

Skills and Employability Plan for Medway 2035

**Growing skills for a
growing workforce**

Phase 1: 2019 - 2024

August 2019

medway.gov.uk





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 lead 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, our 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 OBE

Portfolio Holder for Inward Investment,
Strategic Regeneration and Partnerships

Contents

Medway's skills and employability vision	4
We need you	5
Strategic drive	6
Medway's economic, employment and training profile	7
Medway's offer	8
Skills development in Medway	10
Local talent pool	11
Medway's priority sectors	12
Jobs by sector	13
National policy and local opportunity	14
Local business voice	17
Journey for all	17
Skills and employability plan for Medway - Priorities	19
Skills and employability plan for Medway - Objectives	20
Measures of success	21
Key actions	22
Monitoring success	23

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 Council has an ambition to raise the level of Gross Value Added (GVA), and thereby the economy, from £5.3bn to £10bn by 2035. The Skills & Employability plan will support this ambition by ensuring skills supply is being matched to high GVA business demand. With Medway's existing further and higher education offers, Medway is well placed to train the right skills to grow the economy.

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 put the residents and businesses of Medway first, 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:

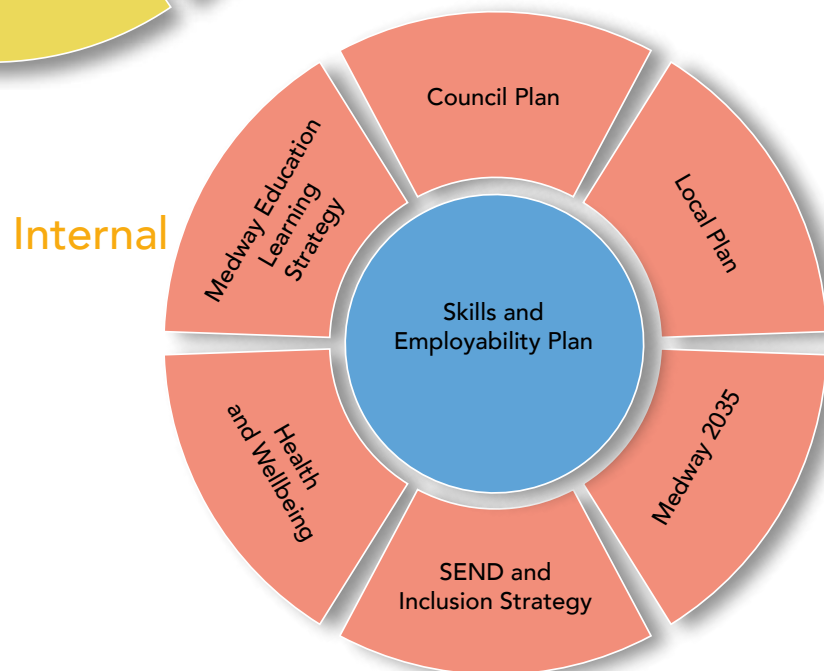
- Offer apprenticeships
- Become an Enterprise Adviser
- Offer work placements/experience
- Become disability confident
- Become a mentor
- Engage with your local school/college/university
- Engage with the local job centre plus and surrounding initiatives
- Share your ideas and challenges
- Become an 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 email us at **skills@medway.gov.uk**

