

Cabinet

11 June 2019

Consultation on the Draft Warwickshire Careers Strategy

Recommendation

That Cabinet approves the undertaking of a public consultation on the draft Warwickshire Careers Strategy to run from 24 June-26 July 2019.

1.0 Background and Key Issues

- 1.1 The Government published a new National Careers Strategy in December 2017, setting out their plans to improve social mobility through more effective careers support. The strategy recognises that current provision of careers support in schools and colleges is highly variable and that the evidence demonstrates the clear benefits to young people of timely careers and employability support in terms of positive destinations, sustainable employment and higher lifetime earnings.
- 1.2 In May 2018, a report was taken to Corporate Board highlighting this new national strategy, also making the links with both the WCC investment in employability and skills and the new Warwickshire Education Strategy. Corporate Board recommended the development of a specific Warwickshire Careers Strategy and the establishment of a new Employability & Skills Board to co-ordinate and drive this work forward.
- 1.3 Corporate Board approved this recommendation, and the work was undertaken to both establish the new Board and develop the strategy. The Employability & Skills Board met for the first time in November 2018, where a first draft of the strategy was discussed, and again in February 2019 to consider an initial Implementation Plan. Membership of the Employability & Skills Board is contained in **Appendix B** for information.
- 1.4 The latest draft strategy (contained in **Appendix A**) sets out the following vision and key priorities for Careers Activity within Warwickshire:

Our vision for this strategy is that:

“We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire’s economy.”

We aim to achieve this by focussing on the following five key priorities:

- *Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible*
- *Building the capacity of our education providers to deliver effective and sustainable Careers support and advice*
- *Providing targeted support and help to our most vulnerable learners*
- *Improving alignment of demand and supply of skills, now and in the future*
- *Encouraging and enabling businesses to recruit from a richer and wider talent pool*

1.5 The strategy sets the rationale and focus for each of these five priorities, while the more detailed Implementation Plan provides details of shorter-term actions that will be undertaken to enable the delivery of our ambitions.

1.6 Measuring the impact of effective careers information and advice is difficult, as many academic studies have concluded. This is because it is a challenge to clearly associate cause and effect over a sustained period of time, when many other factors and influences are involved. It is also difficult to clearly articulate what a success might look like at the strategic level, given that these are often personal to the individual and hard to aggregate. Finally, it is difficult to identify a suitable “counter-factual” or control group with which to compare outcomes against. As a result, the strategy adopts a Logic Chain approach.

1.7 We propose to use a mixture of output data that is related to undertaking particular activities (i.e. number of students having an employer engagement experience, number of people accessing careers support, etc.), and a number of high level impact indicators e.g. reduction in young people who are NEET, the proportion of businesses reporting skills shortages. If we undertake the activities proposed both in this strategy and the accompanying Implementation Plan then, all other things being equal, we are likely to see an improvement in the strategic impact indicators

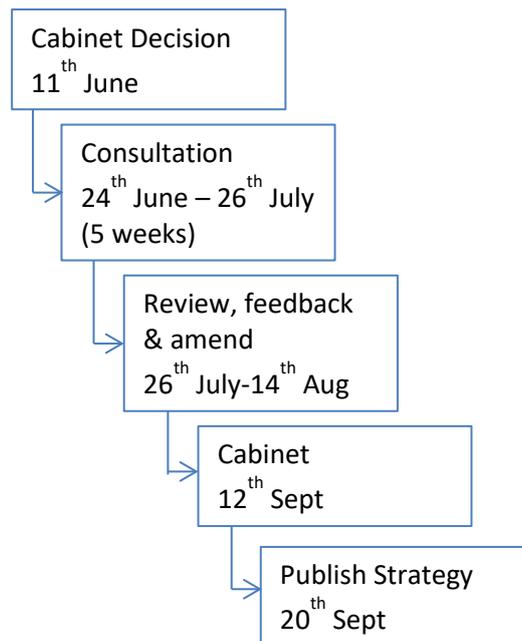
2.0 Proposed Consultation Process

2.1 We are now at a point where we would like to consult widely on the draft strategy and implementation plan, and seek feedback on whether we are focusing on the right areas, have identified the right priorities and activities, and whether the approach to measuring success is appropriate.

2.2 In discussion with the Council’s Strategic Consultation and Engagement Lead, and with Legal Services, we have agreed that a formal consultation exercise

is appropriate and recommended for this strategy to achieve maximum engagement and input, and to increase awareness and “ownership” of the strategy and the activities we are seeking to undertake

- 2.3 The consultation will be made available through the “Ask Warwickshire” platform, utilising an online survey to secure feedback. This will be supplemented through a number of targeted workshops or attendance at existing meetings/events to raise awareness, seek immediate feedback and encourage responses to the consultation to be provided. Key audiences for the consultation include residents (particularly young people, parents and adults looking to retrain); businesses; education & training providers and key partners and stakeholders (such as CWLEP, Chamber, FSB, DWP, Careers & Enterprise Company, CIPD, etc.). Youth engagement will be particularly important, and we will look to either arrange some specific workshops (i.e. with the Youth Parliament), go to events (such as Careers Events in schools), or set up group discussions.
- 2.4 The proposed timeline for the consultation is detailed below:



3.0 Financial Implications

- 3.1 Developing the strategy and undertaking the consultation have no direct additional financial implications beyond the officer time allocated to doing this work.
- 3.2 There are consequential indirect financial implications through this work, as the strategy will set out our ambitions, priorities and proposed activities for the medium-term. While an element of the strategy is to better align and co-ordinate existing activity, and to influence and shape future activities of

partners and stakeholders, a significant part of the strategy/implementation plan focuses on things that Warwickshire County Council are doing/are looking to do.

