,500	A joined-up, purposeful approach to identifying and attending trade shows, events and missions for exporters and greater collaboration in how organisations prepare exporters for these opportunities
Total	6	£744,000	

- Currently DIT/Growth Company employed staff working on international trade activities in Lancashire. One dedicated export manager, seconded to the LEP, with support from International Trade Advisers and the wider North West DIT team. Chamber of Commerce/stakeholders would have to be funded separately or as FTE externals.
- Future DIT targets and objectives will be determined by national strategy . Localised delivery could be supported by further levelling up funding. To have a LEP/LA dedicated resource would have to be funded as internal FTE.
- Extra staff resource costs identified in the table above are based on 1 specialist, 1 KAM, 1 officer (based on Local Authority bands of grade 8, 10 and 12) and 3 FTE externals employed by the Chamber or other stakeholders working across all workstreams at £42,000 pa.
- 48 • Additional costs will be marketing, events, missions and training providers,.

Appendices



Export Plan: Resourcing and Budgets

The Export Plan has been delivered with a set of indicative resourcing requirements and budgetary considerations for each workstream, and each activity within each workstream.

- FTE = Full Time Equivalent
- FTE costs are calculated based on average public sector and private sector salaries as of 2021.
- Months per activity reflect amount of time across 36 month period and are not designed to all start in Month 0 but rather to be spread across the period based on indicative timelines.
- Months per activity may not be concurrent but represent the time required to refresh and revisit activities across 36 month period.
- Some activities were viewed as more behavioural changes and therefore have not been assigned FTE or costs.
- There is some overlap in activities – development of a single digital platform in Workstreams 2 & 4. The associated costs of workstream 4 have been calculated as additional costs incurred if both activities were undertaken to ensure no duplication or overlap in FTE or costs.



Export Plan -
Resourcing and Budgets

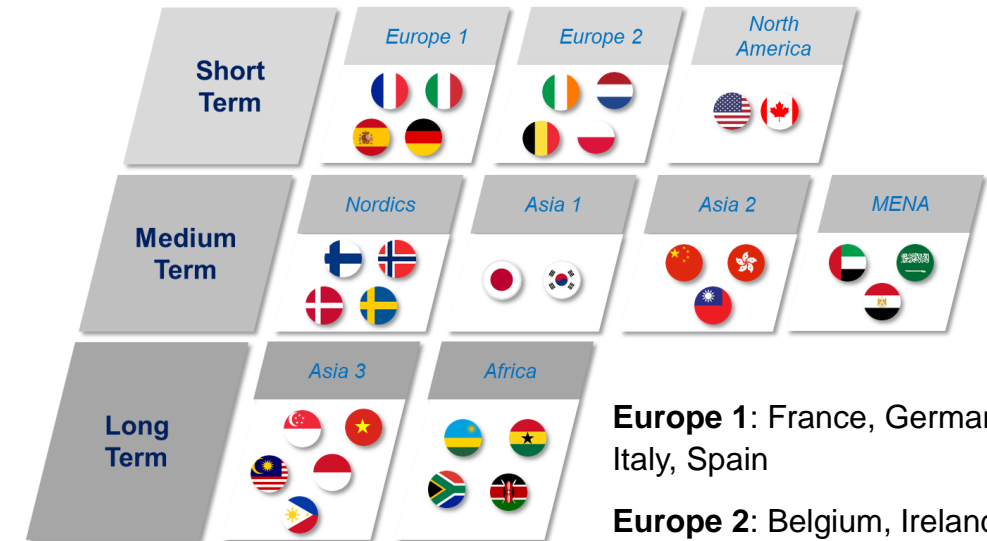
Export Plan: Additional Market Analysis

Although resourcing constraints have limited the number of markets of focus for this Export Plan, additional analysis was taken to provide some ambitious short, medium and long-term priority markets. These could be used ad hoc, if resourcing and time allows, or if macroeconomic factors steer focus towards them.