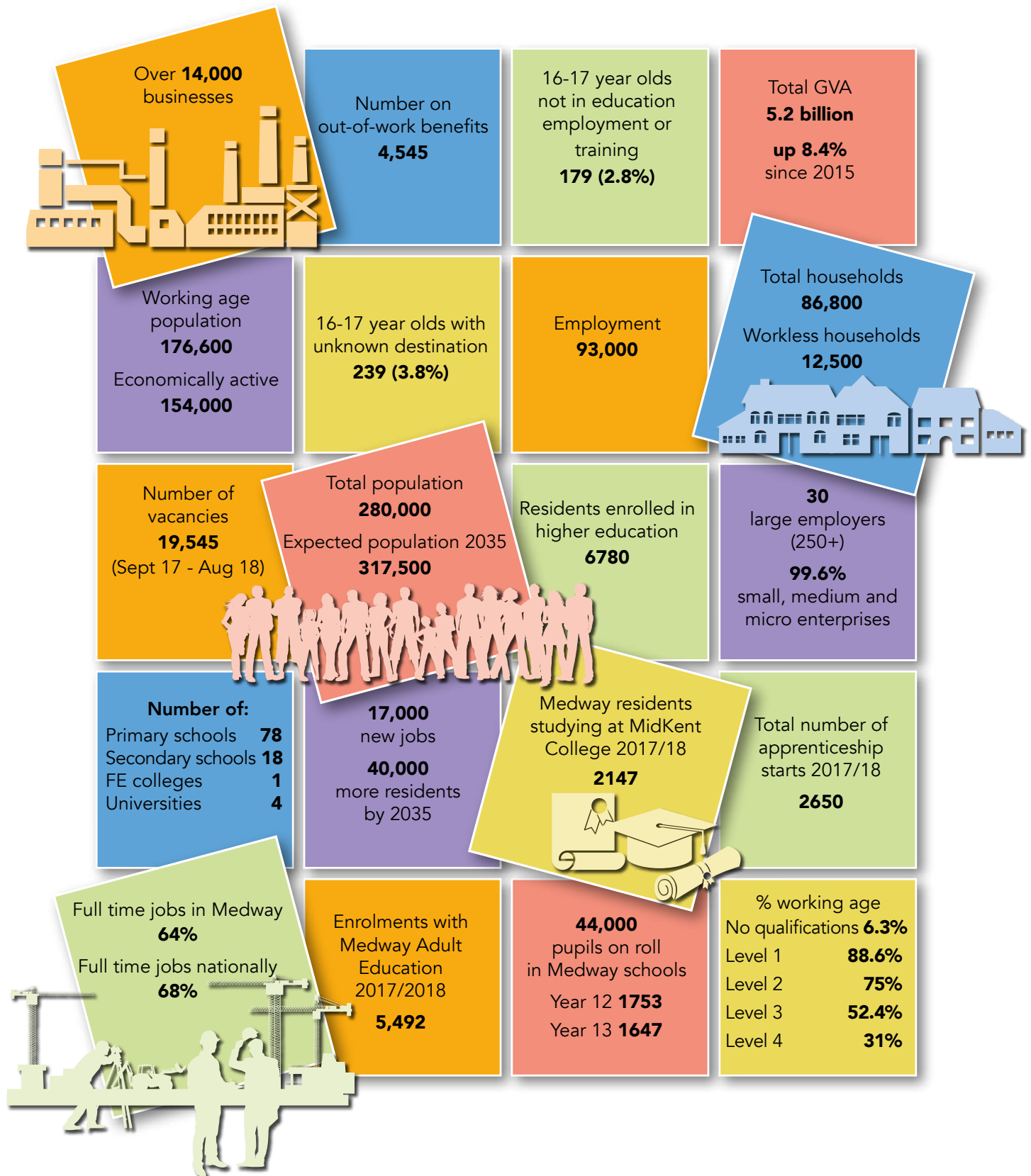


Strategic drive

- 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)



Medway's economic, employment and training profile



Medway's offer

● School system

Home to 78 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

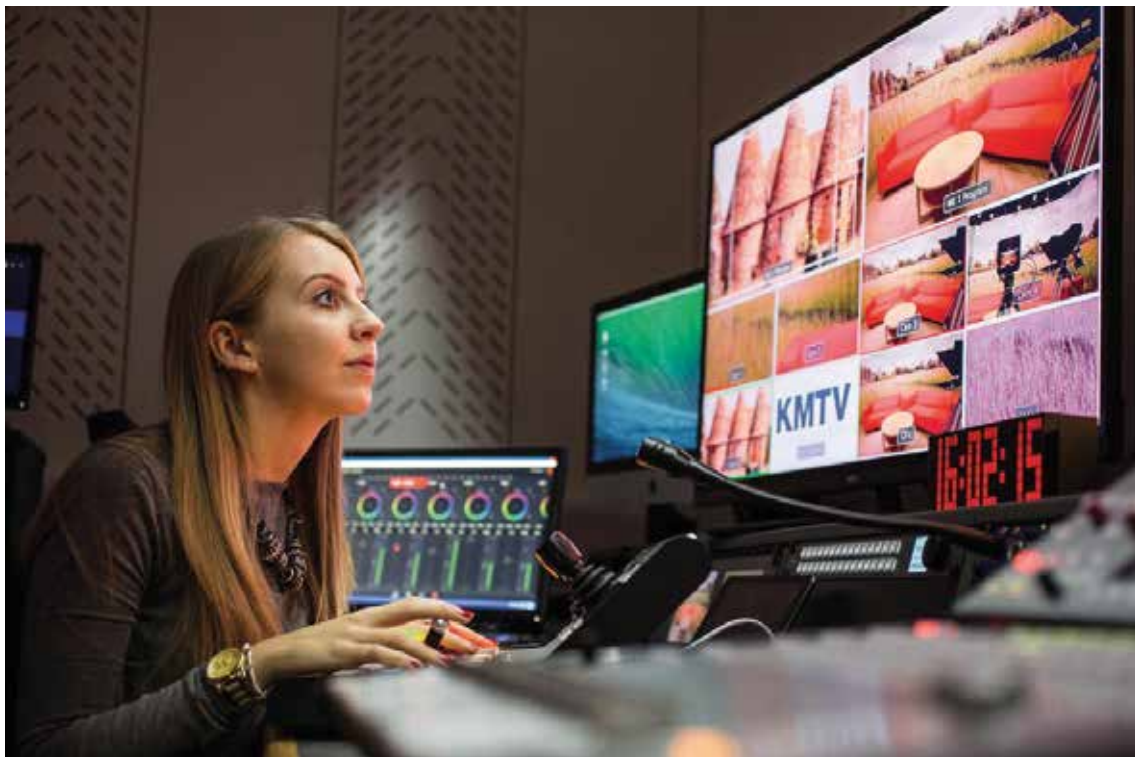
Medway is the University of Creative Arts, which is a creative hub for students studying a rich variety of creative courses.