- 3.3 For 2019/20 these can be incorporated into the existing work programme and utilise identified budgets (Skills for Employment Programme) and so there are no financial implications.
- 3.4 For 2020/21 onwards there will be financial implications as resources to continue this work will need to be identified. The priority for investment in the area will need to be considered alongside other demands on the Council's resources as part of the development of the 2020-25 Council Plan and Medium Term Financial Strategy and reflected in the final version of the strategy and implementation plan that will come forward to Cabinet for approval following the consultation period.

Background papers

None.

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The report was circulated to the following members prior to publication:

Local Member(s): N/A

Other members: Councillors Chattaway, Dahmash, Morgan, Roodhouse, Chilvers, Williams, Hayfield, C.Davies



Warwickshire Careers Strategy 2018-23

Consultation Draft

Warwickshire Careers Strategy 2018-2023

1 INTRODUCTION

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2 BACKGROUND

Effective careers and employability advice and support are critical components of a successful local labour market. They can help to:

- enable the development of the skills within the local population demanded by local businesses;
- enable individuals to identify and pursue Careers that stimulate their interest and match their particular talents;
- facilitate social mobility by raising aspirations and showcasing career pathways; and
- support individuals who want (or need to) change occupations as the economy grows and changes.

Careers and employability advice and support also provide clear social and economic benefits. Numerous studies have shown that high quality careers support, along with effective interactions between young people and employers can: improve educational attainment; increase the likelihood of successful employment outcomes (and reduce negative destinations for people leaving education); and increase lifetime earnings. This is particularly important for our most vulnerable learners – such as those with special educational needs and disabilities, looked after children and those with *wider* social, emotional and mental health needs – where the evidence shows that employment rates within these groups after education is much lower than the average.

Furthermore, businesses routinely talk of skills shortages, the difficulties they face in finding and employing people with the right skills sets, and the negative impact that this has on the growth of their business. A recent business survey by the Council and the Coventry & Warwickshire Chamber of Commerce identified that nearly two-thirds of companies in the area were facing some form of skills shortage within their workforce. The Council is committed to ensuring Warwickshire communities and residents are supported to be safe, healthy and independent (particularly our most vulnerable residents). It is also committed to ensuring the Warwickshire economy is

vibrant and supported by the right jobs, training, skills and infrastructure. This Warwickshire Careers Strategy therefore sets out our ambitions to work with our partners to develop and deliver a coherent, effective and locally relevant careers and employability advice and support.

3 THE CURRENT POSITION

a) The Warwickshire Economy:

Warwickshire has a strong and growing economy. Indeed, since the recession of 2008/9, the County has experienced some of the strongest economic growth (as measured by Gross Value Added) of all local authority areas in England, including the fastest growth in productivity of all areas.

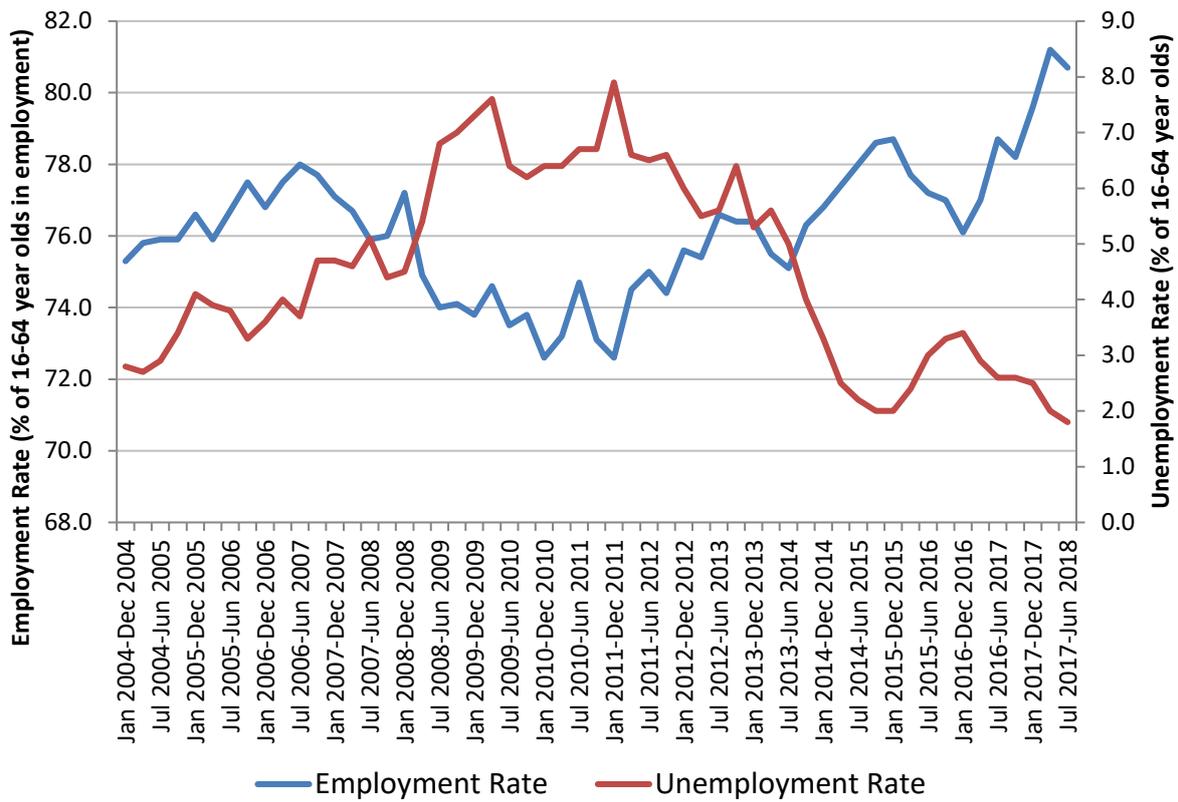
This growth in the economy has led to a very strong labour market, with our employment rate (the proportion of working age residents in employment) rising strongly to the highest levels seen this century, and unemployment to its lowest levels – see Figure 1 below.

