

Appendix – Action Plan

This action plan explores how to deliver the actions listed in the Business Plan. Where actions overlap they are covered in one single action.

Priority: Matching Business Demand and Skills Supply		
Objective 1:	Output:	Outcome:
Consult with Businesses to establish work force development need. Establish where MAE can help that need. Particular focus on Medway Council as a customer and businesses with high volumes of zero hour contracts. Sign up 3 businesses to SLAs in 2021/22	<p>Close working relationship with JCP to identify opportunities with monthly meetings and a new partnership agreement in place.</p> <p>Quality conversations with 25 businesses per year</p> <p>Quarterly engagement meetings with the CEC to work with Enterprise Advisors and partner businesses.</p> <p>Engaging with Chamber of Commerce, FSB and Local Authority quarterly.</p>	<p>Prospectus of targeted courses for business available by September 2022 – this will be a living document</p> <p>3 businesses with signed Service Level Agreements, for delivery of courses via Adult Skills Budget or commercial arrangement.</p> <p>Target to be reviewed yearly.</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Map current employer engagement activity, build relationships with key employer engagement bodies such as SELEP, FSB, Chamber of Commerce and Medway Council Business Networks.		S&E Manager, Business Development Manager, Economic Development

Map current partner relationships identifying where further partnerships can be formed in the wider network for example Medway Council Low carbon Emissions agenda network.	Business Development Manager
Develop a Medway Adult Education Employer Engagement plan, detailing our approach and activities within employer engagement	S&E Manager, Business Development Manager
Evaluate feedback to inform future years' agenda and format to capture statistics to demonstrate impact.	S&E Manager, Business Development 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, Business Development Manager
Develop targeted offers in a variety of sectors contributing to overall "business offer" including Schools, construction, and Health & Social Care.	S&E Manager, Business Development Manager
Liaise with JCP and Medway Council to determine opportunities (supply and demand).	S&E Manager, Business Development Manager
Progress actions arising from the Business consultation, ensuring there is consistent engagement in between consultations.	S&E Manager, Business Development Manager
Map employment opportunities created by regeneration and link skills delivery	S&E Manager, Business Development Manager
Medium-term (2 - 4 years):	
Fully implement a coherent employer engagement working together with partner organisations such as SELEP, FSB, Chamber of Commerce and Medway Council Business Networks.	S&E Manager, Business Development Manager
Working closely with the CEC to develop a network of employers to provide IAG to build capacity to implement education programmes (ASB, Apprenticeships, Enterprise events at local schools)	S&E Manager, Business Development Manager
Longer-term (4+ years):	
Fully established employer and education skills programme delivering skills programmes with employment outcomes reducing NEET levels and benefit claims.	S&E Manager, Business Development Manager

Priority: Matching Business Demand and Skills Supply		
Objective 2:	Output:	Outcome:
Develop a prospectus of business focused courses.	<p>Bespoke targeted skills programmes to local businesses after consultation and market research.</p> <p>Provider led consultation to map and develop “offer” across in demand sectors</p> <p>A bespoke Medway Adult Education business skills development “portfolio” available online to businesses further afield.</p>	<p>Increased reach of local employment skills development to businesses delivering skills 3 businesses in 2021/22, growing incrementally.</p> <p>Become recognised as a quality organisation for employment skills development and apprenticeships in Medway</p> <p>To review existing costs and income generated per course. Seek to maximise income generated per course with a view to increase profit by 5% by 2025</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		

