

Appendix A

Skills and Employability Plan for Medway 2035

Growing Skills for a Growing Workforce

Phase 1: 2019 - 2024

Draft December 2018

This page is intentionally left blank

Contents

1. Skills and Employability Vision for Medway
 2. We Need You
 3. Strategic Drive
 4. Medway's Economic, Employment & Training Profile
 5. Medway's Offer
 6. Local Talent Pool
 7. Medway's Priority Sectors
 8. National Policy & Local Opportunity
 9. Local Business Voice
 10. Journey for All
 11. Priorities
 12. Measures of Success
 13. Key Actions
 14. Monitoring Success
- Appendix 1 – Action Plan

Foreword

Medway is growing fast and has highly ambitious plans. With 30,000 new homes and 17,000 new jobs planned by 2035, there is room for all to benefit from the area's expansion.

Central to our growth plans are increasing high value employment, continuing to support business creation and growth, and matching local business demand and skills supply. Focus here will ensure Medway continues to excel as a great place to live, work, learn and visit, and offers a firm foundation for growth for all.

None of this will be possible without an excellent skills base that mirrors employers' aspirations and demands. Growing skills leads to increased opportunities for all, greater wellbeing and quality of life, flourishing inward investment and improved performance of the local economy.

We have an excellent basis for future growth in Medway, with Medway Adult Education, a great school system, four Universities, an £86m further education campus and a new University Technical College. The Skills and Employability Plan for Medway unites stakeholders in their vision for skills growth in Medway and offers a comprehensive framework for investment in the workforce, and workplace, of the future. I am pleased to commend it to you.



Cllr Rodney Chambers
Portfolio Holder for Inward Investment, Strategic Regeneration and Partnerships

Medway's Skills and Employability Vision

By 2035, local people of all ages will have the skills and experience to enable them to take up the job opportunities created through growth and inward investment. Every household in Medway will have benefitted from the area's regeneration, with improved work and career options and advice, and with increased opportunities to participate in civic, cultural and social life.

Economic growth will have been supported through the provision of employment land, and a highly skilled workforce to boost new and growing businesses. Businesses will work closely alongside education and training providers to create a pipeline of work ready talent.

Medway will be a truly sustainable economic hub.

This plan is for all ages – it will support those in, and considering options for, primary, secondary, further and higher education. It will engage those who are not in employment, education or training, as well as those looking to take up apprenticeships, train at work or return to the workforce.

The Skills and Employability Plan for Medway celebrates the focus and strengths of our training and education providers. It recognises, and respects an intricate local, regional and national skills context. In doing so, it seeks to unite and add value to existing initiatives, and to create exciting new opportunities for all.

Medway Council will act as an honest broker between all partners and stakeholders, seeking to prioritise the needs of Medway residents and businesses, paving the way for good education and employment prospects for all.

The Council will:

- Broker meaningful relationships and partnerships
- Support businesses to create job opportunities, access training and recruit staff
- Support education and training to meet the needs of Medway Businesses and Medway students
- Support Medway's residents to seek learning, training and employment opportunities
- Promote pathways to education and employment
- Lead as a model employer demonstrating good practice of employment

We Need You

In order for this plan to be successful, we will need businesses and partners in Medway to get involved in providing skills and employment opportunities. This plan will lay out many of the challenges and opportunities there are within skills and employability in Medway, as you read through, please consider how you can help.

There are a great many ways to provide opportunities and support whilst also plugging existing skills gaps and shortages. You could:

- Offer apprenticeships
- Offer work placements/experience
- Become Disability Confident
- Become a mentor
- Become an Enterprise Advisor
- Engage with your local school/college/university
- Engage with the local job centre plus and surrounding initiatives
- Share your ideas and challenges
- Become an advocate for skills and employability opportunities
- Get involved with a wide variety of initiatives

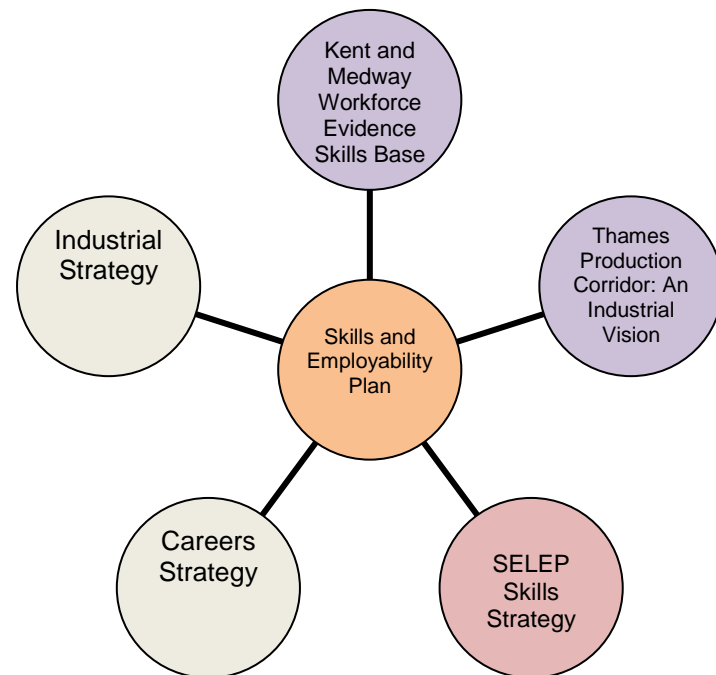
Whether you feel you can offer an opportunity or you are looking for ways to upskill your workforce, or you are looking to simply get involved, please get in touch by:

Email – skills@medway.gov.uk

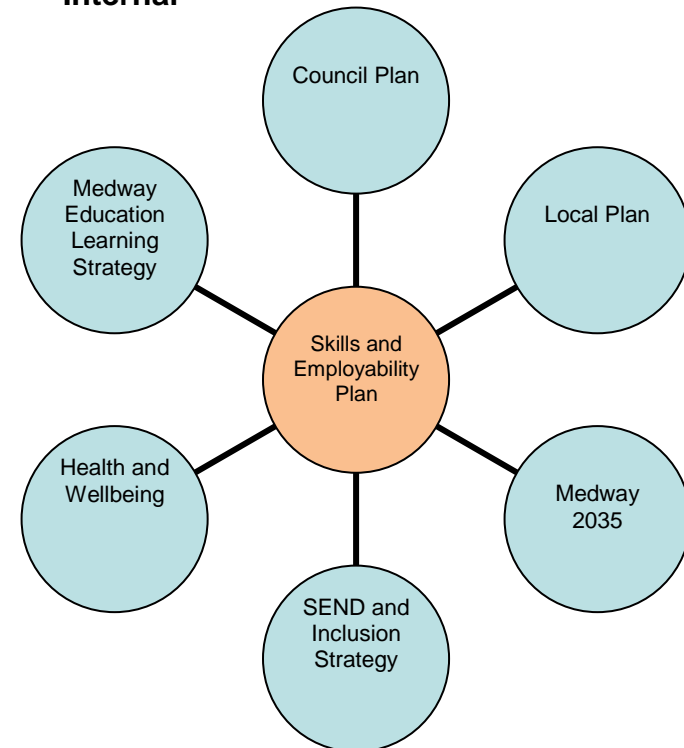
Strategic Drive

- Council Plan (2016 – 2021)
- Local Plan (under development)
- Medway 2035
- Medway SEND and Inclusion Strategy (2016 – 2020)
- Kent and Medway Workforce Evidence Skills Base (2015)
- Thames Estuary Production Corridor: An Industrial Vision (2017) (and related strategies)
- South East Local Enterprise Partnership Skills Strategy (2018 – 2023) (and related strategies)
- Careers Strategy (December 2017)
- Industrial Strategy (2017)
- Health and Wellbeing Strategy
- Medway Learning Education Strategy (under development)

External



Internal



Medway's Economic, Employment & Training Profile

OVER 14,000
BUSINESSES

NUMBER ON OUT OF
WORK BENEFITS
3475

16-17 YEAR OLDS
NOT IN EDUCATION
EMPLOYMENT OR
TRAINING
155 (2.4%)

TOTAL GVA
5.2 BILLION
 8.4% SINCE 2015

WORKING AGE
POPULATION
176,600
ECONOMICALLY ACTIVE
154,000

TOTAL HOUSEHOLDS
86,800
WORKLESS
HOUSEHOLDS
12,500

16-17 YEAR OLDS
WITH UNKONOWN
DESTNATION
374 (5.8%)

EMPLOYMENT
93,000

TOTAL POPULATION
280,000
EXPECTED POPULATION
2035
317,500

NUMBER OF VACANCIES
19,545 (SEP17-AUG18)