The number of vacancies posted online for employment opportunities within the county have also been growing, and the ratio of vacancies to working age population is significantly above - and almost double - the national and regional averages (Figure 2).

A tight labour market with limited excess capacity, coupled with strong demand for labour, inevitably leads to problems with recruitment and skills shortages. Recent surveys of local businesses have found that 70% of companies were facing recruitment difficulties due to not being able to find people with the right skills that they required, and that 62% of businesses believed that their firm was suffering from a skills shortage.

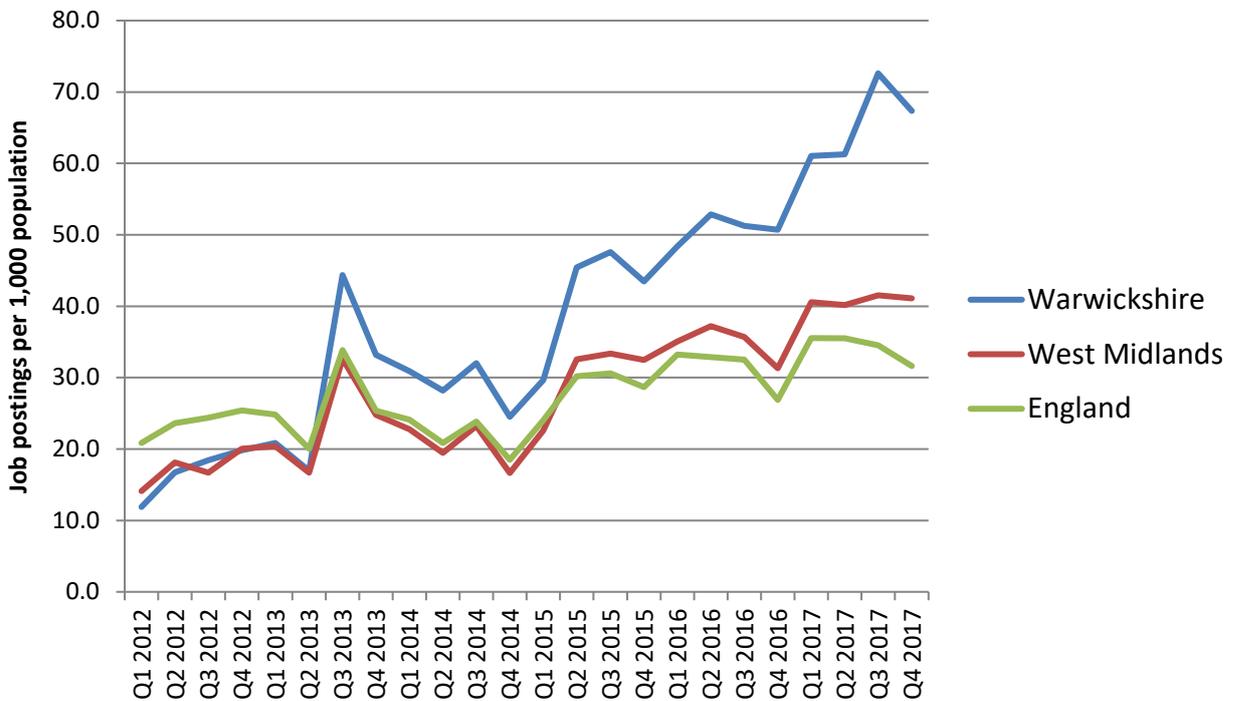
Improving the flow of new entrants into the labour market with the skills and behaviours being demanded by our local businesses is therefore critical to helping address these difficulties being faced in the local economy. We also need to encourage businesses to consider recruitment from a wider pool of labour, including those with health and learning disabilities. Finally, helping employees and adults to explore alternative careers and undertake training to take up employment opportunities in demand will also help address this imbalance between supply of labour and demand from businesses.