● **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 YOT, 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 has supported 2000 long term unemployed people into work.



Skills development in Medway



Fashion and textiles
Pharmaceutical, chemical
and environmental sciences
Engineering and science
Journalism
Animation

Digital and media
Business
Craft and product design
Professional practice
Computing

Sport and exercise science
Music and fine art
Photography

Policy, sociology and social research
Early years and education
Health and social care
Performing arts
Animal management
Applied science

Art and graphic design
Beauty therapy
Bricklaying

Business HR and accounting
Carpentry and joinery
Computing and ICT
Construction

Creative media
Electrical installation
Engineering

Hospitality and catering
Hairdressing
Health and childcare
Health and safety
ESOL

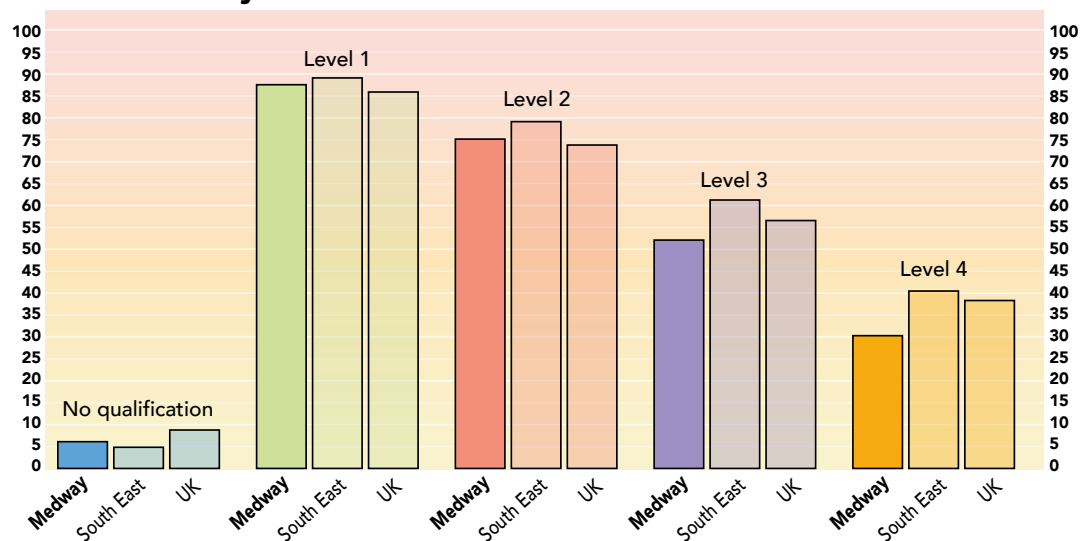


Travel and tourism
Teacher training and education
Sport, fitness and leisure
Public services

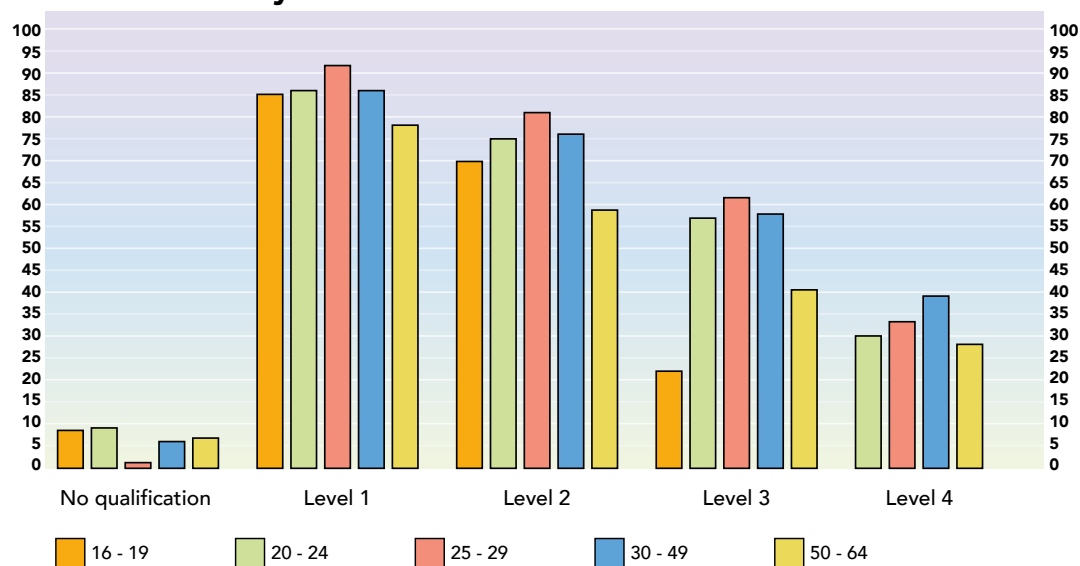
Heating and gas
Music production and performance
Performing arts
Painting and decorating
Plumbing
Motor mechanics
Interior design

