

**HIGH LEVEL RISKS 3rd Qtr 18/19**

**1. DELIVERY (FUNDING)** Significant progress has been made in the last two quarters with the completion of business cases and allocation of funds for the MIAM, DNRC and Toton. However priority projects that will add most to improved economic performance and GVA remain unfunded representing a risk to achieving overall targets. The secretariat has previously identified a wide range of funding sources but many schemes have now completed. The current pipeline of projects needs to be expanded with a shelf from which schemes can be drawn to suit changing government policy priorities. Mitigation: (i) Funding Plan to be produced- Spending Review opportunities; update schedule of funding sources by secretariat with support from partners; a targeted approach to ministerial promotion; investigation of mixed investment /funding packages needed for projects. (ii) Partners to actively bring forward new ideas and take advantage of SPDF funds.

**2. PROGRAMME PERFORMANCE AND EFFICIENCY** The programme does not deliver the target or requires unrealistic levels of investment. **Mitigation:** Critical analysis, programme evaluation and sensitivity testing to be carried out.(underway).

**Key for Programme Highlight report**

**Project reference**

Project reference is the assigned ME project number

Project references shaded blue represent current priority ME asks of government

**Stage**

- 1 = Not started
- 2 = Concept
- 3 = SPDF funding awarded
- 4 = Outline business case completed
- 5 = Full Business Case completed
- 6 = Delivery funding committed
- 7 = Delivery mode
- 8 = Delivered

**Stage progress since last quarter**

- Moved forward stage ↑
- No change =

Ref	Project	Lead	Description	Work to date	Forward Plan	Issues	Stage	Risk this Pd	Risk Last Pd
<b>Strategy &amp; Business Planning</b>									
ST1	Response to revised Midlands Engine Strategy	ME Exec Team	2018 Budget stated HMG would be preparing a revised Midlands Engine Strategy	Work underway to understand the scope and timeframes. Engagement with HMG and Observatory taken place	Timescales remain unclear		2 <span style="color: green;">↑</span>		
ST2	Programme Vision to 2030	ME Exec Team	Translating revised government ME strategy into updated Vision to 2030	Awaiting government strategy	Need to complete quickly after Government ME strategy released	Need to prepare process in advance of this work starting to condense overall timescales	1 =		
ST3	Midlands Engine Independent Economic Review	Midlands Observatory	Review of Midlands Economy to detail: progress made; key areas of strengths; economic growth targets; ME performance and monitoring framework	ME Observatory consortium awarded work. Draft scope produced. Ops Board discussion on 30th Jan	Ops Board agreement on scope in Jan 2019. Presentation on Phase 1 findings and detailed scope MARCH 2019. Completion Sept 2019	Tight timeframe for IER to inform Midlands Engine strategy and 5 year plan	7 <span style="color: green;">↑</span>	2	2
ST4	Midlands Engine 5 Year Programme	ME Exec Team	Detailed ME delivery plan outlining key projects, targets and monitoring framework	Themes and projects already within the project plan can roll forward	Needs to respond to HMG Strategy and the revised ME Vision	Awaiting for government details on timing and content of Midlands Engine revised strategy	1 =		
<b>Exec Team led commission</b>									
EX1	ME Observatory	ME Exec Team	Establishing a Midlands Engine observatory to provide economic data intelligence for Midlands	Tender exercise completed, supplier selected, inception meeting held, Project Board established and public launch on 22nd November 2018, IER being scoped	IER work ongoing see above. First Quarterly report due Qtr. 1 2019. Protocols for partner commissioning work via the Observatory to be agreed	Need to ensure the IER and other intelligence is ready in time for ME Strategy	7 <span style="color: green;">↑</span>	2	2
EX2	Manufacturing Zones	ME Exec Team	Work to promote several sites in the Midlands to be designated as manufacturing zones	Competition undertaken, analysis and recommendations completed and successfully submitted to Govt for decision. Government announcement of Zones in the Midlands in January 2019.	Liaise with local partners to provide support if required. Local partner delivery. ME ongoing role to collate performance data from LEPS /Las.		8 <span style="color: green;">↑</span>	1	1
EX3	ME Communication campaign	ME Exec Team	Communications campaign to promote the Midlands and the work of the Midlands Engine	Tender exercise complete, supplier commissioned, creatives produced and campaign planned	Campaign launch February 2019.		7 <span style="color: green;">↑</span>	4	9