Table 1: Employment & Unemployment Rates in Warwickshire (2004-2018)



Source: Annual Population Survey

Table 2: Job postings per 1,000 population



Source: Labour Insight & ONS

b) Technology & future economic growth

Local Industrial Strategies are being developed at both the regional/WMCA level, and also at the Coventry & Warwickshire Local Enterprise Partnership area. A key focus of these is around longer-term, future growth opportunities and the new technologies and industries of the future in which the UK could become a world leader. Coventry & Warwickshire are extremely well placed with respect to the development of low carbon vehicles; connected and autonomous vehicles and future transportation systems; digital technology (including gaming, augmented reality and virtual reality); and smart & connected factories/automation.

These are all industries that have huge economic opportunities, but which will also be highly disruptive, and have a significant impact on the future labour market. Moreover, the technologies are developing at an exponential rate, making it increasingly unclear what future occupations and careers might look like. Indeed, a study by the World Bank estimated that two-thirds of children entering primary education today will go into jobs that do not yet exist.

Automation of activities and occupations is also starting to take effect, with artificial intelligence and robotics able to effectively replicate many tasks that humans currently do. This technology is also developing rapidly, and a number of studies have been undertaken recently examining the type and scale of occupations that could potentially be automated. We have replicated these studies at the Warwickshire level, and estimate that around 40% of all our current occupations are at a high risk of being automated by 2030. This is greater than the national average, largely due to the sectoral composition of our economy which means we have higher than average employment in sectors at high risk – such as distribution, logistics, tourism, and skilled manual trades.

Automation presents both opportunities in terms of economic benefits from developing and exploiting the technologies (which Warwickshire is well placed to do and will feature in our Local Industrial Strategy), but also risks in terms of displacing a wide range of existing occupations – which are often those at the lower skilled level. Retraining of existing employees in these occupations to be able to move into new careers will therefore be vital, along with helping to “future-proof” education and skills training now so that young people are more able to adapt to a rapidly changing labour market.

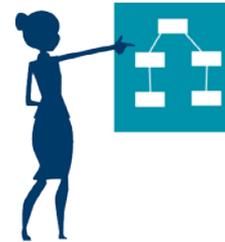
Research has identified four key skills sets that will be critical in terms of future employment. These skills sets focus on functions and activities that are difficult to automate, and also provide individuals with a flexible skill base that will enable them to effectively move through different careers. The skills sets identified are set out below.

Key Future Skills



Communication: listen, respond and express ideas effectively in different contexts and influence others

Strategic: exercise judgement, leadership and creativity



Analytical: acquire new knowledge, process information and draw accurate conclusions



Innovative: generate and express new ideas, challenge and question existing thinking and solve problems

Underpinning these four core skills sets is the importance of **digital skills**, and a need to embed a digital culture within the workplace. According to Microsoft, in the next two decades, 90% of jobs will require some form of digital skills, and without further action to significantly increase understanding of programming (understanding the “how”, rather simply the “what” through increased utilisation), the skills gap is likely to continue to increase significantly.

c) Careers and Education policy

The Government published a new *National Careers Strategy* in December 2017. This strategy sits alongside the new Industrial Strategy, and seeks to support the Government’s ambition to improve social mobility by ensuring that everyone has access to effective careers support. Through this strategy, the Government aims for:

- 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.

The Government are also progressing plans to introduce a new education route through the development of “T Levels”. T Levels will follow GCSEs, will be equivalent to 3 A Levels, and will be 2-year courses focussing on technical education and training. The courses are being developed in collaboration with employers and businesses to that the content meets the needs of industry and prepares students for work. T Levels are expected to be introduced from 2020, although it will take a number of years until the full range of courses are available.

The development of this Warwickshire Careers Strategy will therefore help support the local implementation of the national strategy and enhance the delivery of Warwickshire relevant careers information and support to help young people navigate the increasing choices that they will be able to make as part of their journey through the education system. The Warwickshire Careers Strategy is also a fundamental component of the recently developed *Warwickshire Education Strategy for 2018-2023*, which includes a specific priority around employment outcomes (WE4: Our challenge is to champion employability by promoting the best opportunities for all learners).

In addition, the West Midlands Combined Authority is currently considering developing a new regional all-age Careers service, and a regional Careers Strategy. The development of a Warwickshire Careers Strategy will enable us to effectively influence, shape, inform and ultimately maximise the benefit from this regional approach.

Q1. Do you agree with the current situation set out in this section? Are there other key issues, drivers or policies/strategies that should be considered and addressed?

4. VISION & PRIORITIES:

Our vision for this strategy is that:

“We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire’s economy.”

By following this vision, and successfully implementing this strategy, we hope to achieve the following key success measures:

- All young people within our schools, colleges and universities have access to high quality, relevant, inspiring and locally focussed careers information, guidance and support and are able to make informed choices
- All our young people successfully transition from education and learning into sustainable employment
- Our most vulnerable learners are particularly supported with this transition, and achieve positive destinations appropriate to their needs
- Our businesses are able to access the skilled labour that they need to grow and compete
- Our residents are able to develop and acquire new skills throughout their lives to meet the rapidly changing labour market. This applies to those in work who wish to progress or switch roles, those seeking work and those who are or wish to be self-employed.