31 LARGE EMPLOYERS
(250+)
99.6% SMALL, MEDIUM &
MICRO ENTERPRISES

RESIDENTS ENROLLED
WITH HIGHER EDUCATION
6780

17,000 NEW JOBS, 40,000
MORE RESIDENTS
BY 2035

NUMBER OF
PRIMARY SCHOOLS – 78
SECONDARY SCHOOLS – 18
FE COLLEGES – 1
UNIVERSITIES – 4

TOTAL NUMBER OF
APPRENTICESHIP
STARTS 2016/2017
2710

MEDWAY RESIDENTS
STUDYING AT MIDKENT
COLLEGE 2017/2018
2147

44,000 PUPILS ON ROLL
IN MEDWAY SCHOOLS
YEAR 12 1753
YEAR 13 1647

LEARNERS
ENROLLED WITH
MEDWAY ADULT
EDUCATION
2017/2018
1909

FULL TIME JOBS IN
MEDWAY
64%
FULL TIME JOBS
NATIONALLY
68%

% WORKING AGE
NO QUALIFICATIONS – 6.3%
LEVEL 1 – 88.6%
LEVEL 2 – 75.0%
LEVEL 3 – 52.4%
LEVEL 4 – 31.0%

Medway's Offer

- **School system**

Home to 105 primary and 18 secondary schools, including 6 grammar schools. More than 85% of Medway schools have an Ofsted rating of Good or Outstanding. There are a range of qualifications for students to undertake post 16, ranging from A-Levels, International Baccalaureates to vocational qualifications. There are currently over 44,000 students on roll in Medway schools, with 3400 studying post 16. Also situated within Medway is a new University Technical College, for 14 – 19 year olds wanting to lay strong career foundations in Engineering, Construction and Design alongside a traditional curriculum of GCSEs and A Levels.

Schools in Medway are supported by the Medway Education Partnership, which was created in response to a changing and complex educational landscape and the need to significantly improve educational outcomes for children and young people across Medway. The MEP seeks to strengthen the existing platform of collaborative working across the five towns with the aim of maximising the collective resource that is available both within and outside Medway.

- **MidKent College**

Mid Kent College is a general Further Education College in Kent with two main campuses in Gillingham and Maidstone, Ofsted rated Good. The College delivers a range of provision including 16-19 study programmes, post 16 education and training, adult learning programmes, higher education and apprenticeships. The College also has a commercial contract to provide training to the nearby Royal School of Military Engineering in Medway. The College delivers training to approximately 3000 students each year.

- **Independent training providers**

Independent training providers are an essential part of apprenticeship training delivery, offering diverse, flexible training to a wide variety of employers. Medway is home to a range of training providers, notably with specialists in engineering and manufacturing and hospitality. There are more than 40 independent training providers able to operate in the Medway area.

- **Medway Adult Education**

Medway Adult Education, Ofsted rated Good, is funded by the Education and Skills Funding Agency. It utilises an annual adult education budget to deliver core strategic objectives - reducing social isolation, increasing community engagement, reducing unemployment and supporting the development of new skills and qualifications. Offering Community Learning, Family Learning, Skills for Work, English and Maths and a specialist Learning with Learning Difficulties/Disabilities programme, MAE is able to serve a wide variety of Medway's residents.

- **Universities of Medway**

Universities at Medway is a unique partnership which has brought together the University of Greenwich, the University of Kent and Canterbury Christ Church University at a shared campus at Chatham Maritime. Each of the institutions offers its own range of courses, both full and part-time, drawing on its own individual academic strengths, and has its own buildings. By being on a shared campus, students have access to a wide range of first-class facilities. Also situated in Medway is the University of Creative Arts, which is a creative hub for students studying a rich variety of creative courses.

- **Medway Youth Service**

Medway Youth Service works with young people in Medway aged 8-19 (and 25 for those with additional needs). Running an out of school programme, including sports, arts, music and cookery sessions as well as a range of other social opportunities. There is an emphasis on supporting young people's personal and social education as well as participation in service and community decision making. Sessions are open to any young people from Medway, especially engaging with vulnerable groups such as looked after children, young people on the edge of care, young people with additional needs and those known to the youth offending team, early help or family support services and offer additional daytime mentoring to young people known to Early Help.

- **Employ Medway**

Employ Medway Advice Centre is an initiative funded by Medway Council and DWP contracts, currently delivering the work and health programme. It is designed to support local employers with their business recruitment and training needs, and to support

local residents find employment. Between August 2009 and August 2018 Employ Medway had supported 2000 long term unemployed people into work.

FURTHER EDUCATION COURSES AVAILABLE WITHIN MEDWAY

- Animal management, Applied Science, Art & Graphic design, Beauty Therapy, Bricklaying, Business HR & Accounting, Carpentry & Joinery, Computing & ICT, Construction, Creative Media, Electrical Installation, Engineering, ESOL, Hairdressing, Health & Childcare, Health & Safety, Hospitality & Catering, Interior Design, Motor Mechanic, Music Production & Performance, Painting Decorating, Performing Arts, Plumbing, Heating & Gas, Public Services, Sport, fitness & Leisure, Teacher Training & Education, Travel & Tourism

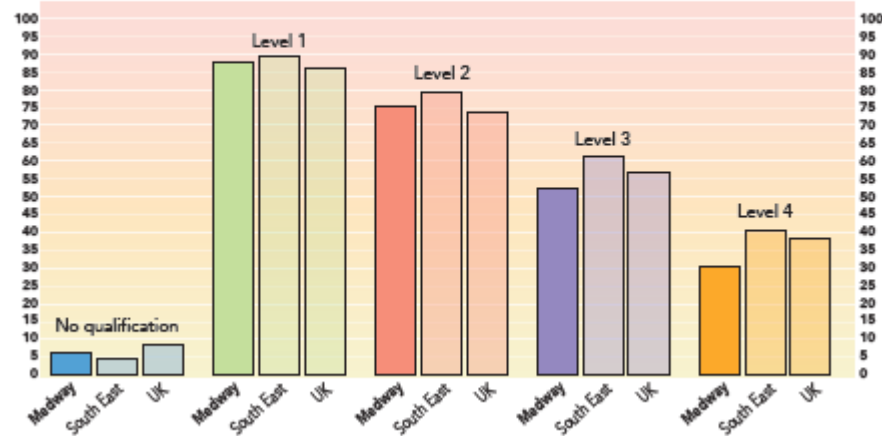
SCHOOLS AND DISCIPLINES TAUGHT AT MEDWAY UNIVERSITIES:

- PHARMACEUTICAL, CHEMICAL AND ENVIRONMENTAL SCIENCES • ENGINEERING AND SCIENCE • JOURNALISM
- ANIMATION • DIGITAL AND MEDIA • BUSINESS
- CRAFT AND PRODUCT DESIGN • PROFESSIONAL PRACTICE
- COMPUTING • PERFORMING ARTS • MUSIC AND FINE ART • PHOTOGRAPHY • POLICY, SOCIOLOGY AND SOCIAL RESEARCH
- EARLY YEARS AND EDUCATION • HEALTH AND SOCIAL CARE
- SPORT AND EXERCISE SCIENCE • FASHION AND TEXTILES

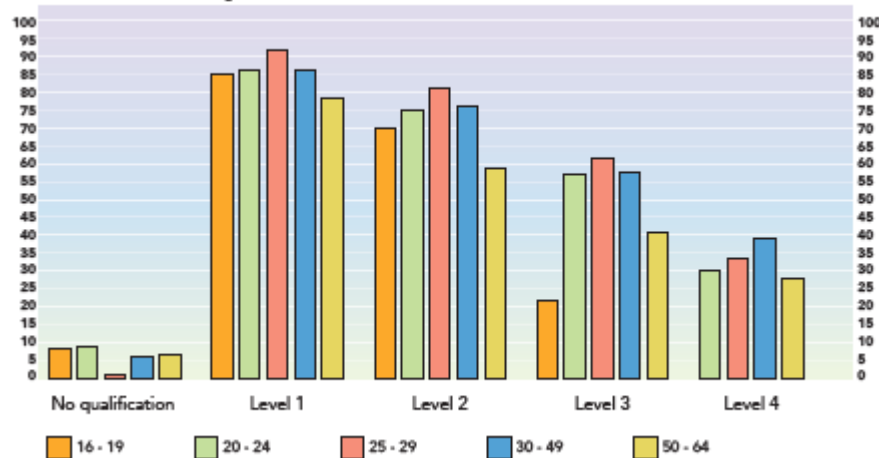
Local Talent Pool

Local talent pool

Skills levels by % December 2017



Qualifications by %



Level	Qualification
1	First certificate GCSE - grades 3, 2, 1 or grades D, E, F, G level 1 award level 1 certificate level 1 diploma level 1 ESOL level 1 essential skills level 1 functional skills level 1 national vocational qualification (NVQ) music grades 1, 2 and 3.
2	CSE - grade 1 GCSE - grades 9, 8, 7, 6, 5, 4 or grades A+, A, B, C intermediate apprenticeship level 2 award level 2 certificate level 2 diploma level 2 ESOL level 2 essential skills level 2 functional skills level 2 national certificate level 2 national diploma level 2 national diploma O level - grade A, B or C.
3	A level access to higher education diploma advanced apprenticeship applied general AS level international Baccalaureate diploma level 3 award level 3 certificate level 3 diploma level 3 ESOL level 3 national certificate level 3 national diploma level 3 NVQ music grades 6, 7 and 8 tech level.
4	Certificate of higher education (CertHE) foundation degree higher national certificate (HNC) level 4 award level 4 certificate level 4 diploma level 4 NVQ.