Ref	Project	Lead	Description	Work to date	Forward Plan	Issues	Stage	Risk this Pd	Risk Last Pd
EX4	Mental Health Pilot	ME Exec Team	Government awarded DoH funding for innovative pilots to tackle low level mental health and productivity in the work-place	Project Initiation Document written, draft ToR complete, steering group membership identified	External resource and content specification being sourced by end 2018		7 =	1	1
EX5	ESOL Pilot	ME Exec Team	Government awarded funding to test innovative approaches for accredited providers to deliver ESOL training for those in employment and those unemployed	Tender for lots commenced, 11 bids received, 10 awarded. Request for additional funds awarded to meet tender prices. All delivery contracts signed	Delivery of contracts		7 ↑	1	6
EX6	Midlands Investment and Asset Map	ME Exec Team	Creating a pan-Midlands digital map detailing business data, socio-economics, infrastructure, land and assets	Concept business case completed, £1.5m allocated by Government in 2018 budget subject to business case approval. Final business case DRAFT shared with Cabinet Office	Business Case due to be submitted in January. Award, subject to minister approval, in March 2019	Timescales to get ministerial sign-off and money committed this year, could be impacted by HMG external pressures	5 ↑	6	6
Task and finish groups									
TF1	Management and Leadership institute	Lead MLI Group	The overarching objective is to raise the productivity of Midlands SMEs with a view to creating a highly-productive, innovative and high-tech SME base – a “Midlands Mittelstand”.	Proposal presented to ME Ops Board March 2018. Presented to Skills SPG May 2018. Sept 2018 Ops Board informed lead for the project to meet with Chair ME Business Forum	Proposal to be revised in light of consultation with stakeholders and ME Programme Director and bought back to Ops Board. Meeting between Chair of Business Forum and Project lead to be established.	Project requires prioritisation		6	6
TF2	Midlands-wide Digital Strategy	ME Digital Steering Group	Building on the 5G and Urban Connected Communities project, devising and then implementing a strategy to coordinate digital infrastructure and projects across the Midlands	Business case completed and submitted to government. Chair of Digital Strategy Group and Programme Director met BEIS/DCMS and secured support for DS Board. The DS project will undertake mapping of Govt Pilot programmes and the MIAM will collate information on Digital Assets.	Steering Group being established. Draft Strategy to be developed alongside projects. Need to seek funds from a range of sources and seeking to use some existing funds.	Limited resources	5 =	1	1
Trade and Investment									
13	Internationalisation strategy	Trade and Investment SPG	A pan regional strategy to boost Trade and Investment	Draft Strategy commissioned, completed and initial action plan in place. Meetings with ministers and officials taking place to promote the project.	Work continues to achieve allocations of funding to deliver the strategy. T&I Group moving forward quick wins and action plan in place	Spending review opportunity	8 ↑		
10	Regional subvention fund	West Midlands Growth Company	A regional subvention fund that can be used to attract international conferences and events	Work formed part of the original vision for growth and is incorporated in the internationalisation strategy. SPDF funding awarded to complete business case subject to match.	Full Business Case to be completed in Spring 2019 subject to match. Programme Officer	SPDF funding cannot be allocated until to match funding can be provided.	2 =	6	1
34	MIPIM - 2019	West Midlands Growth Company	An international capital investment. The Midlands Engine sends a team of property companies and related professionals, LA leaders and officers from across the Midlands to attend and promote property investment and regeneration projects from the region.	ME has attended MIPIM as a united group for two years. There is funding and commitment up until 2020. Preparations are on course for 2019	There is a MIPIM steering group which meets once a month to ensure short and long term planning is carried out		7 =	1	1
35	China activity	ME Exec Team	The Midlands Engine has visited China since 2016 on an annual basis. The trade missions seek to establish new tangible opportunities to make it easier for the Midlands to trade with China	In November 2018 a mission visited Guizhou and Zhejiang - two regions identified by the Midlands Engine China Group as having significant potential for trade links	The Midlands Engine China group will support with follow up from activities and conversations	Lack of resources for follow up may impact on timely response	7 =	1	1
36	India activity	DIT	Sir John Peace joined a mission along side SoS James Brokenshire and Andy Street. The visit was focused on establishing stronger Future Mobility links with India	The mission has taken place and work is in progress to hold a meeting between key stakeholders in the Midlands to follow up	During the follow up meeting a proposal of setting up a working group to focus on this will be tabled	Lack of resources for follow up may impact on timely response	7 =	1	1
Innovation and Enterprise									