We aim to achieve this by focussing on the following five key priorities:

- I. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible
- II. Building the capacity of our education providers to deliver effective and sustainable Careers support and advice
- III. Providing targeted support and help to our most vulnerable learners
- IV. Improving alignment of demand and supply of skills, now and in the future
- V. Encouraging and enabling businesses to recruit from a richer and wider talent pool

- Q2. Do you agree with the vision set out for this strategy? Are there any changes you would like to see?**
- Q3. Do you agree with the five priorities? Do these cover the right area and issues? Is there anything else you would like to see included?**

The following provides an overview to each of these five key areas, and summarises our key ambitions for activity. A more detailed Implementation Plan will sit alongside this strategy, outlining the shorter-term activities to drive this strategy forward.

4.1 Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible

Current existing careers information is relatively poorly marketed and promoted so that there is limited awareness and understanding of what is available, it can seem somewhat remote and detached from the real world that people find themselves in, and is often fairly generic and does not highlight the particular local economic opportunities and circumstances of Warwickshire.

Warwickshire's economy is particularly dynamic and vibrant, with a huge range of activity in many areas of cutting edge technology, new business areas and disruptive industries. We want to excite our population – young and old, children and parents - about the range of opportunities and career pathways that exist in the county. We want to people to find the occupations that will engage and interest them, enabling more fulfilling and productive careers. Finally, we want to ensure that we capture and retain the local talent that we have in the local area.

A key focus of this priority will therefore be around developing a new, localised careers information service which is effectively marketed and promoted. It will be important that this service does not seek to duplicate or replace existing platforms (such as the National Careers Services), but adds value and acts as local hub that helps guide and signpost individuals to the most appropriate support, aided and supplemented with local economic and labour market information.

4.2 Building the capacity of our education providers to deliver effective and sustainable Careers support and advice

The National Career Strategy has placed greater requirements on education providers to provide careers support and advice, and the quality of provision will become an increasingly important part of inspections by OFSTED on schools and colleges. However, we know that our education providers face significant financial challenges and competing pressures for time and resources. We therefore want to work with our providers to develop an effective and appropriate support function that helps add value to their planned activity, and enables and facilitates the development of effective and sustainable careers support and advice. The County Council funded Skills for Employment programme will provide a strong focus for this activity, working in partnership with the Careers and Enterprise Company and other key stakeholders.

4.3 Providing targeted support and help to our most vulnerable learners

Our most vulnerable learners, on average, have poorer positive outcomes from education than their wider cohort. For example, the proportion of 16 & 17 year old Children Looked After who were Not in Education, Employment or Training (NEET) in 2017/18 was just under 20% in Warwickshire in 2017/18, compared to the average for all 16 & 17 years of just 3.8%. According to the British Association of Supported Employment, only 5.7% of people with Special Educational Needs and Disability (SEND) go into paid employment, despite 78% of people with SEND wanting to be in such employment. Given the average cost of putting a young person through a Special School education (upwards of £365,000), and the cost to society through lost income and increased social support, this is a significant loss of potential talent that could be utilised by businesses in an area that is facing a tight labour market and recruitment difficulties.

There are huge opportunities to work pro-actively with our education providers, vulnerable learners and businesses to better identify and promote employment and career opportunities, and to put in place support packages that help all three parties to enable significant improvement in the proportion of vulnerable learners to enter into sustainable employment. This priority will focus on developing a co-ordinated approach to this ambition.

4.4 Improving alignment of demand and supply of skills, now and in the future

Ensuring that our local education and training providers effectively provide the skills being demanded by our business base is critical to continued growth of our economy, and the employment prospects of our residents. However, within a dynamic labour market and with rapidly changing technologies, it can be hard for businesses to clearly articulate future skill requirements, and for education & training providers to adapt and change as demands change. Improving the connection between businesses and education - particularly in terms of communication flows and translating between the two very different cultures and language of education/training and business.

There is also a need to take a future-scanning role, looking at forecast and anticipated change in the economy and the different occupations and skill requirements that may be required. We also need to consider how changing technology, and the increase of automation, artificial intelligence and machine learning could transform occupations and require different skills sets, or even entirely new jobs that currently do not exist.

This priority will therefore focus on improving both the conversations and connectivity between education and business, and also look to future changes in the labour market and how we can seek to adapt and change our education and training provision in line with this in a strategic, considered and evidence based manner.

4.5 Encouraging and enabling businesses to recruit from a richer and wider talent pool, and to undertake training and development of their employees

With so many businesses in the local area regularly reporting skills shortages and recruitment difficulties, we need to work with employers to consider how they can widen their search pool of potential candidates.

Within Coventry & Warwickshire, there are over 130,000 people of working age but who are economically inactive for a variety of reasons (health conditions, disabilities, students, lifestyle choice, etc.). Some 25,000 of these have actively stated that would like to work, and it is likely that many others would be interested in employment if suitable arrangements and flexibilities could be put in place to meet their particular needs.

Many businesses have already benefitted from employing from this wider workforce and we need to better promote the opportunities that are available, and the help and support that can be secured to enable any required adjustments needed to job roles and the physical workplace.