Medway's Priority Sectors

(Advanced) Manufacturing & Engineering

Now

- Medway 'makes things'
- 7,278 jobs
- 460 enterprises
- 15% growth over 5 years
- 340 engineering vacancies
- Less than 5% of Medway's Enterprises, it contributes 10.2% of GVA
- Avg wage £35,554

Challenges

- Training requirements can be very niche
- High need for technical skills
- Predominately male workforce
- Ageing workforce

Opportunities

- Advancements in digital & robotics will create new skill requirements
- Innovation Park Medway
- 2018 is the year of engineering

Construction

Now

- 30,000 homes to build in Medway by 2035
- Make up 20.9% of businesses
- 6,273 jobs
- 36% growth over 5 years
- 478 vacancies requiring CSCS card
- Avg wage £34,159

Challenges

- Ageing workforce
- Challenge and opportunity created by Brexit
- 'Draw for workers in London'
- Perceived as more suitable for males.
- Poor public perception

Opportunities

- Modular construction coming to the fore
- Large infrastructure projects
- Need for green & low carbon skills
- Offsite jobs required

Creative & Cultural

Now

- Strong creative roots in Medway
- 225 enterprises
- Highly respected University of the Creative arts
- Biggest growth sector in the UK economy
- Few vacancies
- 1551 jobs
- Avg Wage £27,118

Challenges

- High numbers of micro businesses and freelancers
- Students undertaking creative subjects is dropping
- Creative subjects disappearing from the curriculum

Opportunities

- Growing 'creative quarter' in Chatham
- Potential for start-ups to gain visibility on high streets
- Promotion of talent accelerator

IT & Digital

Now

- 38% growth over 5 years
- 575 enterprises
- Most level 4 & above vacancies in 16/17
- 4,025 jobs
- 433 programming and software vacancies
- Avg wage £42,818

Challenges

- Predominately male workforce
- Challenge and opportunity created by Brexit
- Many hard to fill vacancies
- High numbers of micro businesses and freelancers

Opportunities

- Gaming and entertainment growth
- Digital skills required in every sector
- Huge variety of well paid, in demand jobs
- Will contribute to Medway's GVA growth

Health & Social Care

Now

- 410 enterprises
- Nursing was the most advertised vacancy 16/17
- 12,583 jobs
- 1020 Nursing vacancies
- 365 care worker vacancies
- Avg wage £22,479

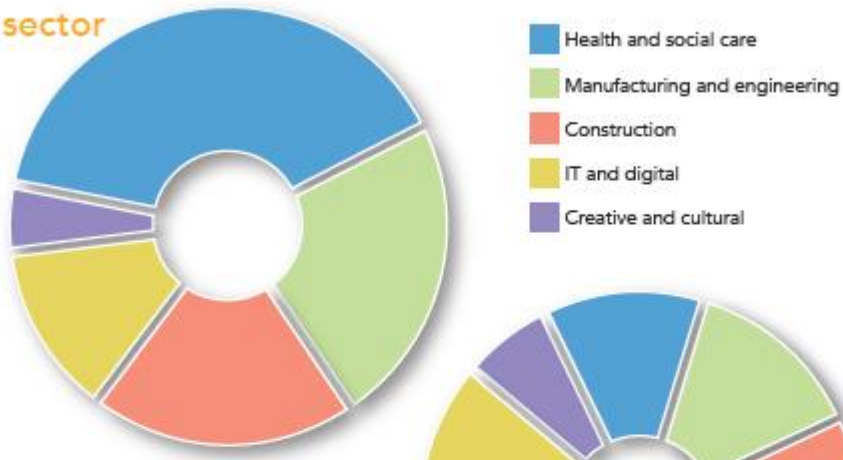
Challenges

- Ageing population to support
- Ageing workforce
- Challenge and opportunity created by Brexit
- High turnover of staff
- Public perception can hinder recruitment

Opportunities

- Wide range of rewarding careers available
- Technologies have the potential to improve services.
- Kent & Medway Medical School

Jobs by sector



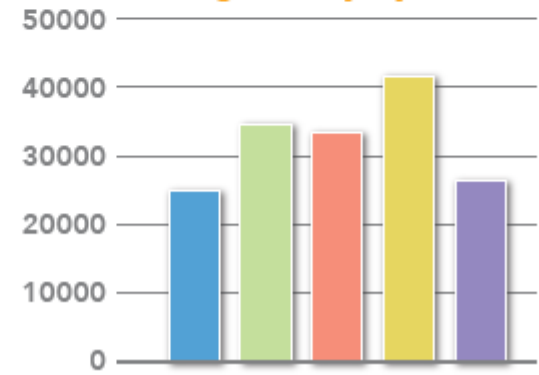
Enterprises by sector



Vacancies by sector



Average salary by sector



National Policy and Local Opportunities

- **Industrial Strategy**

Written by government in November 2017, the Industrial Strategy focuses on five foundations of productivity and four grand challenges for the future.

- Ideas – The world's most innovative economy
- People – Good jobs and greater earning power for all
- Infrastructure – a major upgrade to the UK's infrastructure
- Business environment – the best place to start and grow a business
- Places – Prosperous communities across the UK

Central to these is creating a technical education system that rivals the best in the world, whilst investing in maths, digital and STEM (science, technology English & maths) skills. Universities also have a key part to play in the strategy, with £300 million to be invested in developing top talent, creating more PhDs, Fellowships and prestigious new awards. Research and Development will also be heavily invested in. A £64 million retraining fund has also been announced.

The four grand challenges laid out by the Industrial Strategy, listed below are reflected within our priority sectors.

- AI & Data economy
- Clean growth
- Future of mobility
- Ageing society

Medway Opportunity

We will be ready to take advantage of funding and initiatives that come from the Industrial Strategy. We will work closely with the Medway Universities who are looking for opportunities to support and engage with the Industrial Strategy. We will also support the 'Kent and Medway Productivity and Enterprise Strategy' and any future Local Industrial Strategy.

- **The National Careers Strategy**

In December 2017, the Department for Education published a new National Careers Strategy setting guidance for education providers and employers. At the heart of the strategy is the following four aims:

- All young people to understand the full range of opportunities available to them, to learn from employers about work and the skills that are valued in the workplace and to have first-hand experience of the workplace
- All young people in secondary school and college to get an excellent programme of advice and guidance that is delivered by individuals with the right skills and experience
- Everyone to get support tailored to their circumstances. All adults should be able to access free face-to-face advice, with more bespoke support for those who most need it
- Everyone to get the information they need to understand the job and career opportunities available, and how their knowledge and skills can help them in considering suitable careers.

Key to the delivery of the strategy is the requirement that all schools should meet the eight Gatsby Benchmarks, which form a framework for a good careers education, particularly including encounters with employers. Secondary schools are to offer every young person at least one encounter with an employer in every academic year. This work is being supported by the Careers and Enterprise Company.

Medway Opportunity

Within this plan is the ambition to have the Careers & Enterprise Company working in Medway through an Enterprise Coordinator. This will ensure that all Medway secondary schools have access to support to help realise the National Careers Strategy, implement the Gatsby Benchmarks and successfully engage with local businesses. Successful implementation will lead to an improvement in soft and wider employability skills for Medway young people.

- **Apprenticeships**

In April 2017, the government announced a host of apprenticeship reforms, based upon the introduction of a new apprenticeship levy. Large employers with a payroll of over £3 million are required to pay 0.5% of their payroll into a central fund called the apprenticeship levy. Levy paying organisations are able to draw down funds in order to pay for apprenticeship training, for either new or existing staff.

Smaller employers are not required to pay the levy, however are still able to take advantage. Non-levy paying organisations are only required to pay 10% (soon to be 5%) for training, with the remaining 90% paid by the government. For employers with less than 50 staff, training for 16-18 year olds is fully funded, with grants available for employing someone with an Educational Health and Care plan, or a Care Leaver.

Simultaneously, apprenticeship frameworks – the qualification element for an apprenticeship, are being replaced by new employer led standards. Subsequently employers taking on an apprentice will either use a standard or a framework depending on availability and local training provision. Standards are employer led and provide the opportunity for training for individual job roles, as such they are better placed to meet the needs of employers. A requirement for 20% off the job training has also been introduced, strengthening this portion of the apprenticeship.

Apprenticeship starts as a result of these changes have slowed nationally as employers and providers adapt. Starts in Medway have tended to fluctuate between 2600-2800 across a 4 year period. Provisional data for 2017/2018 has been released, and Medway has significantly outperformed the rest of the nation with only a 2% drop on starts compared to the national average of 24%.