Local talent pool

Skills levels by % December 2017



Qualifications by %

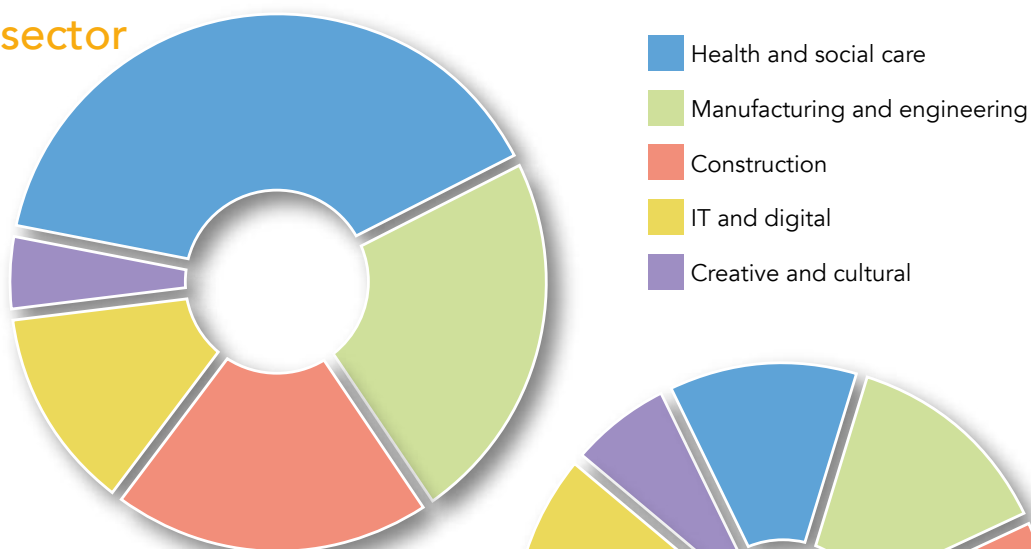


Level	Qualification
1	First certificate GCSE - grades 3, 2, 1 or grades D, E, F, G level 1 award level 1 certificate level 1 diploma level 1 ESOL level 1 essential skills level 1 functional skills level 1 national vocational qualification (NVQ) music grades 1, 2 and 3.
2	CSE - grade 1 GCSE - grades 9, 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 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

Health and social care	(Advanced) manufacturing and engineering	Construction	IT and digital	Creative and cultural
Now <ul style="list-style-type: none"> 410 enterprises Nursing was the most advertised vacancy 16/17 12,583 jobs 1020 Nursing vacancies 365 care worker vacancies Average wage £22,479 	Now <ul style="list-style-type: none"> Medway <i>makes things</i> 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 Average wage £35,554 	Now <ul style="list-style-type: none"> 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 Average wage £34,159 	Now <ul style="list-style-type: none"> 38% growth over 5 years 575 enterprises Most level 4 and above vacancies in 16/17 4,025 jobs 433 programming and software vacancies Average wage £42,818 	Now <ul style="list-style-type: none"> 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 Average Wage £27,118
Challenges <ul style="list-style-type: none"> Ageing population to support Ageing workforce Population predicted to grow by 50,000 Challenge and opportunity created by Brexit High turnover of staff Public perception can hinder recruitment 	Challenges <ul style="list-style-type: none"> Training requirements can be very niche High need for technical skills Predominately male workforce Ageing workforce 	Challenges <ul style="list-style-type: none"> Ageing workforce Challenge and opportunity created by Brexit Draw for workers in London Perceived as more suitable for males Poor public perception 	Challenges <ul style="list-style-type: none"> Predominately male workforce Challenge and opportunity created by Brexit Many hard to fill vacancies High numbers of micro businesses and freelancers 	Challenges <ul style="list-style-type: none"> High numbers of micro businesses and freelancers Students undertaking creative subjects is dropping Creative subjects disappearing from the curriculum
Opportunities <ul style="list-style-type: none"> Wide range of rewarding careers available Technologies have the potential to improve services. NHS Sustainability & Transformation Partnership leading health & social care careers reform. 	Opportunities <ul style="list-style-type: none"> Advancements in digital & robotics will create new skill requirements Innovation Park Medway 2018 was the year of engineering 	Opportunities <ul style="list-style-type: none"> Modular construction coming to the fore Large infrastructure projects Need for green and low carbon skills Offsite jobs required 	Opportunities <ul style="list-style-type: none"> Gaming and entertainment are growing Digital skills required in every sector Huge variety of well paid in demand jobs 	Opportunities <ul style="list-style-type: none"> Growing creative quarter in Chatham Potential for start-ups to gain visibility on high streets Promotion of talent accelerator Cultural Development Fund opportunities