This priority will therefore focus on raising awareness of the opportunities for business, and helping create new and enhanced careers and employment options for a wider range of Warwickshire residents.

Q4. What key activities would you like to see being undertaken under each of these five priorities?

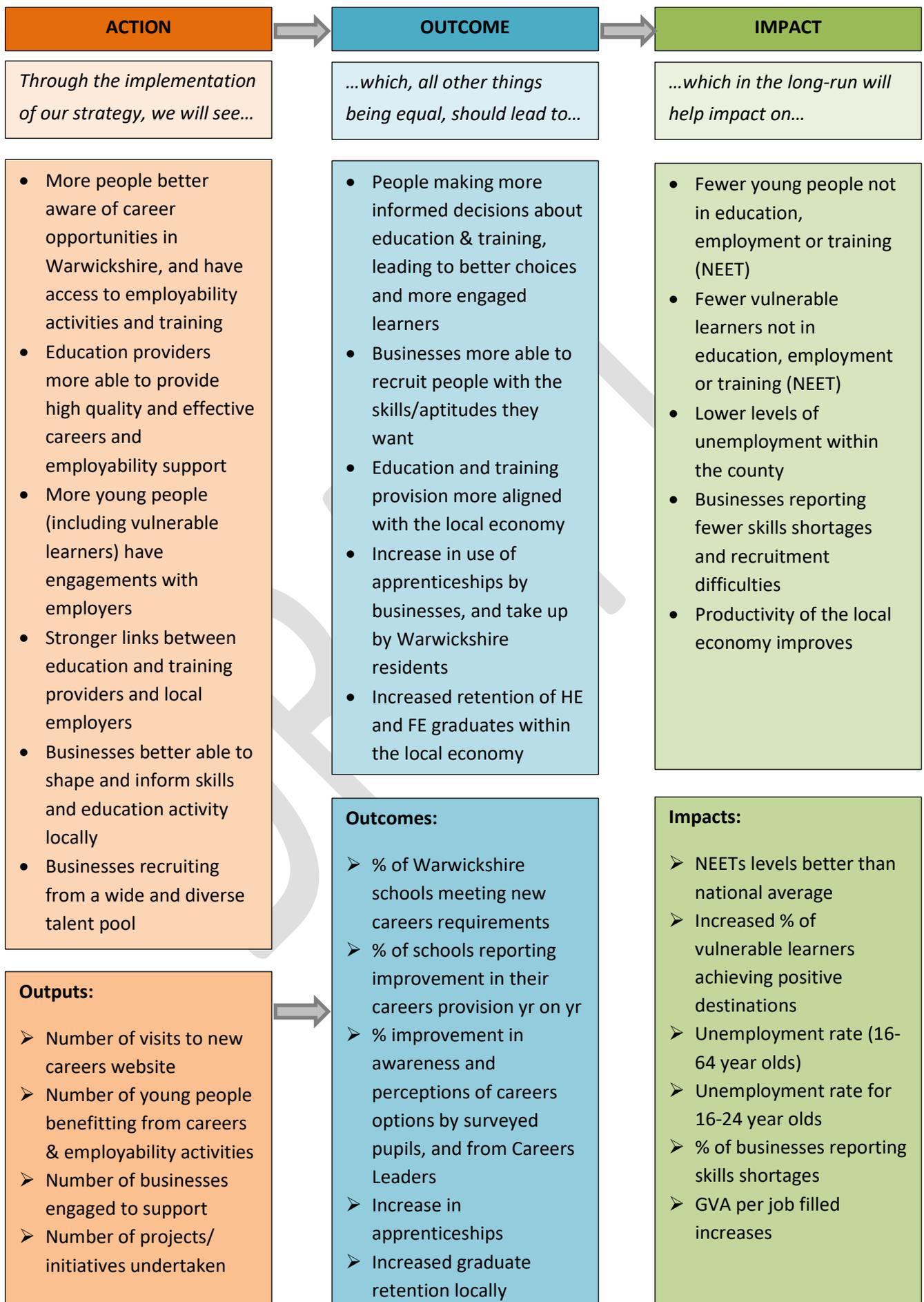
Q5. Would you/your organisation be able to help us deliver activities against these five priorities? Are there activities related to this work that we should be aware of?

5 MONITORING IMPACT AND SUCCESS

Measuring the impact of effective careers information and advice is difficult, as many academic studies have concluded. This is because it is often hard to clearly associate cause and effect over a sustained period of time, when many other factors and influences could be involved. It is also difficult to clearly articulate what a success might look like at the strategic level, given that these are often personal to the individual and hard to aggregate. Finally, there is difficult to identify a suitable “counter-factual” or control group with which compare outcomes against. Not only would we seek to ensure as many people as possible accessed effective careers and employment support and advice (and therefore consciously seeking to minimise a control group), it is very difficult and resource intensive to track people over the period of time that would be needed to really monitor and review impacts.