Map current employer skills offer, enrolments over the last 6 –12 months and the sectors linked to skills delivered to deliver financially viable and in demand courses.	S&E Manager, Business Development Manager
Consultation with JCP to determine the most “in demand” sectors by claimants and most popular vacancies listed by employers to determine if genuine employment outcomes are viable.	S&E Manager, Business Development Manager
Consult with key stakeholders – education and training organisations, employers, HE & FE to share practice and understand competitive offer.	S&E Manager, Business Development Manager
Monthly meetings with JCP to update and adjust prospectus accordingly	S&E Manager, Q & C Manager
Medium-term (2 - 4 years):	
Grow offer using market research and consultation with business networks, businesses and market trends to stay current and relative.	S&E Manager, Business Development Manager
Develop a cohort of market influencers to support with marketing campaign	Business Development Manager
Longer-term (4+ years):	
Continual development, network of businesses to meet and share practice and success stories. Working to adapt offer to current and future demand creating a network of 25 businesses by 2025.	Business Development Manager
Develop a portfolio of targeted skills offer for businesses to deliver across all sectors	Business Development Manager

Priority: Matching Business Demand and Skills Supply		
Objective 3:	Output:	Outcome:
Seek to identify potential income streams from business and external funding opportunities.	<p>Identify funding opportunities from various pots of funding available from Big Lottery, Community Grants and Medway Council opportunities.</p> <p>Linking apprenticeship marketing campaign to government and local incentives to hire apprentices aligned with Skills ARG funding.</p>	<p>5% extra Revenue generated in addition to ASB allocation.</p> <p>Delivering 100% of ASB allocation</p> <p>Strategically using ASB to match fund new programmes seeking extra funding.</p> <p>£10k income target per year from external sources</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Consultation with business networks and businesses to identify the positives for businesses to embrace and support skills development in their current and future work force. Statistics around efficiency and effectiveness resulted in a closer relationship with education and business.		S&E Manager, Business Development Manager
Establish working group within various council departments to discover additional “offer” for businesses in a wider perspective, can we support climate change agenda with qualifications we have access to?		S&E Manager, Business Development Manager
Further development of “training needs analysis” to work with businesses to identify internal needs to work with additional 25 businesses by 2025.		S&E Manager, Business Development Manager

Develop understanding of funding opportunities for businesses presented by Medway Council and other funding opportunities from a national perspective including CSR, ARG, Big Lottery, Community Grants etc.	S&E Manager, Business Development Manager
Working with partners to develop a holistic approach to “bolt on” existed funded programmes that would add value to our provision in a match funding opportunity.	S&E Manager, Business Development Manager, Q&C Manager
Research Medway Council Section 106 guidance to discover what can be delivered in accordance delivering skills to communities of intended developments including a National Skills Academy for Construction.	S&E Manager, Business Development Manager
Medium-term (2 - 4 years):	
Develop CSR skills delivery programme to deliver 5 new projects by 2025.	Business Development Manager
Work with Medway Council to include delivery of skills as acceptable use of Section 106 funding to develop a National Skills Academy for Construction in line with employment opportunities created by regeneration.	S&E Manager, Business Development Manager
Commence procurement for construction National Skills Academy (as appropriate)	S&E Manager, Business Development Manager
Engage with the CEC to work closely with Enterprise Coordinator, or similar, to act as a conduit between providers and industry	Business Development Manager, S&E Officer
Longer-term (4+ years):	
CSR offer including delivery of skills and local pre-employment opportunities for businesses funded by 5 separate businesses by 2025.	S&E Manager, Business Development Manager
Development of NSA (National Skills Academy) for construction	S&E Manager, Business Development Manager

