

	Enhance the productivity of Lancashire's businesses	Anticipate & respond to market & technology change	Start conversations about careers at primary level & sustain them	Be co-designed & delivered with employers	Be planned & managed collectively
Rationale	<ul style="list-style-type: none"> Lancs productivity levels lower than North West & National averages. Requirement for higher level skills & difficulties recruiting; increased need to develop current workforce, but challenges engaging with education system. Reducing workforce size; working age population forecast to decline at a greater rate than nationally. At same time, people working longer & 'jobs for life' less common. 	<ul style="list-style-type: none"> Requirement to understand the implications of new technologies & markets. New business models & ways of working will reshape businesses, and types of skills needed. Existing roles are being re-designed, new occupations will emerge, some may cease to exist. 	<ul style="list-style-type: none"> Continual technological growth & development means technological mindsets likely to be increasingly in demand. Risk that insufficient understanding of the options available, alongside negative perceptions of technical routes, limits young people's choices & future pipeline of workers. Engagement with careers & industry required from a younger age to 'start the conversation' about Tech Ed. 	<ul style="list-style-type: none"> Good existing relationships between employers and providers, lots of good practice to build on in providing work based learning. Where businesses are currently engaged tends to be large employers; concern that SME voice is insufficiently heard. Increasingly fast pace of change necessitates rapid response to training needs. Requires both broader and deeper collaborations between employers and providers to maintain industrial relevance. 	<ul style="list-style-type: none"> Lancs has a strong system of high performing & good quality providers. However, employers find it difficult to navigate & are unclear how to get what is best for them. Challenging geography, no 'one' centre, several Travel to Work & Learn areas, often connecting with areas outside Lancs. Need to work more collaboratively to manage & co-ordinate specialisms, avoid unnecessary replication & share best practice.
Objectives	<ul style="list-style-type: none"> Develop range of high-quality technical routeways, leading to stronger technical skills base to enable business performance. Develop accessible training pathways for adults seeking to re-skill during their career. Improve work readiness of those completing education & training, providing soft/life skills alongside technical skills to optimise productivity of new recruits. 	<ul style="list-style-type: none"> Develop a proactive system to track & anticipate future market & tech change. Embed a clear process to translate changes into Tech Ed requirements, in the context of Lancs, recognising its sectoral uniqueness. Over time, enable employers to more effectively self-diagnose training needs as their businesses evolve. 	<ul style="list-style-type: none"> Provide consistent & positive information for learners & influencers (e.g. parents & carers) to ensure equal status with academic routes & enable informed choices at key decision points. Engagement with industry in education at all ages & stages, with work-related learning & activities embedded in all schools (primary & secondary), colleges and universities. 	<ul style="list-style-type: none"> Be sufficiently agile and flexible to respond to change and maintain fitness for purpose. Establish a virtuous cycle of collaborative work between employers and providers, sharing information in both directions. Work to common models for employer engagement to review the effectiveness and industry relevance of education and training. 	<ul style="list-style-type: none"> Co-ordinate provider specialisms and create centres of excellence for higher level learning to leverage the best provision. Simplify contact with, and access to, education and training for employers and learners, enabling them to make informed choices. Invest in, and utilise, digital technology to support collaborative working and share curriculum materials.
Outcomes	<ul style="list-style-type: none"> More productive businesses & economy, leading to greater wealth creation & resilience. Learners and workers better equipped to sustain and progress careers in an increasingly complex world of work. 	<ul style="list-style-type: none"> Improved understanding of the implications of markets & technology changing for the world of work. Higher rates of business growth and diversification into new/emerging sectors/activities. Lancs businesses increasingly sophisticated consumers of Tech Ed. 	<ul style="list-style-type: none"> Young people & their parents/carers understand different routes & potential careers. People can combine, & switch between academic & technical routeways with ease. Future workforce able to make informed choices & resilient to change. 	<ul style="list-style-type: none"> Responsive development and delivery of Tech Ed. High levels of work readiness amongst Tech Ed leavers. Fewer skills gaps as issues are resolved by co-designed training. Teaching staff have up-to-date understanding of industry trends, practice and skills requirements. 	<ul style="list-style-type: none"> A co-ordinated & joined-up offer of education and training, accessible to all and networked to optimise available resources. A stronger and more sustainable market for Tech Ed, as employers are increasingly able to identify and source the training they need.

Excellent labour market information and intelligence

Strong monitoring and evaluation and a culture of constant learning (from the UK and international peers)

Supporting learners throughout their lifetime