Based on these difficulties, we therefore propose to use a mixture of output data that is related to undertaking particular activities (i.e. number of students having an employer engagement experience, number of people accessing careers support, etc.), and a number of high level impact indicators (such as reduction in young people who are NEET, or the proportion of businesses reporting skills shortages). The link between these is explained through the logic chain, shown in Figure 2 below. Given the difficulties identified above, we are not stating that the outputs and the impacts are conclusively linked (even accounting for the time lag that would clearly exist between the two). Instead, we are suggesting that if we undertake the activities proposed both in this strategy and the accompanying Implementation Plan then, all other things being equal, we should see an improvement in the strategic impact indicators detailed in Figure 2.

Figure 2: Logic Chain Diagram



Q6. Is this the right way to measure and monitor the impact of the work directed by this strategy? Are there any particular indicators that you think are the most important, or any that you feel are missing?

6. GOVERNANCE

This Warwickshire Careers Strategy will be overseen by the new Warwickshire Employability & Skills Group, which is contained within the wider governance model for the Warwickshire Education Strategy.

The Warwickshire Employability & Skills Group seeks to bring together a range of partners and stakeholders from education providers, public sector and key intermediary bodies. The voice of businesses will be clearly articulated to the Board by regular engagement and discussion with business groups, networks and sector bodies across the county.

Q7. Are there any other comments you would like to make with respect to this draft Warwickshire Careers Strategy?

7. DELIVERY

An annual Implementation Plan will be developed, setting out the identified key activities under each of the five priorities. A copy of the proposed Implementation Plan for 2019/20 is contained within Appendix A.

Warwickshire Careers Strategy Implementation Plan: 2019/20

Strategic Vision

We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire's economy.

Strategic Priorities

We aim to achieve this by focussing on the following five key priorities:

1. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible
2. Building the capacity of our education providers to deliver effective and sustainable Careers support and advice
3. Providing targeted support and help to our most vulnerable learners
4. Improving alignment of demand and supply of skills, now and in the future
5. Encouraging and enabling businesses to recruit from a richer and wider talent pool

Strategy Implementation Plan 2019/20

Strategic Priority	Tactics/activities	Output/Outcome Measure(s)
<p>1. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible</p>	<p>Develop a new, locally relevant “Careers Portal” on the WCC website. This would provide information on key sectors and careers opportunities locally, provide labour market information, and provide clear links to the range of existing support services (especially the National Careers Service).</p> <p>Implement year-round Communications campaign to promote the Careers Portal and raise awareness of the various careers and development opportunities that exist within the county, and the range of support services available through partners organisations and WCC.</p> <p>Help enable schools and colleges to meet the requirements of the national Careers strategy by providing grants and Careers Leader development activity/resources through the WCC Skills for Employment Programme</p> <p>Undertake and support projects and initiatives (such as My Hospitality World, My World of Work, TeenTech, Digital Schoolhouse, Digital Skills in North Warwickshire, Maker Space, etc.) to raise awareness and understanding of different career opportunities and pathways in the county</p> <p>Seek to secure further funding of Skills for Employment activities from 2020, or develop legacy/exit plans</p>	<ul style="list-style-type: none"> • Visits to new landing page and clicks through to each delivery organisation • Number of people participating key initiatives, such as Digital Schoolhouse, My Hospitality World, TeenTech, Maker Space, etc. • Number of businesses engaged in activities to support careers and employability activity • Number of case studies/career journeys developed as content on website and for promotional activity • Increased number of apprenticeships, particularly at Higher and Degree level • Increased number of graduates staying within Warwickshire

Strategic Priority	Tactics/activities	Output/Outcome Measure(s)
<p>2. Building the capacity of our education providers to deliver effective and sustainable Careers support and advice</p>	<p>Provide small grants to schools and colleges through the Skills for Employment Programme to support development and implementation of careers activity</p> <p>Develop and promote new materials (e.g. Hospitality & Tourism Careers film) and initiatives (e.g. TeenTech) to inspire and engage Careers Leaders and teaching staff</p> <p>Support FE, Unis and ITPs to introduce more Degree/Higher Apps needed by future economy</p> <p>Develop stronger links with CEC activity, and explore opportunities to secure funding/support for Warwickshire schools</p> <p>Support business/education collaboration (particularly in our more deprived areas) to enable education leavers to find employment</p>	<ul style="list-style-type: none"> • Number of grants awarded to schools/colleges • Number of Careers Leaders taking advantage of training and development activity • Number of schools meeting new requirements under National Careers Strategy • Increase in awareness and improved perceptions about employment opportunities in key sectors by pupils and by Careers Leaders. • Number of business/education collaborations undertaken
<p>3. Providing targeted support and help to our most vulnerable learners</p>	<p>Develop “Supportive Employers” forum to co-ordinate activity and engage businesses to explore opportunities to be more supportive employers</p> <p>Increase provision of Supported Internships and accessible apprenticeships</p> <p>Explore potential for ESF to support progression to employment programmes, and possible extension to Active Inclusion and Positive Futures projects</p> <p>Continue the NEET co-ordination group to ensure a joined up approach to activity and monitoring.</p>	<ul style="list-style-type: none"> • Number of businesses engaged to be supportive employers • Numbers of vulnerable learners securing employer engagement activities • Number of vulnerable learners moving into positive destinations • Ensuring % of 16 & 17 year olds NEET is in line with or better than statistical neighbours • Positive Futures programme for 15-24 year old NEETS meets its targets of 780 individuals supported. Planning completed for successor programme to deliver from 2020.