Year	Apprenticeship starts
2014/2015	2770
2015/2016	2800
2016/2017	2710
2017/2018*	2650

*provisional data

Age	2017/2018 starts
Age 16-18	710
Age 19-24	940
Age 25+	1000
Total	2650

Medway Opportunity

Through this plan, we seek to improve business understanding of apprenticeships and arrest the decline by myth busting and simplifying a complex landscape. Utilising the grant within the Medway Apprenticeship Placements Scheme is key to ensuring apprenticeship growth in priority sectors. Showcasing the way in which Medway Council is spending the Apprenticeship Levy will encourage and demonstrate how other Levy payers can do the same. There is significant opportunity to develop Medway's degree apprenticeships offer. We will work with the Medway Universities to expand and advertise degree apprenticeships in Medway.

- **International Factors**

The changing employment landscape following Great Britain's exit from the European Union will present opportunities for sectors which have historically engaged higher levels of migrant labour. Areas likely to see particularly high levels of opportunity are:

- Agriculture and land-based industries.
- Tourism.
- Construction
- IT & Digital
- Health and Social Care

Medway Opportunity

Businesses are already reporting that in light of Brexit, they are placing greater emphasis on developing staff and growing their own talent. There will be huge opportunity for upskilling adults, whilst we will work with local universities and businesses to identify technological advances which can help mitigate against reduced migrant labour. We will aim to bring innovation, education and employment closer together to create a talent pipeline.

- **T-Levels**

T-Levels are new technical qualifications set to be introduced in 2020 with a view to bring vocational qualifications on an even footing with academic ones. They will focus on 15 sectors such as construction, creative and design and business administration. T-Levels provide new opportunities to ensure that training meets the needs of employers. They will be heavily based upon long term work placements, and as such provide opportunity for students to gain soft skills alongside

technical skills, whilst developing a relationship with a potential employer. This does however mean that employers will be required to provide more work placements than ever before, and will need support to deliver.

Medway Opportunity

T-Levels have the potential to further develop the technical skills of Medway residents. As more information is released over the coming year, a council approach to supporting and facilitating T-Levels will need to be developed in conjunction with partners developing good practice. This will be particularly relevant to the Employer Engagement Plan and how employers are approached to create the required work experience placements. Consideration will need to be given to the potential knock on affect this level of placements could have on other types of work experience.

Infrastructure and Supply Chain

Planned infrastructure changes and developments provide both opportunity and challenge. A significant workforce will be required to deliver these changes, whilst the workforce will also need to be suitably skilled. Example projects are:

- Lower Thames Crossing
- London Resort Park
- Ebbsfleet Garden City
- Medway developments

Medway Opportunity

We will seek to share best practice in meeting skills and employment demands, through procurement and planning. Medway Council will also look to develop onsite training and employment programmes where possible, utilising resources such as Employ Medway.

- **Supporting sectors**

Retail is currently the only sector experiencing some decline in Medway. With the high street facing challenge nationally, there will likely be redundancies made within the retail sector.

Medway Opportunity

We will seek to support high streets in the current challenging climate, whilst this plan will seek to support those whose jobs are affected by the any retail closures, notably through Employ Medway. This will provide opportunity to retrain adults and will require effective use of the Adult Education Budget.

Local Business Voice

Business voice is a crucial component to a successful Skills & Employability plan. Businesses will be engaged across the full lifetime of this plan to ensure that skills and training needs are being crafted to fulfil the needs of employers across Medway.

Having consulted with some of Medway's top businesses on this plan and their skills and employment concerns, feedback collated indicated that:

- Businesses would like access to more training opportunities in more sectors
- Businesses would like more access to new graduates from both FE & HE
- Businesses are very keen to employ local people
- Businesses would like to develop a greater understanding of the apprenticeship levy in order to better utilise it
- Businesses would like job applicants to be better trained in soft skills, appropriate behaviours and to have appropriate qualifications

Business engagement will also be imperative to ensure that good practice is being shared throughout Medway, and that those businesses which successfully develop required skills are sharing their methods with the rest of their sector. This engagement will encompass Medway, whilst clearly linking to the wider area and South East Local Enterprise Partnership area approach.

Evidence from Locate in Kent (January 2018) indicates that the skills which companies find the hardest to source are related to work readiness – i.e. soft skills such as attitude and work ethic. Other priority skills gaps are:

- Higher level and specialist IT / tech skills (such as software developers)
- Engineering and technical skills, including mechanical and electrical engineers, welders and specialist roles such as quality management
- Construction skills generally and civil engineering related specialist skills, such as quantity surveyors and building information modelling. Offsite construction also seems to be a growing area locally
- Management and leadership skills

Journey for all

- **Looked-after Children and Care Leavers**

As corporate parents, we have a responsibility to our young people in care and those leaving care who require additional support to manage the transition into the workplace. The level of support they require will depend on the young person's needs. It is important we engage with local employers so they can be made aware of the needs of our young people in a supported environment. Through such engagement we can ensure that employers are informed of the support mechanisms in place to enable our young people to join the work force, such as grants for apprenticeships for care leavers and mentoring support.

- **Special Educational Needs and Disability**

People with Special Educational Needs and Disability should have equal opportunities to access training and employment. There are a number of routes to employment available ranging from the school system to college to undertaking a supported internship. We will work to expand routes into employment, particularly the successful Supported Internship programme. Employer engagement is key, and through this plan the grant for taking on an apprentice with an Educational Health and Care Plan will be promoted, alongside the national 'Disability Confident' scheme.

- **Young Offenders**

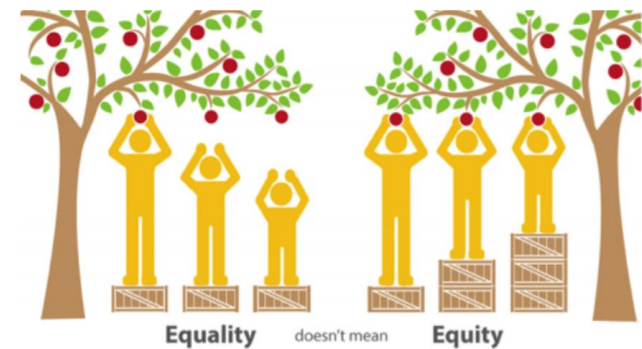
Young people with a criminal record often face stigma and discrimination when accessing the world of work, which needs to be countered by providing positive experiences of work. The youth offending team works to do so through delivering Reparation projects, unpaid work that is a court requirement, which are delivered in partnership with local employers and voluntary organisations to provide work experience. Through these projects, references and certificates of accreditation are provided that young people can use for their CV's. The Youth Offending Team (YOT) has its own Information Advice and Guidance worker, who works exclusively with a cohort of young people from the YOT. Close working ties exist with the local schools and Pupil Referral Units, identifying at an early stage those young people requiring most support. The YOT model of practice focuses on achieving a positive shift in identity for young people, and in particular enabling them to develop the necessary skills and confidence to enter the world of work. Through this plan, we will inform more employers about ways in which they can support young offenders and ensure that employment is seen as a positive and achievable destination.

- **Not in Education, Employment or Training (NEETS)**

Young people need support to develop skills and to understand the changing job market. In particular, access to good quality information advice and guidance, work experience and exposure to a variety of training and employment opportunities can be critical to young people's choices. It is essential that the potential pathways and options available to young people should be readily available, particularly online through web platforms and social media. It is also important to recognise the breadth of how young people are supported, from formal arrangements with statutory services, working with voluntary and private sector organisations to less formal methods, such as working with their families.

- **Additional Challenges to Employment**

These can include disabilities, mental health problems, generational unemployment and in-work poverty brought about by part time working or low skills. Growth for all is fundamental to the Council Plan and we must rise to the challenge of helping all working age residents develop the right skills for recruiting businesses. This will include encouraging businesses to provide the right environment for those with additional barriers to work.



Skills and Employability Plan for Medway – Priorities

Our ambitious vision for skills and employability in Medway is encapsulated in four priorities. Each promotes growth for all and will ensure no adult or child is left behind as we head towards the outstanding Medway of the future.

Our four priorities are:

- **Matching Business Demand with Skills Supply**
- **Developing Medway's Talent Pool**
- **Establishing Routes to Employment**
- **Transforming NEETs (Not in Education, Employment or Training) to EETs (Education, Employment or Training)**

In support of the priorities we have identified a suite of objectives, actions and target outcomes, ensuring that our vision is grounded in a work programme owned, understood and shared by partners.