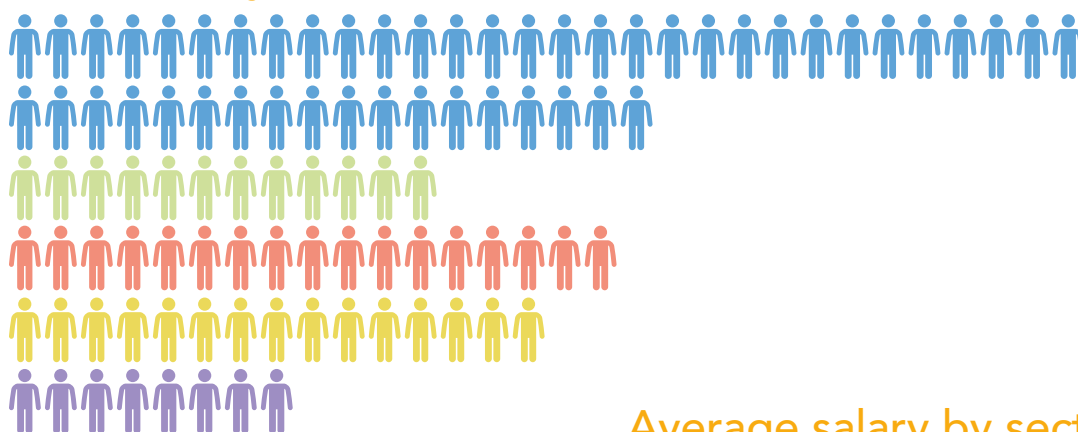
Jobs by sector



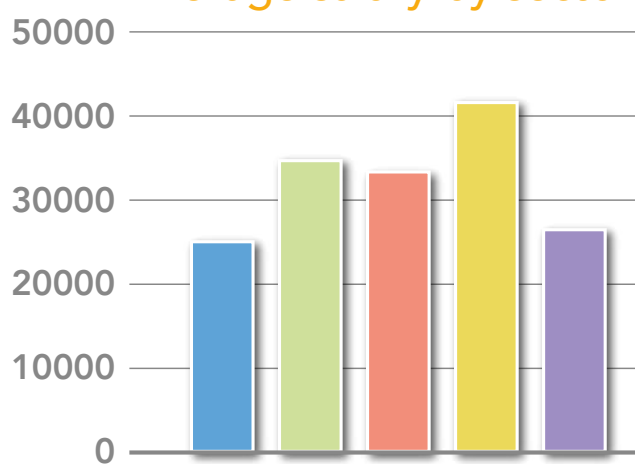
Enterprises by sector



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 5 foundations of productivity and 4 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 pound retraining fund has also been announced.

The 4 grand challenges laid out by the Industrial Strategy, listed below are reflected within our priority sectors.

- AI and 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 4 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 and 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	Medway Apprenticeship starts	Age	Medway 2017/2018 starts
2014/2015	2770	Age 16-18	710
2015/2016	2800	Age 19-24	940
2016/2017	2710	Age 25+	1000
2017/2018*	2650		Total 2650

*provisional data

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

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 and 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 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

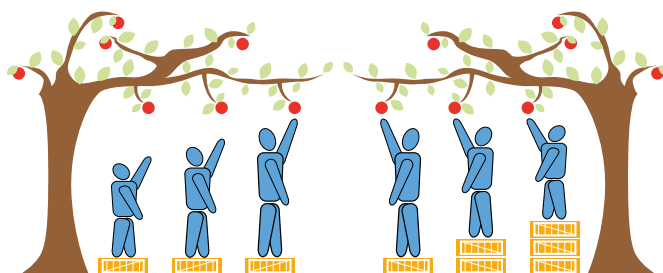
Young people with a criminal record often face stigma and discrimination when accessing the world of work, which needs to be countered by providing positive experiences of work. The youth offending team works to do so through delivering Reparation projects, unpaid work that is a court requirement, which 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. 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 critical 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.