Strategic Priority	Tactics/activities	Output/Outcome Measure(s)
	Support uptake of apprenticeships for more vulnerable learners as part of the County Council's Small Business Apprenticeship Support Programme.	
4. Improving alignment of demand and supply of skills, now and in the future	<p>Implement year-round Communication campaign for business highlighting Skills information, issues and support available e.g. Small Business Apprenticeship Support Programme, to enable sharing of WCC Apprenticeship levy</p> <p>Continue to develop and enhance local labour market intelligence to make it more accessible and understandable</p> <p>Seek to expand Digital Schoolhouse and engage with other priority sectors to identify their future skills requirements and develop career pathways sectors</p> <p>Develop and implement the North Warwickshire Digital Skills Project</p> <p>Work with Coventry and Warwick Universities to enable more graduates to be recruited by employers</p>	<ul style="list-style-type: none"> • Number of businesses engaging with schools • Career pathways and sector skills plans developed • Increase in number of apprenticeships • Increase in local graduates obtaining jobs in Warwickshire reported by HESA/universities • Increase in Higher and Degree apprenticeships provided by employers (volumes reported by Skills Funding Agency). • Labour Market Intelligence reports developed and promoted
5. Encouraging and enabling businesses to recruit from a richer and wider talent pool	<p>Continue to increase employer awareness of Advanced and Degree/Higher Apprenticeships and how they can recruit Year 11-13 leavers to jobs with these apprenticeships</p> <p>Establish "Supportive Employers" Forum and implement Warwickshire Recognition Scheme</p>	<ul style="list-style-type: none"> • Number of business engaging in "supportive employers" initiative • Number of businesses engaging with new recognition scheme • Uptake of WCC Apprenticeship levy sharing and number of new apprenticeships supported

Strategic Priority	Tactics/activities	Output/Outcome Measure(s)
	<p>Develop improved local recruitment activity from FE and HE</p> <p>Continue Business Skills Advisor support to increase engagement with SMEs and support their skills and employment needs.</p> <p>Deliver the County Council's Small Business Apprenticeship Support Programme to help support uptake of apprenticeships within the county, with a focus on priority sectors and on supporting vulnerable learners.</p>	<ul style="list-style-type: none"> • Increased number of vulnerable learners in employment • Increased apprenticeships • Number of business supported through Business Skills Advisor

Q8. Are these the right actions to focus on for 2019/20? Are there other activities that you would like to propose?

Summary of Consultation Questions:

- Q1. Do you agree with the current situation set out in this section? Are there other key issues, drivers or policies/strategies that should be considered and addressed?**
- Q2. Do you agree with the vision set out for this strategy? Are there any changes you would like to see?**
- Q3. Do you agree with the five priorities? Do these cover the right area and issues? Is there anything else you would like to see included?**
- Q4. What key activities would you like to see being undertaken under each of these five priorities?**
- Q5. Would you/your organisation be able to help us deliver activities against these five priorities? Are there activities related to this work that we should be aware of?**
- Q6. Is this the right way to measure and monitor the impact of the work directed by this strategy? Are there any particular indicators that you think are the most important, or any that you feel are missing?**
- Q7. Are there any other comments you would like to make with respect to this draft Warwickshire Careers Strategy?**
- Q8. Are these the right actions to focus on for 2019/20? Are there other activities that you would like to propose?**

Current Membership of the Employability & Skills Board (May 2019)

To enable the board to be effective and efficient, membership will be limited to senior level input from key WCC services, organisations and partners delivering the strategy. A sub-group (WCC Employability & Skills Co-ordination Group) is to be established to ensure that wider services across the council with an interest in this agenda are engaged, the WCC position can be co-ordinated and agreed, and information and feedback can flow between the Board and key WCC teams.

The board will currently be chaired by WCC Strategic Director, Communities or Assistant Director for Education Services. WCC Economy & Skills will provide secretariat and project management support.

Membership:

- Karen Allen, Operations Manager, C&W Prospects Service;
- Matthew Alvarez, Regional project Manager, Association of Training Providers;
- David Ayton Hill, Economy & Skills Team Manager, WCC Transport & Economy;
- Judy Hallam, Head of Service, WCC Adult Community Learning;
- Angela Tellyn, Regional Manager, Careers & Enterprise Company;
- Mary Dunleavy, Partnership Manager External Relations Team, DWP Mercia District;
- Gemma Gathercole, Productivity & Skills Executive Officer, Coventry & Warwickshire LEP;
- Angela Roberts, The HR Consultancy and member of the Chartered Institute of Professional Development;
- Glenn Robinson, Skills for Employment Manager, WCC;
- Mark Ryder, WCC Strategic Director, Communities
- Ian Budd, WCC Assistant Director, Education Services
- Gloria Smith, Partnerships Manager, (West Midlands), National Careers Service Regional Manager;
- Sarah Tregaskis, School Settings and Partnership Manager
- Secondary-age school Head Teacher (by rotation);
- Professor Pat Tissington, Academic Director: Employability & Skills, University of Warwick.
- Claire Cookson, DFN Foundation (representing vulnerable learners)