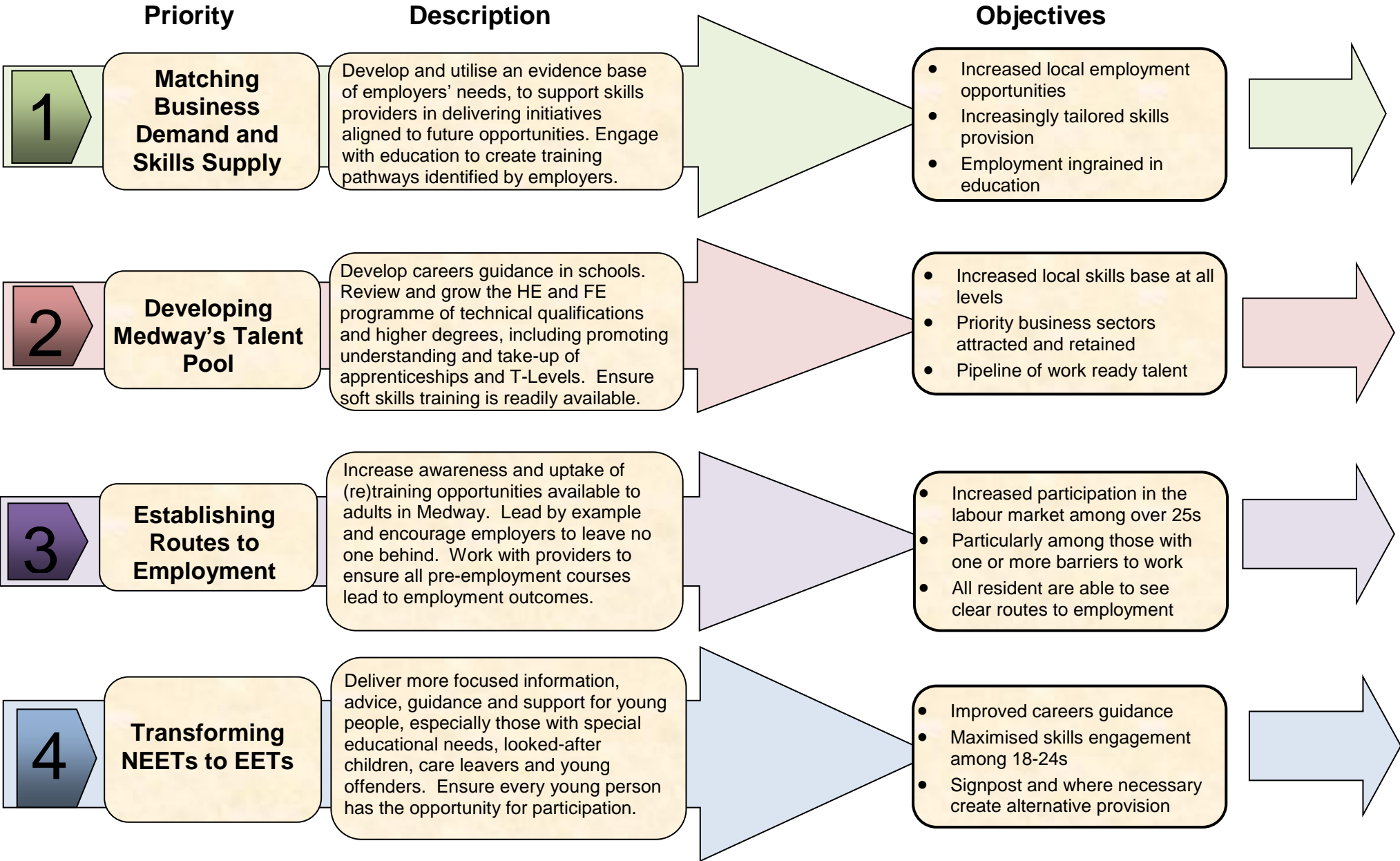
There are two overarching principles which support the priorities. These are that actions should:

- Generate funding and / or policy support to tailor and promote skills opportunities
- Bring together service providers, participants and industry

The above is encapsulated in our mission statement:

'To work in partnership with local schools, universities, colleges, education and training providers to develop clear pathways and opportunities for the people of Medway and its employers, in particular where there are skills gaps and priority sectors'

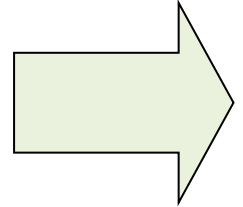
Skills and Employability Plan for Medway – objectives



Measures of Success

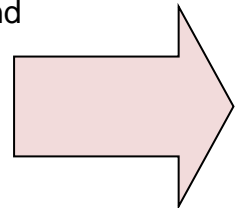
Matching Business Demand and Skills Supply

- M1 500 conversations facilitated between employment and education by 2024 – leading to new and tailored FE & HE courses (measurement of success to be established in year 1)
- M2 1000 business engaged with, relating to Skills & Employability plan by 2024
- M3 Online local employment opportunities streamlined, clear information and signposting available



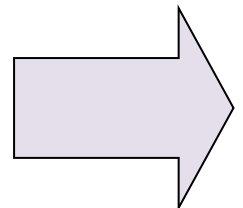
Developing Medway's Talent Pool

- D1 250 new opportunities and funding created through implementing s106 skills contributions and procurement obligations by 2024
- D2 50 external to Medway Council apprenticeship starts a year, growing by 10 year on year, created through Medway Council intervention.
- D3. 75% of Medway Levy payers utilising levy to recruit apprentices or for transfer by 2024



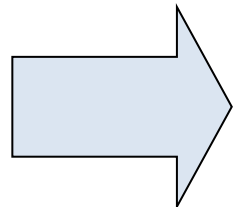
Establishing Routes to Employment

- E1 60% of care leavers supported into education, employment or training each year
- E2 60% of those with Education Health and Care plans supported into education, employment or training each year
- E3 600 people supported into work by Employ Medway by 2024



Transforming NEETs to EETs

- T1 Establish successful pathways to move NEETs to EET for key vulnerable groups
- T2 Percentage of young people classified as Not Known to be reduced 6% and those who are NEET to be reduced to 3.5%
- T3 50 Primary Schools engaged with by 2024



Key Actions

- Promote networking and joint initiatives within the sector by hosting an annual Skills Summit, an annual business consultation with a skills-focus, and bi-annual training and education provider's skills consultations.
- Develop a coherent employer engagement plan, incorporating working with the Guilds in Medway's priority sectors.
- Research best practice in establishing and managing Skills and Employability Hubs to inform the suitability and feasibility of a hub in Medway. Investigate potential for other skills & training hubs.
- Develop a bespoke section of the Council website as a portal for high-quality employment opportunities, including jobs fair and careers events information.

- Focus the Medway Apprenticeship Placement Scheme on priority sectors, ensure grant money is used to provide greatest impact.
- Lead by example in establishing the Medway Council Apprenticeship Academy as a beacon of success, and consider expansion opportunities to the wider market.
- Encourage Medway residents to Medway University, increase graduate retention, and reduce graduate underemployment.
- Establish the Career's and Enterprise Company in Medway

- Develop and implement a framework for evaluating and monitoring contribution to training and skills in Medway Council's procurement process, and promote adoption by large Medway employers.
- Introduce a requirement, via planning processes, for a Skills and Employability Plan to accompany large-scale commercial development planning applications in Medway.
- Market the Additional Apprenticeship Grant for care leavers / young people with Educational Health and Care Plans, encourage employers to consider opportunities.
- Augment the role of Employ Medway in eliminating barriers to employment.

- Create a suite of clear progression pathways from NEET to EET for Looked after Children, young people with SEND and young people known to the Youth Offending Team.
- Develop universal support opportunities for young people who are NEET or at risk of becoming NEET.
- Bring a better understanding of the future jobs market to parents and primary school pupils.

Cross-Cutting

- Support the Medway Education Partnership in delivering a bespoke Education Strategy for Medway
- Widen pathways to central government departments to become a trusted voice in influencing policy – for example
 - in advocating earlier and improved mandatory careers advice
 - in supporting the refinement of the Apprenticeship Levy
 - in addressing the barriers presented to training progression by pre-conditions relating to Maths and English attainment
- Seek external investment opportunities

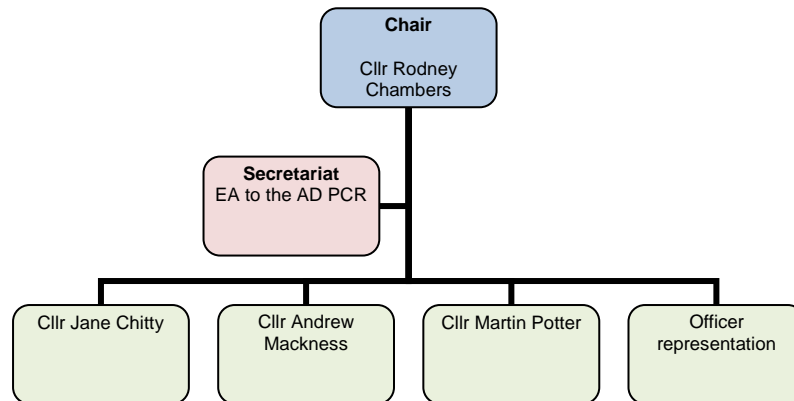
Monitoring Success

The Skills and Employability Plan will be championed and monitored by the established Officers', Members' and Stakeholders' Skills Boards. It will be open to review at the annual Skills for Medway Summit. Specific targets relating to each of the Plan's four priorities will be set annually by the Officers' Skills Board, and approved by the Members' and Stakeholders' Boards.