Equality
doesn't mean
Equity

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:

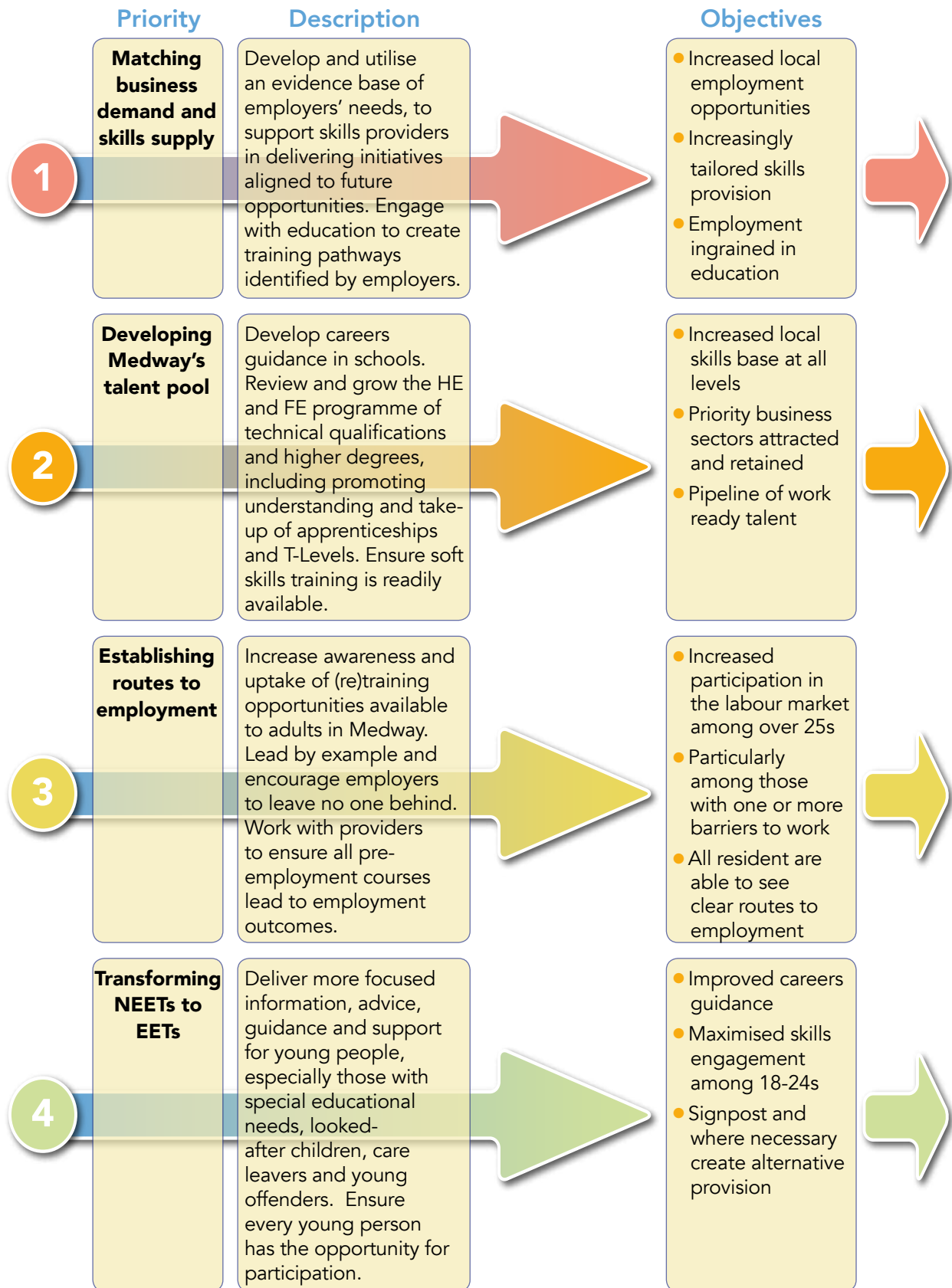
- Generate funding and / or policy support to tailor and promote skills opportunities
- Bring together service providers, participants and industry

The above is encapsulated in our mission statement:

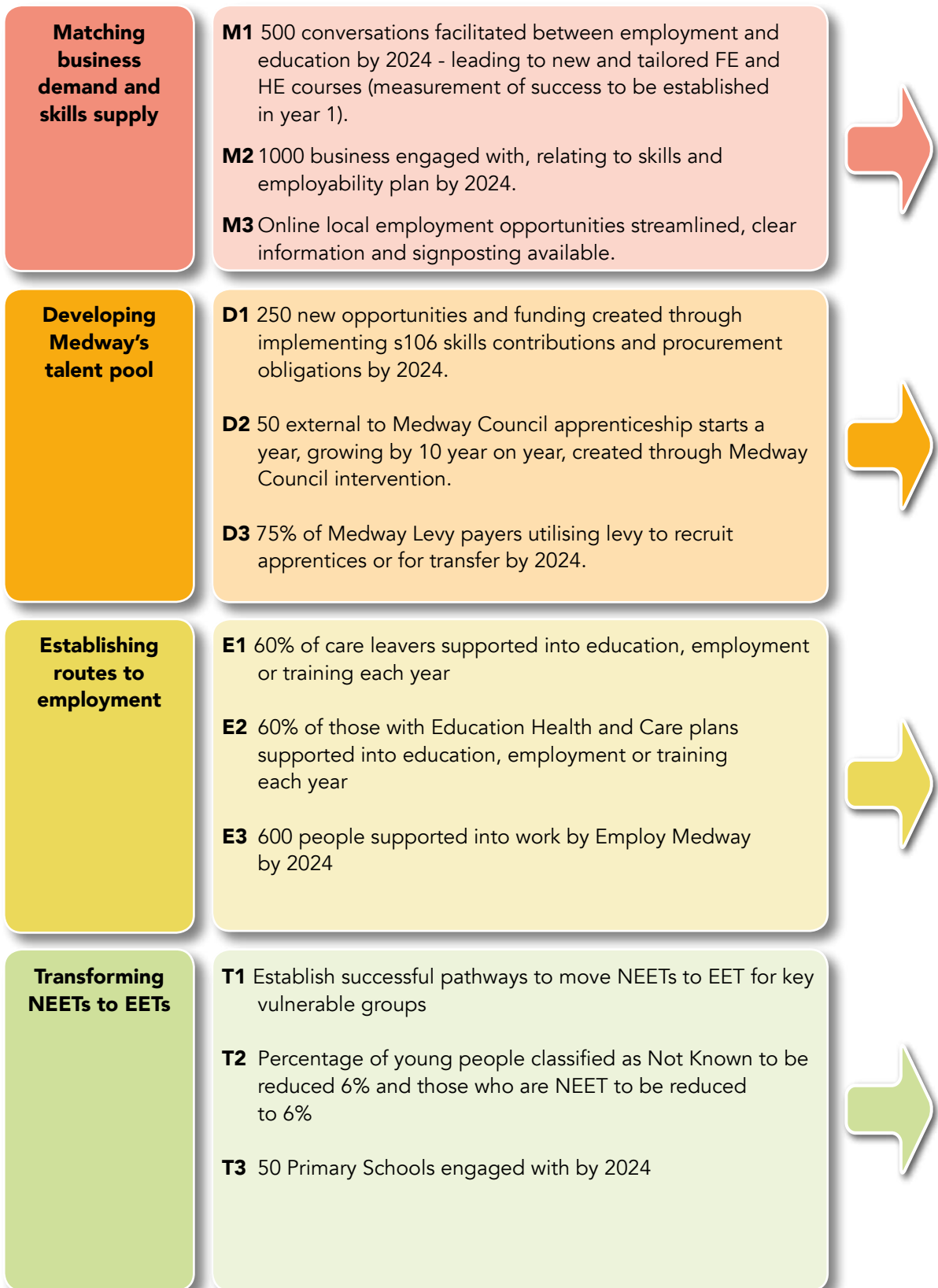
To work in partnership with local schools, universities, colleges, education and training providers to develop clear pathways and opportunities for the people of Medway and its employers, in particular where there are skills gaps and priority sectors.



Skills and employability plan for Medway Objectives



Measures of success



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 and 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

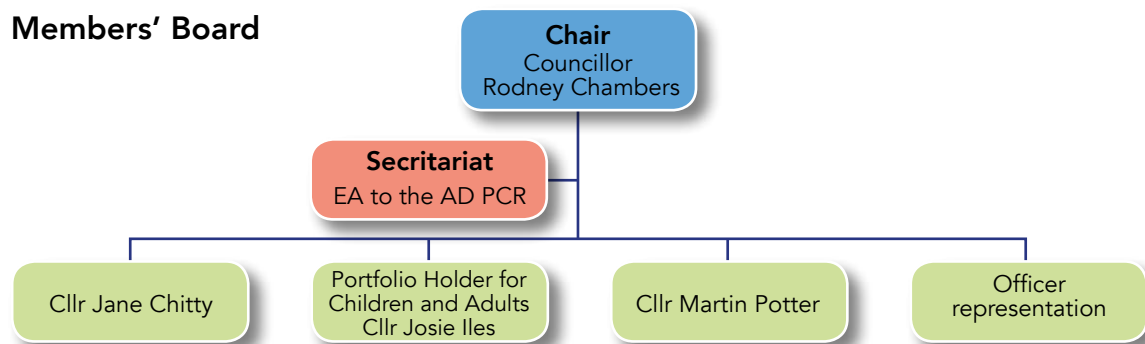
Monitoring Success

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.