Our results from the market prioritisation model provided us with a list of markets that did not really throw up any surprises. Although we saw the need to address this “usual suspects”, we also felt it was important to give some focus to emerging markets across the globe. One of the key economic arguments for the leaving the European Union, after all, was to have the ability to negotiate free trade agreements with developing countries at a greater pace. Therefore, with this in mind, we have grouped markets into broad geographic regions. This has allowed us to:

- Provide regional groups based on short, medium, and long-term opportunities / focus
- Account for limited export support resource in the county
- Combine local strengths with central government focus on new markets
- Cover more markets without providing a long list of unattainable recommendations and actions

We have selected 9 geographic regions of focus. We acknowledge that these 9 groups, and the 30+ countries that sit within them still provide a substantial number of target markets and associated actions. This is why we have segmented by short, medium and long-term focus. It became clear when speaking to the International Trade Working group, that whilst European markets are still a short-term focus, as businesses fulfil existing contracts and supply existing clients. There are now new, exciting export opportunities outside of Europe to be explored. The Plan, therefore, will reflect the thinking of many Lancashire businesses in the way it outlines export support actions. Further information can be found in the embedded Market Analysis document.



Europe 1: France, Germany, Italy, Spain

Europe 2: Belgium, Ireland, Netherlands, Poland

Asia 1: Japan, South Korea

Asia 2: China, Hong Kong, Taiwan

Asia 3: Indonesia, Malaysia, Philippines, Singapore, Vietnam

Africa: Ghana, Kenya, Rwanda, South Africa

MENA: Egypt, Saudi Arabia, United Arab Emirates

North America: Canada, USA

Nordics: Denmark, Finland, Norway, Sweden



Market Analysis

Twinning Arrangements in Lancashire

West Lancashire	Mid Lancashire	East Lancashire	Blackburn with Darwen	Blackpool	Lancaster and Wyre
Chorley	Lytham St Annes	Pendle	Blackburn	Bottrop, Germany	Aalborg, Denmark
Szekesfehervar (Hungary)	Caudry, France	Creil, France	Altena, Germany	Sanya, China	Lublin, Poland
Cergy-Pontoise, France	Werne, Germany	Marl, Germany	Péronne, France		Perpignan, France
Erkrath, Germany	South Ribble	Palestine	Tarnów, Poland		Rendsburg, Germany
Newburgh	Schleswig-Flensburg, Germany	Burnley	Darwen		Växjö, Sweden
Indiana, USA,	Preston	Vitry-sur-Seine, France	Gambia		
	Almelo, Netherlands	Rossendale			
	Nîmes, France	Bocholt, Germany			
	Recklinghausen, Germany				
	Kalisz, Poland				
	Wrea Green				
	Saint Bris-le-Vineux				

Trade Show Calendar

Event	Location	Date	Sector
ITB Asia	Singapore	October 2021	Tourism
Dubai Airshow	Dubai, UAE	November 2021	Advanced Manufacturing
Tokyo Motor Show	Tokyo, Japan	November 2021	Advanced Manufacturing
Dutch Life Sciences Conference	Leiden, Netherlands	November 2021	Health
World Cities Summit	Singapore	November 2021	Digital and Creative
International Tourism and Travel Show	Montreal, Canada	November 2021	Tourism
International Production and Processing Expo	Georgia, USA	January 2022	Food and Agriculture
Intersolar North America	Long Beach, USA	January 2022	Energy and Low Carbon
CES	Las Vegas, USA	January 2022	Digital and Creative
ISM	Cologne, Germany	January-February 2022	Food and Agriculture
Gulfood	Dubai, UAE	February 2022	Food and Agriculture
Singapore Airshow	Singapore	February 2022	Advanced Manufacturing
AGRITECHNICA	Hanover, Germany	March 2022	Food and Agriculture
AAHAR	Delhi, India	March 2022	Food and Agriculture
FC Expo Tokyo	Tokyo, Japan	March 2022	Energy and Low Carbon
Annual European HealthTech CEO Forum	Zurich, Switzerland	February 2022	Health
World Future Energy Summit	Abu Dhabi, UAE	January 2022	Energy and Low Carbon
MedTec Japan	Tokyo, Japan	April 2022	Health
Hannover Messe	Hannover, Germany	April 2022	Advanced Manufacturing
Hydrogen + Fuel Cells Europe	Hannover, Germany	April 2022	Energy and Low Carbon
Anuga	Cologne, Germany	April 2022	Food and Agriculture
TuttoFood	Milan, Italy	May 2022	Food and Agriculture
Intersolar Europe	Munich, Germany	May 2022	Energy and Low Carbon
Consumer Technology and Innovation Show	Shanghai, China	May-June 2022	Digital and Creative
Specialty and Fine Food Asia	Singapore	June 2022	Food and Agriculture
ConnecTech Asia	Singapore	July 2022	Digital and Creative
Automechanika	Frankfurt, Germany	September 2022	Advanced Manufacturing
WorldFood Istanbul	Istanbul, Italy	September 2022	Food and Agriculture
Renewable Energy India Expo	Noida, India	September 2022	Energy and Low Carbon
European BioTech Week	Europe	September-October 2022	Health
Manufacturing Technology Series	West Springfield, USA	October 2022	Advanced Manufacturing