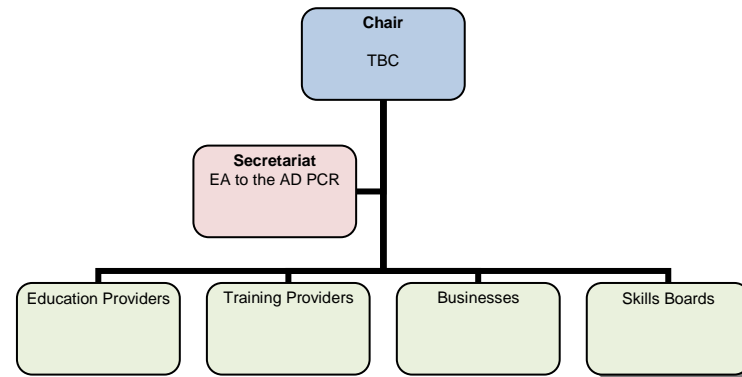
The following groups have a strategic interest in progress against the Plan's objectives and will receive regular update reports:

- Corporate Parenting Board
- Medway Adult Education Overview Board
- Kent and Medway Skills Commission
- Kent and Medway Adult Skills Forum
- SELEP Skills Advisory Group
- Kent Association of Training Providers Committee

Members' Board

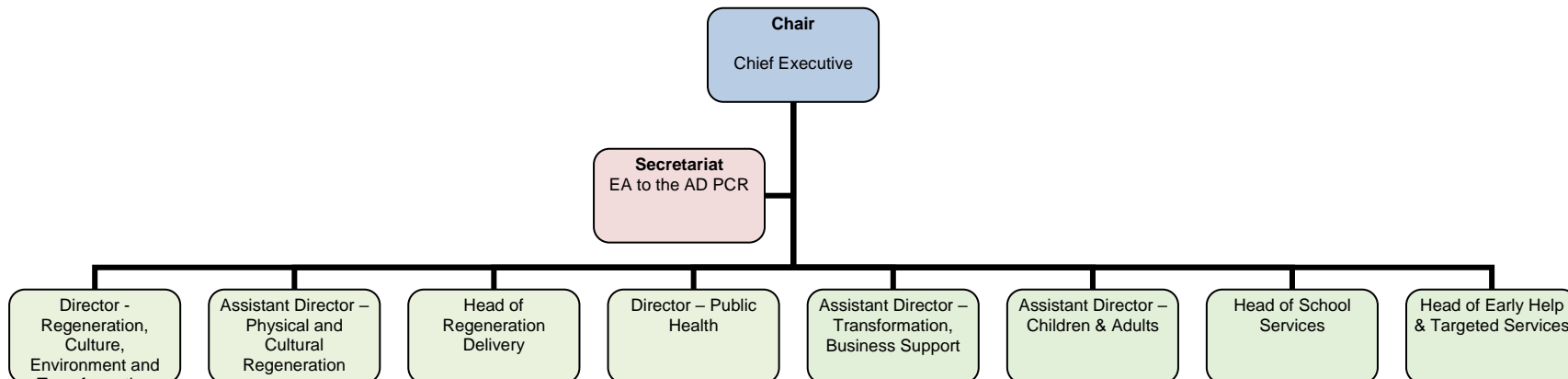


Stakeholders' Board



The Stakeholders Board will meet twice a year, with a selection of representatives attending the Members Skills Board, also Bi-annually. Membership and terms of reference are to be agreed.

Officers' Board



Appendix 1 – Action Plan

Priority: Matching Business Demand and Skills Supply		
Objective 1:	Output:	Outcome:
Promote networking and joint initiatives within the sector by hosting an annual Skills Summit, an annual business consultation with a skills-focus, and bi-annual training and education provider skills consultations	Yearly Skills Summit Yearly skills-focussed Business consultation	Greater dialogue between training and skills providers and industry. Ensuing project initiatives
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Draft agenda, speaker and attendee list for the inaugural Skills Summit and submit for approval to Officer and Member Skills Boards		S&E Manager
Host event, and capture feedback		S&E Manager
Evaluate feedback to inform future years' agenda and format		S&E Manager
Progress actions arising from the event		S&E Manager
Draft agenda and attendee list and propose venue for the Business Consultation for Officer and Member approval		Economic Development Officer and S&E Manager
Host Business Consultation		Economic Development Officer and S&E Manager
Progress actions arising from the Business consultation, ensuring there is consistent engagement in between consultations.		Economic Development Officer and S&E Manager
Launch training and education providers' skills consultation. Draft agenda, draft attendee list for Officer and Member approval.		S&E Manager
Host Education and provider consultation, progressing actions. Ensure that both consultations feed into each other. Nominate an employer and education representative to attend the opposite consultation.		S&E Manager
Medium-term (2 - 4 years):		
Consider additional yearly Summit or consultation, or complementary event.		S&E Manager
Consider the need for expanding consultations, targeting specific sectors.		S&E Manager
Longer-term (4+ years):		
Fully established employer and education voice forum with regular well respected skills summits		S&E Manager

Priority: Matching Business Demand and Skills Supply		
Objective 2:	Output:	Outcome:
Develop a coherent approach to employer engagement. Engage with the Guilds, with a focus on Medway's key sectors	Twelve self-financing guilds become established forums.	Sector promotion and growth. Greater awareness and uptake of career opportunities in key sectors
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Map current employer engagement activity, build relationships with key employer engagement bodies		S&E Manager
Ensure Medway is contributing to priority sector Guilds, promoting them to employers, encouraging actions and outcomes within each relevant Guild		S&E Manager
Develop a Medway Council Employer Engagement plan, detailing our approach and activities within employer engagement		S&E Manager
Develop the Employ Medway recruitment offer and Medway Council levy support		S&E Manager
Promote to employers the wide range of those looking for work and their variety of skills and abilities. Including, SEND, YOT, LAC, NEETS, unemployed, those leaving the armed forces		S&E Manager & appropriate teams
Medium-term (2 - 4 years):		
Offer a full impartial apprenticeship advice service, fully integrated with the Medway Council Apprenticeship Academy		S&E Manager, Workforce Development Consultant
Fully implement a coherent employer engagement working together with partner organisations		S&E Manager
Longer-term (4+ years):		
Review support offer, ensuring it meets the needs of Medway		S&E Manager

Priority: Matching Business Demand and Skills Supply		
Objective 3:	Output:	Outcome:
Research best practice in establishing and managing Skills and Employability Hubs to inform the suitability and feasibility of a hub for Medway	Potential Skills and Employability Hub	Skills provision located amidst / generating high-value employment, creating exciting academia-industry engagement opportunities.
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Identify models of best practice - arrange site visits, and desk-top review of information		S&E Manager
Establish working group to review evidence and develop proposals for consideration by Officer and Member Boards		S&E Manager
<u>Subject to positive indications</u> , draft outline proposals of scale, facilities and offer, and identify potential location(s) and partners		S&E Manager Economic Development Officer
Commence discussions with local and regional partners as appropriate		Senior Officers / Members
Refine proposals of scale, facilities and offer		S&E Manager Economic Development Officer
Develop memorandum of understanding with identified partners		Senior Officers
Review possible capital and revenue funding mechanisms, including match funding potential		External Investment
Submit funding application		External Investment
Medium-term (2 - 4 years):		
Commence procurement for design / design and build, as appropriate		S&E Manager
Commence design work		Contractor
Commence procurement for construction (as appropriate)		S&E Manager
Further develop the engagement model, including intensive consultation with local employers		S&E Manager Economic Development Officer
Engage Employability Mentor(s), or similar, to act as a conduit between providers and industry		S&E Manager
Fully develop and actively promote the engagement offer		S&E Manager Economic Development Officer
Longer-term (4+ years):		
Ensure funding maintained for Employability Mentor(s)		S&E Manager
Review and promote the engagement offer		S&E Manager Economic Development Officer
Consider opportunities for expansion, including satellite provision		Senior Officers

Priority: Matching Business Demand and Skills Supply		
Objective 4:	Output:	Outcome:
Develop a bespoke section of the Council website as a portal for high-quality employment opportunities. Include jobs fairs and career events to declutter the complicated array of local offers	<p>Bespoke portal for high-quality employment vacancies in Medway</p> <p>Provider forum established (could form part of the remit of an existing group)</p> <p>A bespoke Medway website to promote jobs fairs and work experience opportunities</p>	<p>Increased reach of local employment offer and local applications for local jobs</p> <p>Rationalised number of events, and improved attendance on behalf of providers and users.</p> <p>Improved user satisfaction and impact.</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Scope different web solutions, investigate existing websites both national and local seeking partnership opportunities/avoid overlap		S&E Manager
Create options appraisal for web solutions, investigate different costs and methods.		S&E Manager, IT services
Consult with key stakeholders – education and training organisations, employers, HE & FE		S&E Manager
Method designed for sourcing vacancies; officer time, web feeds etc.		S&E Manager
Funding for the creation and hosting of the website to be identified, as well as resource for servicing the site and continual proactive development.		S&E Manager, Officers & Members Board
Officer & Member board approval sought		S&E Manager
Website to be promoted to all local training and education providers and a distribution list for invites and alerts created. Promoted to employers, first vacancies on the site prior to launch.		S&E Manager
Medium-term (2 - 4 years):		
Grow website in usage, advertise significant vacancies and opportunities. Ensure significant web traffic.		S&E Manager, web team
Web hosting budget to be maintained. Opportunities for development sought.		S&E Manager, web team
Longer-term (4+ years):		
Continual development, now the go-to portal in Medway for all vacancies, events and courses		S&E Manager, web team
Web hosting budget to be maintained. Opportunities for development sought		S&E Manager, web team