Priority: Developing Medway's Talent Pool		
Objective 4:	Output:	Outcome:
Diversify and sell MAE apprenticeship offer. Deliver 200 new apprenticeships by 2025. Have 100 apprentices in placement at any one time after 2025.	<p>Medway leading the way as an example of best practice in apprenticeships.</p> <p>100 apprentices in placement at any one time after 2025 in Medway.</p> <p>Maximum local drawdown from Apprenticeship Levy funds. To deliver 200 new apprenticeships by 2025.</p>	Grow our apprenticeship income in line with targets of 200 new apprenticeships by 2025. Incremental growth in income depending on split per year.
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Demonstrate to employers the best practice developed at Medway Adult Education, particularly around Business Administration and Customer Service standards with a completion rate of 95%		Business Development Manager, Q&C Manager
Utilise the NSAR Apprenticeship levy toolkit to provide technical support to levy payers, this would include accessing the digital account, embedding the process into existing HR policy etc.		Business Development Manager, Q&C Manager
Invite Medway levy payers to a newly formed levy support network to provide guidance based on the successes of the Medway Council Apprenticeship Academy		Business Development Manager, Q&C Manager
Identify 2 new standards by September 2021 that could be delivered according to skillsets, experience and qualifications		Business Development Manager, Q&C Manager, Workforce Development Manager
Conduct market research to identify standards to be delivered as part of regeneration creating new opportunities for new standards to be delivered.		Business Development Manager, Q&C Manager

Develop sector driven apprenticeship offer and targeted marketing campaign to deliver 200 new apprenticeships by 2025.	Business Development Manager, Q&C Manager
Medium-term (2 - 4 years):	
Deliver 5 new standards to a total of 7 standards. Delivered to 200 new apprentices by 2025.	Business Development Manager, Q&C Manager
To deliver more apprenticeships and standards to Medway Council across Business Administration, Customer Service, Team Leading and Community Energy Specialist.	Business Development Manager, Q&C Manager
Longer-term (4+ years):	
To maintain being a good Ofsted Apprenticeship provider working towards Outstanding	Q&C Manager

Priority: Developing Medway's Talent Pool		
Objective 5:	Output:	Outcome:
Understand, embed and deliver the national Digital Skills Strategy, ensuring all residents who need basic digital skills can access them. Seek investment for required equipment and engage with the South East Local Enterprise Partnership Digital Skills Partnership.	<p>Ensuring digitally competent and - confident educators and education & training staff.</p> <p>Deliver at least 40 digital skills qualifications to learners per year.</p> <p>Support the provision of basic digital skills and competences in Medway residents</p>	<p>Enhancing levels of digital skills and competences of Medway residents</p> <p>Supporting Medway residents to obtain infrastructure, connectivity and digital equipment to be better connected.</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Put on 3 digital courses 2021/22, look to cross market to learners on other courses		Q&C Manager
Raise awareness of the courses with JCP and local schools		Business Development Manager, Q&C Manager
Support learners to access other courses and improved digital skills through the provision of IT equipment. Link with Public Health and library schemes involving digital loans.		Business Development Manager, Q&C Manager
Medium-term (2 - 4 years):		
Promote as part of our life learning campaign, to enable residents to understand the meaning of digital skills and the facilities available.		S&E Manager, Business Development Manager
Seek to expand our digital loan equipment.		S&E Manager, Q&C Manager
Longer-term (4+ years):		
Review offer, ensuring it meets the needs of Medway		S&E Manager

Priority: Developing Medway's Talent Pool		
Objective 6:	Output:	Outcome:
Develop and expand online learning and blended learning models. Seek to access new learners through online services and explore opportunities for income.	<p>A full review of courses held, to determine what should be held online, blended or remain classroom only.</p> <p>Convert 75% of identified courses to online/blended by 2023.</p> <p>Linking courses to employment opportunities in identified priority sectors.</p> <p>Close working relationship with regeneration to identify skills required for residents of Medway to enter into employment opportunities</p>	<p>Increased skills levels and provision in priority sectors in line with the Medway Skills & Employability Plan.</p> <p>A new wide range of fully developed online courses available for learners.</p> <p>Recover fee income from paid courses back to pre COVID levels in 2021/22.</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
A full review of courses held, to determine what should be held online, blended or remain classroom only.		Business Development Manager, Q&C Manager
Focus on priority sectors identified in this plan		Business Development Manager, Q&C Manager