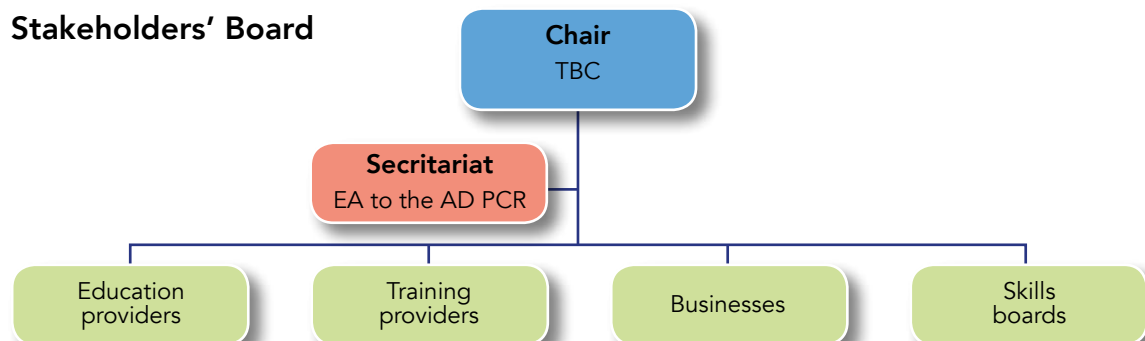
The following groups have a strategic interest in progress against the Plan's objectives and will receive regular update reports:

- 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

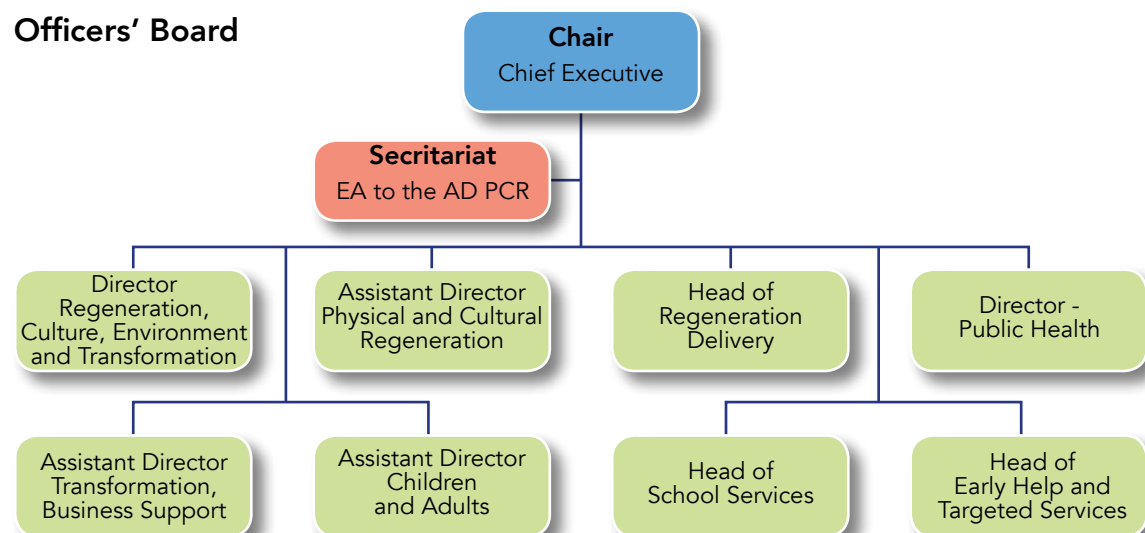
Members' Board



Stakeholders' Board



Officers' 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.

Image credits

Front cover:

- Top right: Premier Foods Apprentice working at the IPS International Training Workshop in Rochester.
- Left column, 2nd image: BAE Systems Apprentices working at the IPS International Training Workshop in Rochester
- Right column, 3rd image and left column, 4th image: Kindly provided by University of Kent
- Right column, 4th image: Kindly provided by Countryside Properties
- Right column, 5th image: Kindly provided by Cooling Castle Barn

Pages 4 and 9:

- Kindly provided by University of Greenwich

Page 10:

- Top: BAE Systems Apprentices working at the IPS International Training Workshop in Rochester
- Bottom: Kindly provided by University of Kent

Page 15:

- Kindly provided by Cooling Castle Barn

Page 16:

- Blyth House Nursing Home Apprentice who has completed her Care Apprenticeship with Training Provider, IPS International.

Page 19:

- Kindly provided by Countryside Properties