Priority: Developing Medway's Talent Pool		
Objective 5:	Output:	Outcome:
<p>Establish the Career's and Enterprise Company in Medway, create an Enterprise Network</p> <p>Develop Medway's careers events, investigate the most effective ways to produce high quality career events.</p>	<p>Seek to employ an Enterprise Coordinator, who will oversee the development of an enterprise network between businesses and schools and the college.</p> <p>Young people receiving high quality careers information at well-designed events</p>	<p>Improved careers education in schools & the college. Closer relationships between business and education. Better outcomes for young people entering the world of work.</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Investigate the CEC offer of match funding, explore what is required for the role, potential job description and wage banding.		S&E Manager
Seek funding and support, both internally and externally. Demonstrate the potential benefits and practical requirements.		S&E Manager
Secure funding and recruit to post. Put in place a framework for contacting schools and businesses in order to create the network.		S&E Manager & Enterprise Coordinator
Convene a careers fair working group, with key partners and school and college representation, develop a best method for careers engagement.		S&E Manager & Enterprise Coordinator
Coordinate careers fair in line with working group findings. Support partners to self-sufficiency.		S&E Manager & Enterprise Coordinator
Medium-term (2 - 4 years):		
Fully establish the network within all Medway Schools		S&E Manager
Seek to continue funding the post when CEC funding finishes (Aug 2020)		S&E Manager
Longer-term (4+ years):		
Review work undertaken and seek to establish the post as a full time position as appropriate.		S&E Manager

Priority: Developing Medway's Talent Pool		
Objective 6:	Output:	Outcome:
Focus the Medway Apprenticeship Placement Scheme on priority sectors.	Increased number of apprenticeships in identified priority sectors	Increased skills levels and provision in priority sectors Priority sectors attracted and retained.
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Enhance the apprenticeship offer, reviewing current target and evaluate what can be delivered utilising current funding		S&E Manager, Maps Officer
Focus on priority sectors identified in this plan		S&E Manager, Maps Officer
Lower level apprenticeships support focused on supporting those with special circumstances		S&E Manager, Maps Officer
Higher and degree level apprenticeships encouraged		S&E Manager, Maps Officer
Medium-term (2 - 4 years):		
Offer a full impartial apprenticeship advice service, fully integrated with the Medway Council Apprenticeship Academy		S&E Manager, Maps Officer, Workforce Development Consultant
Consider how we can support other businesses further, offering wider apprenticeship recruitment support		S&E Manager, Maps Officer
Longer-term (4+ years):		
Review support offer, ensuring it meets the needs of Medway		S&E Manager, Maps Officer

Priority: Developing Medway's Talent Pool		
Objective 7:	Output:	Outcome:
Lead by example in establishing the Medway Council Apprenticeship Academy as a beacon of apprenticeship success, and consider expansion opportunities to the wider market. Improve understanding and take-up of the opportunities presented by the Apprenticeship Levy	Medway leading the way as an example of best practice in apprenticeships. Increased numbers of apprenticeships completed in Medway. Maximum local drawdown from Apprenticeship Levy funds.	Improved local offer and take-up of apprenticeships. Enhanced local skills levels. Improved local understanding of apprenticeships. Enhanced local skills levels (via increased take-up).
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Demonstrate to employers the best practice developed at the Medway Council Apprenticeship Academy, particularly around levy use and offering opportunities to those with special circumstances		S&E Manager, Workforce Development Consultant
Utilise the Medway Council Apprenticeship Academy to provide technical support to levy payers, this would include accessing the digital account, embedding the process into existing HR policy etc.		S&E Manager, Workforce Development Consultant
Invite Medway levy payers to a newly formed levy support network to provide guidance based on the successes of the Medway Council Apprenticeship Academy		S&E Manager, Workforce Development Consultant
Seek opportunities to strengthen links between local supply (HE, FE, Schools, JCP, Employ Medway) and the demand – Medway Council Apprenticeship Academy		S&E Manager, Workforce Development Consultant
Medium-term (2 - 4 years):		
Offer a full impartial apprenticeship advice service, fully integrated with the Medway Council Apprenticeship Academy		S&E Manager, Workforce Development Consultant
Investigate opportunities for traded levy services		S&E Manager, Workforce Development Consultant
Longer-term (4+ years):		
Review support offer, ensuring it meets the needs of Medway		S&E Manager, Workforce Development Consultant

Priority: Developing Medway's Talent Pool		
Objective 8:	Output:	Outcome:
Encourage more Medway residents into Medway Universities and encourage Graduate retention in Medway, avoiding Graduate underemployment	<p>Increased number of Graduates staying in Medway to live and work.</p> <p>More attractive employment offers available for graduates</p> <p>Graduates understand the opportunities available in Medway</p>	<p>Higher level skills staying in the area, benefitting Medway business and economy</p> <p>More Medway students will see Medway Universities as a place to study</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Review how many graduate jobs are available in Medway, engage with employers to increase numbers		S&E Manager
Consult with Universities to understand current student destinations and create solutions to encourage staying in the area – investigate and support the Employability Points scheme		S&E Manager
Work with Universities to include more Medway information in existing careers guidance		S&E Manager
Provide opportunities for students to become entrepreneurs, i.e. support setting up 'box shops' in high streets, access to business leaders		S&E Manager, Economic Development Officers
Support University external funding bids as appropriate		S&E Manager, Senior Officers
Medium-term (2 - 4 years):		
Support Universities to develop offers that are unique to the area, providing training that benefits Medway businesses		S& E Manager
Consider the need for University hubs for specific high priority, high skilled sectors		S&E Manager
Work with Universities to identify graduates who are 'underemployed' and develop a joint support offer		S&E Manager
Longer-term (4+ years):		
Review support offer, ensuring it meets the needs of Medway		S&E Manager

Priority: Establishing Routes to Employment		
Objective 9:	Output:	Outcome:
Advertise the Additional Apprenticeship Grant for care leavers / young people with Educational Health and Care Plans to employers	Increased apprenticeships among care leavers and young people with EHCPs	Enhanced skills levels. Increased engagement in skills and employment among a priority group.
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Work with social work teams and the special educational needs team to find opportunities for those who are in our care, utilising grants, mentoring services and potential routes with Employ Medway		S&E Manager, Head of Integrated Disability Service, Leaving Care Manager
Support those who require further support before entering into the workplace to find suitable pre-employment provision		S&E Manager, Head of Integrated Disability Service, Leaving Care Manager
Help to strengthen and develop existing supported internships and other work experience models		S&E Manager, Head of Integrated Disability Service, Leaving Care Manager
Inform employers of the grants available from government, encouraging contact with social work teams and special educational needs team.		S&E Manager
Medium-term (2 - 4 years):		
Create clear progression routes into apprenticeships for young people in our care and with disabilities		S&E Manager, Head of Integrated Disability Service, Leaving Care Manager
Manage a strong base of supportive employers taking advantage of the apprenticeship grant		S&E Manager
Longer-term (4+ years):		
Review support offer, ensuring it meets the needs of Medway		S&E Manager

Priority: Establishing Routes to Employment		
Objective 10:	Output:	Outcome:
Develop and implement a framework for evaluating and monitoring contribution to training and skills in Medway Council's procurement process, and promote adoption by large Medway employers	Monitoring and Evaluation framework adopted by Medway Council and other large employers	Increased training and skills provision.
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Convene a working group with colleagues from procurement to consider how best to reflect training and skills outcomes in procurement exercises, and an appropriate framework for evaluating tender responses. This will include clear links to Employ Medway and Medway Adult Education. This should include mechanisms for redress if tender commitments are not carried through.		S&E Manager
Progress ensuing proposals through Procurement Board, and identify other approvals mechanisms required prior to implementation.		S&E Manager
Roll-out mandatory inclusion of a training and skills response for all tender submissions above an agreed threshold.		Procurement
Identify resource for monitoring commitments in tender returns and for applying identified sanctions in cases of non-delivery.		S&E Manager
Medium-term (2 - 4 years):		
Identify local employers / organisations with significant supply chains who might be encouraged to use / adapt the Medway Council framework.		Economic Development Officer
Engage with identified local employers and seek to encourage them to use / adapt the Medway Council framework for their significant procurement activity.		S&E Manager Economic Development Officer
Longer-term (4+ years):		
Review the framework requirements and in-house monitoring processes and consider appropriate amendments.		S&E Manager Procurement