Consultation with JCP to identify qualifications requested by claimants and those requested by employers and work to close skills gaps across Medway.	Business Development Manager, Q&C Manager
Research Innovative ways to deliver successful face to face courses online or via blended delivery to increase profit by 5%	Business Development Manager, Q&C Manager
Medium-term (2 - 4 years):	
Offer a well-rounded online and blended learning model with opportunities for social interaction	Business Development Manager, Q&C Manager
Consider how we can support other learners further, offering wider and in demand curriculum	Business Development Manager, Q&C Manager
Longer-term (4+ years):	
Review offer, ensuring it meets the needs of Medway	S&E Manager

Priority: Establishing Routes to Employment		
Objective 7:	Output:	Outcome:
<p>Maximise numbers and outcomes of targeted provision. Outcomes to focus on supporting people into community engagement, further useful courses and employment.</p>	<p>Ensuring a close working relationship across curriculum integrating clear and concise Information Advice and Guidance.</p> <p>Identifying community and qualification-based learning opportunities encouraging learners to experience the full MAE experience demonstrating a holistic learner centred approach.</p> <p>Explore how learners who start within targeted provision move into other MAE provision.</p>	<p>Recover back to pre-COVID, delivering 100% of contract in 2021/22. Seek to deliver 105% thereafter</p> <p>Maintain existing levels of quality assurance to achieve grade 2 Ofsted inspection</p> <p>Run a broad lifelong learning marketing campaign with partners in 2023 to increase awareness and learner numbers.</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		

Develop a clear understanding of the way learners move from targeted provision into further educational work. Find alternative ways of measuring the impact of the targeted provision.	Community Learning Programme Manager
Review in house delivery to seek ways to deliver out into the wider community.	Community Learning Programme Manager
Close working relationship with JCP and partners to identify sectors of high vacancy and low employment to reduce unemployment by. Fully understand the employment outcomes of our learners and devise a plan to incrementally increase those outcomes.	S&E Manager, Q&C Manager
Identify across curriculum/s potential learning and community engagement opportunities to develop a holistic approach for learners to build the necessary skills required to enter employment	S&E Manager, Community Learning Programme Manager
Research how well attended current curriculum is to determine course viability and enter data into course viability template.	Q&C Manager
Develop "formula" to determine course viability to better understand course costs	Business Development Manager, Data & Funding Manager
Medium-term (2 - 4 years):	
Targeting provision based on successful and well attended courses and data received post consultation with JCP to reduce cancelled courses by 50% by 2023	S&E Manager, Community Learning Programme Manager
Engage with JCP and identified local employers and seek to encourage to work with Medway Adult Education to deliver skills to applicants who have fallen short in applying for jobs	S&E Manager, JCP
Longer-term (4+ years):	
Review the curriculum to determine cost for running each course, how well attended courses are, linking qualifications and skills learnt in comparison to sector demand using developed course viability formula.	S&E Manager, Community Learning Programme Manager

Priority: Establishing Routes to Employment		
Objective 8:	Output:	Outcome:
Work with other Supported Learning and Employment programmes to increase outcomes for more individuals with Learning Disabilities. Seek to increase referral numbers to courses back from other programmes.	<p>Provide businesses and Medway Council Managers with the knowledge to those with disabilities into a successful apprenticeship.</p> <p>Holistic approach to learning to emphasise social and learning opportunities across curriculums to increase number of returning learners by 5% by 2025.</p> <p>Cross refer learners to appropriate programmes, i.e. Supported Employment.</p>	<p>Enhanced skills levels and lower unemployment rate amongst learners with EHCP across Medway.</p> <p>Increased engagement in skills and employment among a priority group.</p> <p>Reduction in social isolation and increased skills development to enter employment and/or further education.</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Work with relevant department's and special educational needs team to find opportunities for those who are in care, utilising grants, mentoring services and potential education opportunities to increase engagement by 10% by 2025		S&E Manager, Head of Integrated Disability Service, Leaving Care Manager
Deliver Supported programmes in Jaspers Café		S&E Manager
Support those who require further support before entering into the workplace to find a suitable pre-employment provision with good quality work experiences opportunities		S&E Manager, S&E Officer