Ref	Project	Lead	Description	Work to date	Forward Plan	Issues	Stage	Risk this Pd	Risk Last Pd
18	Transport Innovation Accelerator	I&E Group	Midlands Engine is bringing parties in the Transport Industry together to plan for transport related innovation and growth initiatives	Ongoing discussions to shape the ME activities around the industrial strategy (future mobility)			2 =	1	1
19	MedTech innovation accelerator	I&E Group	Finance, business support, innovation infrastructure and business workspace to accelerate the growth of MedTech in the Midlands. Wave 1 would provide business growth funding, business support and an innovation facility on the Nottingham Boots EZ	Partnership and concept formed, strategy completed, Wave 1 outline business case completed, SPDF Funding awarded for Wave 1 business case development. Ministerial meeting to discuss project (need an funding). Midlands needs within the Life Science Sector deal	Wave 2 business case, addressing accomodation needs, to be moved forward		5 ↑	1	1
20	Leicester Space Park - phase 2	I&E Group	Phase 2 of Space Park Leicester, providing a 4,000 sqm Space Innovation centre	SPDF allocated.	Project delayed a year at request of promoter		1 =		
21	Low Cost Satellite facility	I&E Group	Located on the Space Park Leicester, a facility for the development of low cost satellites	SPDF allocated. Business case completed and submitted to Treasury. SoS visit on 3rd January		Alignment with Govt strategy	5 ↑	9	6
31	UK Food Chain Automation Centre (Holbeach)	I&E Group (Future Food sub-group)	Innovation space in Lincolnshire that will bring together the UK research base with the UK food cluster	SPDF money allocated . Outline Business Case completed.	Full Business Case to be completed by Summer 2019. Seeking to secure funding.		5 ↑	1	1
22	Cross Industry Technology Exploitation in Clusters (CITEC)	I&E Group	CITEC will facilitate R&D projects that transfer technology between industry supply chains (i.e. "horizontally") for commercial exploitation. Providing support for businesses wishing to exploit new technologies	SPDF money allocated, Outline Business Case completed	Engaging government and seeking funding support		4 ↑	1	1
Skills and productivity									
14	Supply Chain Initiative	Rolls Royce	A cross-sectoral quality assured approach to measuring and improving the competitiveness of manufacturing supply chain companies, starting with a large scale pilot in the Midlands	Worked with national agencies and a national pilot will now take place.	No longer a ME project				
15	Collaborative skills network	Skills SPG Chair	Ensure employers link closely with skills providers. Skills provision is tailored to employer demand	Outline Business Case written. Linked with High Quality Apprenticeship Growth project. The Skills Strategy has been agreed and shared with stakeholders. Successful meeting held with SoS for Education in December 2018 in relation to all Skills projects.	Complete Full Business Case and socialise with LEP skills leads by end of February 2019 .		4 ↑	1	1
16	High quality apprenticeship growth	Skills SPG Chair	Lead the way in delivering against government apprenticeship target by raising awareness and brokering access. Focussing on Midlands growth sector.	Outline Business case written	Complete Full Business Case and socialise with LEP skills leads by February 2019		4 ↑	1	1
33	Centre for Automotive Skills	Skills SPG Chair & Warwickshire College Group	Facilities for training in new automotive industry technologies. Led by Warwickshire College Group in partnership with: Jaguar Land Rover, Williams Advanced Engineering, Warwickshire Manufacturing Group, Coventry University	Outline Business Case written	Complete Full Business Case and socialise with LEP skills leads by February 2019		4 ↑	1	1
34	Further Education Innovation Fund	Skills SPG Chair & Association of College (Midlands)	Provide a FE focussed recurrent grant programme for knowledge and technology transfer	Outline business case written	Complete Full Business Case and socialise with LEP skills leads by February 2019		4 ↑	1	1