Priority: Establishing Routes to Employment		
Objective 11:	Output:	Outcome:
Introduce a requirement, via planning processes, for a Skills and Employability Plan to accompany large-scale commercial development planning applications in Medway, reflecting both construction and post-construction employment opportunities.	Formal requirement for a Skills and Employability Plan to accompany planning applications for commercial development above an identified quantum.	Enhanced local employment opportunities.
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Convene a working group with colleagues from planning to consider how best to reflect training and skills outcomes in large scale developments, and an appropriate framework for developers to adhere to. This should include mechanisms for redress if planning commitments are not carried through. This will include clear links to Employ Medway and Medway Adult Education.		S&E Manager
Roll-out mandatory inclusion of a training and skills response for all planning submissions above an agreed threshold.		S&E Manager
Identify resource for planning commitments in applications and for applying identified sanctions in cases of non-delivery.		Planning
Convene a working group with colleagues from planning to consider how best to reflect training and skills outcomes in large scale developments, and an appropriate framework for developers to adhere to. This should include mechanisms for redress if planning commitments are not carried through. This will include clear links to Employ Medway and Medway Adult Education.		S&E Manager
Medium-term (2 - 4 years):		
Ensure all developments have adopted the Training and Skills framework, with flexibility inbuilt for size of development		S&E Manager
Ensure all developments have adopted the Training and Skills framework, with flexibility inbuilt for size of development		S&E Manager
Longer-term (4+ years):		
Review the framework requirements and in-house monitoring processes and consider appropriate amendments.		S&E Manager

Priority: Establishing Routes to Employment		
Objective 12:	Output:	Outcome:
Augment the role of Employ Medway in eliminating barriers to employment	<p>Increased numbers of local people in employment.</p> <p>Strong presence providing quality employment support</p> <p>Clear links to other Medway Council related services</p>	<p>Increased participation in civic, cultural and social life.</p> <p>Reduction in benefit claimants</p> <p>Health benefited through being in work</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Seek external funding opportunities to expand offer, bidding together with partners.		
Strengthen relationships with Medway Adult Education; build pilot projects by running MAE workshops in Employ Medway.		S&E Manager, Centre Manager
Strengthen relationships with Ocelot, build pilot projects through 'meet employer' days, mock interviews and cv workshops.		S&E Manager, Centre Manager
Promote the Employ Medway offer to more employers, enhancing the existing offer. Work with developers to meet their skills plan requirements		S&E Manager, Centre Manager
Pilot projects with employers, supporting rejected applicants through 'light touch' case loads. Referral and support service, supporting those keen to enter the world of work		S&E Manager, Centre Manager
Medium-term (2 - 4 years):		
Grow the Employ Medway team to account for increased demand.		S&E Manager, Centre Manager
Manage a strong base of employers engaged with and using the Employ Medway recruitment service		S&E Manager, Centre Manager
Strengthen partnerships and create clear range of routes to employment through the Employ Medway Service		S&E Manager, Centre Manager
Longer-term (4+ years):		
Review support offer, ensuring it meets the needs of Medway		S&E Manager, Centre Manager

Priority: Transforming NEETs to EETs		
Objective 13:	Output:	Outcome:
Create a suite of clear progression pathways from NEET to EET for Looked after Children, young people with SEND and young people known to the Youth Offending Team.	<p>Increased opportunities for those who are NEET</p> <p>Increased prevention activity for those who are at risk of being NEET</p> <p>Wrap around support provided to address underlying issues causing young people to become NEET</p>	<p>Reduced NEETs in Medway</p> <p>NEETs able to quickly move to EET</p> <p>Enhanced local employability skills</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Map and partner with providers offering alternative provision, particularly English & Maths and employability skills delivered in creative ways		S&E Manager, IAG Lead
Support access to pre-employment opportunities, including traineeships, pre-employment courses and work experience		S&E Manager, IAG Lead
Support access to wrap around services (drug, alcohol, mental health etc.)		S&E Manager, IAG Lead
Encourage employment by advocating with businesses		S&E Manager, IAG Lead
Medium-term (2 - 4 years):		
Increase labour market mapping activities, enabling better careers education		S&E Manager, IAG Lead
Work with commissioners to develop a quality assurance for external providers, to ensure that clear expectations and standards are worked towards if we are referring young people		S&E Manager, IAG Lead
Longer-term (4+ years):		
Review support offer, ensuring it meets the needs of Medway		S&E Manager, IAG Lead

Priority: Transforming NEETs to EETs		
Objective 14:	Output:	Outcome:
Develop universal support opportunities for young people who are NEET or at risk of becoming NEET.	<p>Access to support is available to young people beyond targeted groups</p> <p>Increased prevention activity for young people who are at risk of being NEET</p>	<p>Reduced NEETs in Medway</p> <p>NEETs able to quickly move to EET</p> <p>Enhanced local employability skills</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Identify resource to expand Medway's IAG team's remit		S&E Manager, IAG Lead
Appoint performance lead to improve the use and distribution of NEET & Unknown data		
Create a data dashboard to support providers and partners in NEET prevention & support		S&E Manager, IAG Lead
Further develop online support platform, creating a unique platform for all young people in Medway to access IAG, to understand options, find opportunities and gain support.		
Work with the DWP to develop programmes for young people aged 16-21 that develop employment related skills and prepare and signpost young people to positive destinations.		S&E Manager, IAG Lead
Medium-term (2 - 4 years):		
Expand online support platform, creating a unique platform for all young people to access IAG, to apply for opportunities and gain support.		S&E Manager, IAG Lead
Develop ongoing provision for young people aged 16-21 that develops skills for education, training and employment		S&E Manager, IAG Lead
Longer-term (4+ years):		
Review provision, ensuring it meets the needs of Medway		S&E Manager, IAG Lead

Priority: Transforming NEETs to EETs		
Objective 15:	Output:	Outcome:
Bring a better understanding of the future jobs market to parents and primary school pupils.	Future Jobs brochure for each KS1 and KS2 pupil. Support pack for schools' assemblies and curriculum.	More informed parents and pupils, with ambitious and realistic aspirations.
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Scope existing delivery in this area, look to make partnerships		S&E Manager
Consult with primary schools about what is needed in this area		S&E Manager
Draft a future jobs brochure with relevant colleagues		S&E Manager
Create assembly support pack for partners/schools to deliver		S&E Manager
Medium-term (2 - 4 years):		
Consider expanding the offer, offering activity days, visits to industry		S&E Manager
Longer-term (4+ years):		
Review support offer, ensuring it meets the needs of Medway		S&E Manager

Priority: Cross-Cutting		
Objective 16:	Output:	Outcome:
Support the Medway Education Partnership in delivering an Education Strategy for Medway	Adopted Education Strategy for Medway	Improved engagement with formal education. Enhanced educational attainment.
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Provide Skills support to the partnership, providing latest information around initiatives and policy		S & E Manager & School Improvement
Provide evidence and information to support effective curriculum design, creating education more responsive to employment		S & E Manager & School Improvement
Implement the Careers Enterprise Company in Medway, thereby delivering the national careers strategy		S & E Manager
Implement the ASK project (Apprenticeship assemblies, workshops etc.) in Medway		S & E Manager
Medium-term (2 - 4 years):		
Create pilot projects with schools to improve employment prospects		S & E Manager & School Improvement
Pilot projects to support those who the school identifies as being at risk of becoming NEET.		S & E Manager, Children's & Young People
Longer-term (4+ years):		
Review support offer, ensuring it meets the needs of Medway		S & E Manager

Priority: Cross-Cutting		
Objective 17:	Output:	Outcome:
Widen pathways to central government departments to become a trusted voice in influencing policy – for example, <ul style="list-style-type: none"> ○ in advocating earlier and improved mandatory careers advice ○ in supporting the refinement of the Apprenticeship Levy ○ in addressing the barriers presented to training progression by pre-conditions relating to Maths and English attainment 	Supportive policy identified and adopted	More supportive context for skills and employability activity in Medway. Medway at the vanguard of policy creation and change.
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Maintain a good relationship with the SELEP		S&E Manager
Align with SELEP strategies and ambitions		S&E Manager
Ensure quality in everything we do, demonstrating good practice and taking a lead in employment and skills		S&E Manager, whole council approach
Maintain a relationship with lobbying organisations i.e. AELP		S&E Manager
Medium-term (2 - 4 years):		
Develop further links to central government, Medway Council has a good reputation in this area		S&E Manager, whole council approach
Longer-term (4+ years):		
Lobby directly to central government, influencing policy		S&E Manager, whole council approach

Priority: Cross-Cutting		
Objective 18:	Output:	Outcome:
Seek External Investment opportunities	Specific funds sourced for projects, taking advantage of local and national initiatives	Improved skills & employment picture within Medway
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Remain abreast of external investment opportunities, carefully judging strategic fit and capability of delivery		S&E Manager, External Funding Officer
Develop and maintain partnerships internally and externally to be able to react swiftly to external investment opportunities		S&E Manager, External Funding Officer
Maintain relationships with potential sources of external funding to ensure clear understanding of opportunities and how Medway can best respond.		S&E Manager, External Funding Officer
Medium-term (2 - 4 years):		
Ongoing as appropriate		S&E Manager, External Funding Officer
Longer-term (4+ years):		
Ongoing as appropriate		S&E Manager, External Funding Officer