Help to strengthen and develop existing supported internships and other work experience models to increase new apprenticeship starts by 10% by 2025.	S&E Manager, Head of Integrated Disability Service
Inform employers of the grants available from government, encouraging employers to work with Medway Adult Education to create an employment pathway for learners to increase new apprenticeship starts by 10% by 2025.	S&E Manager
Medium-term (2 - 4 years):	
Create clear progression routes into apprenticeships for young people with an additional need.	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:
Strengthen relationships with Job Centre Plus, Leaving Care Team, Special Educational Needs Team, Youth Offending Team, Armed Forces and Housing Associations.	<p>Regular meetings and dialogue with JCP, LCT, SEND, YOT, Armed forces and HA's</p> <p>Strong presence providing quality employment support to increase apprenticeship starts by 5% by 2025.</p> <p>Targeted curriculum offers to partners in response to consultation decreasing levels of unemployment.</p> <p>Clear links and partnership work with other Medway Council related services</p>	<p>Enhanced local employment opportunities.</p> <p>Reduction in NEET figures and benefit claimants</p> <p>Learner pathway created with partners to support transition</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Convene a working group with colleagues from JCP, LCT, SEND, YOT, Armed forces and HA's to consider how best to reflect training and skills programmes to support need. This will include clear links to Employ Medway and Medway Adult Education increasing MAE's progression to employment rate by 5% by 2023		S&E Manager, Business Development Manager
Research local job market to create education offer with partners to support progression and employment across all sectors to increase job outcomes by 5% by 2025.		S&E Manager, Business Development Manager
Medium-term (2 - 4 years):		
Strengthen partnerships and create clear range of routes to employment through Business Development and Work Skills		S&E Manager, Business Development Manager

Manage a strong base of 25 employers by 2023 engaged with and working with partners to generate employment opportunities	S&E Manager
Longer-term (4+ years):	
Review support offer, ensuring it meets the needs of Medway	S&E Manager

Priority: Developing Individuals Holistically		
Objective 10:	Output:	Outcome:
Maximise marketing opportunities, fully utilising learner data and case studies.	<p>Targeted paid for advertising campaign.</p> <p>Gap analysis of our own data compared with what was/is required across delivery sectors etc</p> <p>Encourage learners to be our biggest promoters via case studies and social media engagement revitalising our “learner voice”</p> <p>Creating impact reports to present to councillors, partners and businesses to share our success</p>	<p>Increased engagement on social media by 150% by 2023</p> <p>Increased range of learners including ethnicity, age and gender.</p> <p>Broader, recognisable brand across social media learners can promote and relate to.</p> <p>Recover back to pre-COVID, delivering 100% of contract in 2021/22. Seek to deliver 105% thereafter</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Research recognised days using hastags and tags to market days linking courses to promote alongside hashtags.		Business Development Manager
Creation of social media campaign planner to plan posts around upcoming courses and courses that need additional marketing.		Business Development Manager
Revisit our top performers to see if anything looks to be changing, preparing to take action quickly.		Business Development Manager
Using data obtained from EBS to look at trends in enrolment dates for example, a health and wellbeing offer for January.		Business Development Manager
Medium-term (2 - 4 years):		

Use course viability formula to determine more or less viable courses and adjust budgets accordingly. Less viable and/or popular courses will be reviewed initially with plans put in place regarding paid social media campaigns.	Business Development Manager
Use trends from one marketing channel to inform another to determine platforms and marketing approach according to demographic, time of year, age, gender etc.	Business Development Manager
Measure success as a series of smaller steps including sourcing and releasing a series of case studies from a learner and tutor perspective.	Business Development Manager
Targeting the Right Keywords supporting national days and government campaigns for example, national apprenticeship week.	Business Development Manager
Assess the impact of industry changes on marketing own campaigns and adjust accordingly.	Business Development Manager
Longer-term (4+ years):	
Use demographic data in campaign planning including platforms, area's and time of year to market relevant courses.	Business Development Manager
Source and market case studies from "celebrities" and/or recognisable professionals from Medway to release case studies and promotional quotes.	Business Development Manager