Trade Deals

Market	Free Trade Agreement(s)	Description	Implication
Europe	The Trade and Cooperation Agreement (TCA)	This new agreement sets out, among other things, preferential arrangements for the trade of goods. To ensure regional parity, these are underpinned by level playing field conditions which should help with regulatory continuity post-EU Exit.	The TCA provides certainty for UK and EU businesses on key issues such as tariffs. Businesses operating in the EU must familiarise themselves with new customs procedures and regulatory requirements.
North America	The UK-Canada Trade Continuity Agreement	The UK-Canada TCA preserves preferential market access for both Canadian and British businesses.	The TCA provides certainty for British businesses exporting goods and services to Canada. UK producers will continue to benefit from zero tariffs for products such as cars and agri-foods.
	The United Kingdom–United States Free Trade Agreement (proposed)	The UK and the USA are each others' largest investors and significant trading partners. The two countries are currently in trade agreement negotiations that are unlikely to conclude in the near future.	
Nordics	The EEA EFTA States - UK Free Trade Agreement	The comprehensive FTA covers trade in goods, services and investment, digital trade, capital movements, government procurement, regulatory cooperation and recognition of professional qualifications, among others.	The FTA aims to boost digital trade. Reduced import tariffs on UK farm products and seafood will help cut costs for British businesses.
Asia	The UK-Japan Comprehensive Economic Partnership Agreement (CEPA)	CEPA maintains the benefits of the EU-Japan Economic Partnership Agreement with enhancements in areas of mutual interest such as digital trade and financial services.	Tariff-free trade and liberal rules of origin create favourable export opportunities.
	UK-South Korea trade agreement	The “continuity” agreement includes provisions on trade in goods and services, intellectual property and government procurement.	The UK-South Korea agreement allows businesses to continue trading mostly under the South Korea-EU deal.
Middle East & North Africa	UK-Egypt Association Agreement	The agreement provides continued preferential access to both markets and tariff-free trade on industrial products.	The agreement eases the Brexit transition for businesses.
	UK-Gulf Cooperation Council Trade Agreement (proposed)	The UK and the Gulf Cooperation Council completed a Joint Trade and Investment Review (JITR) which identified a range of priority sectors for future UK-Gulf collaboration.	Sectors highlighted in the JITR could expect favourable trading conditions in the Gulf States in the future.
Asia	The Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP)	The UK government has begun negotiations to join the CPTPP, a trade agreement between eleven countries which border the Pacific.	The CPTPP would provide greater market access to its member states. The rules of origin provisions could help British businesses to expand their supply chains across the constituent countries.
	UK-Vietnam Free Trade Agreement	The agreement sets out preferential arrangements for the trading of goods and services.	
Africa	UK-Ghana Interim Trade Partnership Agreement	This TPA includes provisions on trade in goods, including provisions on preferential tariffs and rules of origin.	Both agreements provide clarity for British export companies.
	UK-Kenya Economic Partnership Agreement	The agreement, mostly a continuation of the terms previously agreed between the EU and the East African Community (EAC) includes clauses to allow other EAC states (such as Rwanda) to join in the future.	