Ref	Project	Lead	Description	Work to date	Forward Plan	Issues	Stage	Risk this Pd	Risk Last Pd
17	Skills escalator	Skills SPG Chair & Midlands Enterprise Universities	To enhance employer led provision of higher-level skills across the Midlands.	Outline Case written	Full business case written by February 2019.		4 ↑	1	1
Shaping Great Places									
33	Midlands Chinese tourism strategy	ME Tourism Group	Developing a collaborative Midlands strategy to deliver bespoke marketing to the Chinese tourist market	SPDF money allocated for completion of strategy	5 month programme for completion of the strategy		3 ↑	1	1
26	Ceramic Park	Stoke and Staffs LEP	Campus of innovation and cultural assets to support advanced and traditional ceramic industry	SPDF funding awarded, outline business case produced. Further feasibility work on going. International ceramics centre not successful in Creative Development Fund competition.	Seeking to secure funding.	Funding required from several pots, making coordination difficult.	4 ↑	1	1
29	Midlands Cultural Asset mapping	Culture Central	Mapping existing cultural assets, highlight gaps and opportunities and devising an action plan	SPDF money secured, awaiting to commission	4 month programme, aimed completion by Spring 2019		7 =	1	1
32	Toton delivery vehicle	Notts County Council	2m funding to assess and set up delivery vehicle (Dev Corp) for Toton.	Money awarded to Midlands Engine. Scope of work completed	Tender exercise for study consultants	Awaiting confirmation of funding award	7 ↑	1	1
23	Defence and national rehabilitation centre	NHS	Clinical rehabilitation centres for the armed force and the nation on a site in the Midlands	Feasibility and concept work completed, government funded announced in 2018 Budget. Project moved to NHS for delivery.	£30m further funding to be sought for education and research facilities				
30	East Midlands convention centre	Nottingham City Council	New convention centre in Nottingham, to support subvention project and city centre regeneration	Early outline business case completed	Moving forward business case		2 =	1	1
34	Enabling 600,000 homes, not started.	ME Exec Team	Providing strategic oversight to coordination and enable housing delivery at desired levels across the Midlands	Think Shop facilitated by Programme Director completed in 2018. Affordable housing Providers Group established	Strategic Programme Group to be established subject to resources	Resources/Funding	2 =	2	2
Midlands Connect									
MC1	HS2 Readiness	Midlands Connect	Direct support to East Midlands Gateway connectivity study and accelerating services at Toton work	Long list of schemes compiled, to be tested alongside model.	Options Assessment Report is scheduled to be completed in spring 2019.	Need to maintain assurances of Phase 2B commitment, following Parliamentary delay.	7 =	9	6
MC2	Midlands Smart ticketing	Midlands Connect	Roll-out Account Based Ticketing platform, with Nottingham City Council and TfWM. Working with partners to develop Smart Ticketing infrastructure.	Funding ask submitted to DfT in 2018.	Negotiating outputs from TfN programme to enable early benefits.	Funding not secured yet.	5 =	1	1
MC3	A46 priority schemes	Midlands Connect	SOBC with options for investment in corridor to be developed by summer 2019.	Phase 1 report launch in November 2018 setting out economic opportunities across corridor.	Phase 2 report with options for interventions to report in spring 2019.		7 =	1	1
MC4	Midland rail hub	Midlands Connect	Flagship rail programme, adding 24 trains per hour reaching as far as Hereford and Lincoln	Initial Economic Case (Appraisal Specification Report and Options Assessment Report) delivered.	SOBC for Midlands Rail Hub to be submitted for further funding from DfT in spring 2019.	Need to secure funding from DfT - unknown national funding envelope for rail enhancements	2 =	1	1
MC5	Major road network programme	Midlands Connect	DfT guidance launched in December 2018, following work with partners to develop regional evidence base over the summer. Next submission to DfT in summer 2019.	Long list of future programme compiled from partners.	Steering Group and Strategic Board to agree approach to submit in summer 2019.	No assurance on regional funding baselines.	7 =	1	1