Priority: Developing Individuals Holistically		
Objective 11:	Output:	Outcome:
Consider trends and public interest when developing courses. Fully explore the best times and days for courses and develop a health risk appetite for starting new courses.	<p>Turn learners into our biggest promoters. Encourage learners to find, follow and share our social media posts to support recruitment.</p> <p>Work closely with regeneration to work backwards from employment outcomes to design courses accordingly.</p> <p>Complete market research to understand what the competition are planning and to determine course popularity and success of courses.</p>	<p>Courses are being designed that are relevant and attractive to residents.</p> <p>Learners understand a pathway and have raised aspirations to complete progression qualifications.</p> <p>Recover to pre Covid learner numbers increasing to 5% by 2023.</p> <p>Creation of impact reports based on data received from learner feedback as well as quantifiable outcomes</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Complete market research to understand what the competition are planning and to determine course popularity and success of courses.		Business Development Manager
Hold focus groups and arrange surveys of the public to find out what interests people		Business Development Manager
Link courses to future job areas of focus – i.e. climate change, digitalisation		Business Development Manager
Medium-term (2 - 4 years):		

Continue to review public requests and monitor competition. Utilise popular social media to better understand interesting trends	Business Development Manager
Longer-term (4+ years):	
Continue to review	Business Development Manager

Priority: Cross-Cutting		
Objective 12:	Output:	Outcome:
Develop a broad marketing campaign focused on life-long learning and improving basic skills. Investigate partnering with other adult education providers locally. Replicate the success of previous national successful campaigns.	<p>Marketing plan created with Comms to increase brand presence and MAE learners by 5%</p> <p>Tactical campaign created with Comms alongside existing Council campaigns linking MAE skills offer.</p> <p>Social media campaign planner created increasing engagement by 150% each year after.</p>	<p>Run a broad lifelong learning marketing campaign with partners in 2023 increasing MAE learners by 10%</p> <p>Enhanced presence on social media increasing engagement across all platforms by 150%</p> <p>Increased learners and established progression routes with partners</p>
Actions:		Lead Agent / Partners:
Short-term (up to 2 years):		
Identify well attended courses and those not so well attended to determine viability of course/s to increase income by 5% each year after.		S & E Manager & Business Development Manager
Promote curriculum offer alongside themed national/international days, weeks months and government led campaigns (National Apprenticeship Week, world at work week etc) to increase engagement by 10% each year after.		S & E Manager & Business Development Manager
Identify partners and Medway Council departments who will add to current provision with existing funded programmes (NCS, ASK etc) to maximise funding allocation and increase overall learner experience.		S & E Manager & Business Development Manager
Develop a closer working relationship with comms to support social media campaigns developing a joint campaign and paid add campaign to increase MAE learners by 5%		S & E Manager & Business Development Manager
Intergraded marketing camping with regeneration to demonstrate employment opportunities created by regeneration		S & E Manager & Business Development Manager

Work with curriculum departments within MAE to develop targeted marketing campaigns contributing to overarching MAE marketing campaign to increase learner retention and new learner numbers by 5% each year after.	S & E Manager & Business Development Manager
Medium-term (2 - 4 years):	
Develop marketing and skills campaign do demonstrate how MAE curriculum supports skills development in sectors of need	S & E Manager & Business Development Manager
Agree terms of service with Medway Comms contributing to overarching marketing campaign to maximise value for money.	S & E Manager & Business Development Manager
Longer-term (4+ years):	
Review support offer, ensuring it meets the needs of Medway via tracking the learner journey from enrolment to successful outcome.	S & E Manager & Business Development Manager
Develop a pool of success stories to promote and generate a marketing campaign dedicated to this	S & E Manager & Business Development Manager