

Meeting Executive

Portfolio Area Leader of the Council,
Neighbourhoods, Communities,
Co-operative Councils & Young People

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STEVENAGE WORKS SKILLS FRAMEWORK– UNLOCKING JOBS, SKILLS & OPPORTUNITY FOR LOCAL PEOPLE:

KEY DECISION

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1 PURPOSE

- 1.1 The purpose of this report is to consolidate the ongoing work around skills development that Stevenage Borough Council is involved with, into a skills framework approach that considers the key sectors in the town, building several tangible actions to help further support the work that is underway and co-ordinating key internal resources to further aid delivery.
- 1.2 The expectation is that implementing this framework will be the first key action following the creation of the Enterprise and Skills focus of the newly adopted “Making Stevenage Even Better” Corporate Plan. With ‘Stevenage

Works' as the primary vehicle to continue building on this work, embedding the established ethos and utilising the strong branding and governance model that is already in place to draw this vital activity together.

- 1.3 This builds on a strong programme of activities that we already have underway supporting local business, people & skills and providing resources to support the development and delivery of this framework. There are two elements which are providing resources to support the development of the framework:
 - Pioneering Young STEM Futures – Specifically focused on the advancement of Science, Technology, Engineering & Mathematics (STEM) opportunities in the town and providing resources to support the STEM elements of the Framework.
 - UK Shared Prosperity Fund (UKSPF) – The UK Government's domestic replacement for European Structural and Investment Funding places an emphasis on both the 'Supporting Local Business' and 'People and Skills' investment priorities.
- 1.4 To support these activities, we have already established a strong partnership of key local stakeholders throughout, the public sector, education and industry. Particularly essential has been a steering group, comprised of the Hertfordshire Local Enterprise Partnership, the University of Hertfordshire, and North Hertfordshire College. Each is positioned as key anchor institution in the local area and provides key expertise around the skills ecosystem.
- 1.5 This framework and the associated approach will continue to be built on going forward with further direct engagement planned with the Stevenage Development Board, Hertfordshire Local Enterprise Partnership and SBC Elected Members to ensure the approach is appropriately aligned with local and county wide policy whilst providing access to opportunities for local people. The action plan will be iteratively designed following direct engagement from all key stakeholder groups.

2 RECOMMENDATIONS

- 2.1 That the proposed 'Stevenage Works Skills Framework' is approved for implementation and publication.
- 2.2 That delegated authority be given to the Strategic Director (TP), having consulted with the Portfolio Holder for Neighbourhoods, Communities, Co-operative Councils & Young People and the Leader of the Council, to make any final changes to the Skills Framework and to oversee the continued development of the associated 'Stevenage Works Skills Framework Action Plan'.
- 2.3 That delegated authority be given to the Strategic Director (TP), having consulted with the Portfolio Holder for Neighbourhoods, Communities, Co-operative Councils & Young People and the Leader of the Council, to make any structural or other organisational changes which may be necessary to support the implementation of the 'Stevenage Works Skills Framework'.

3 BACKGROUND

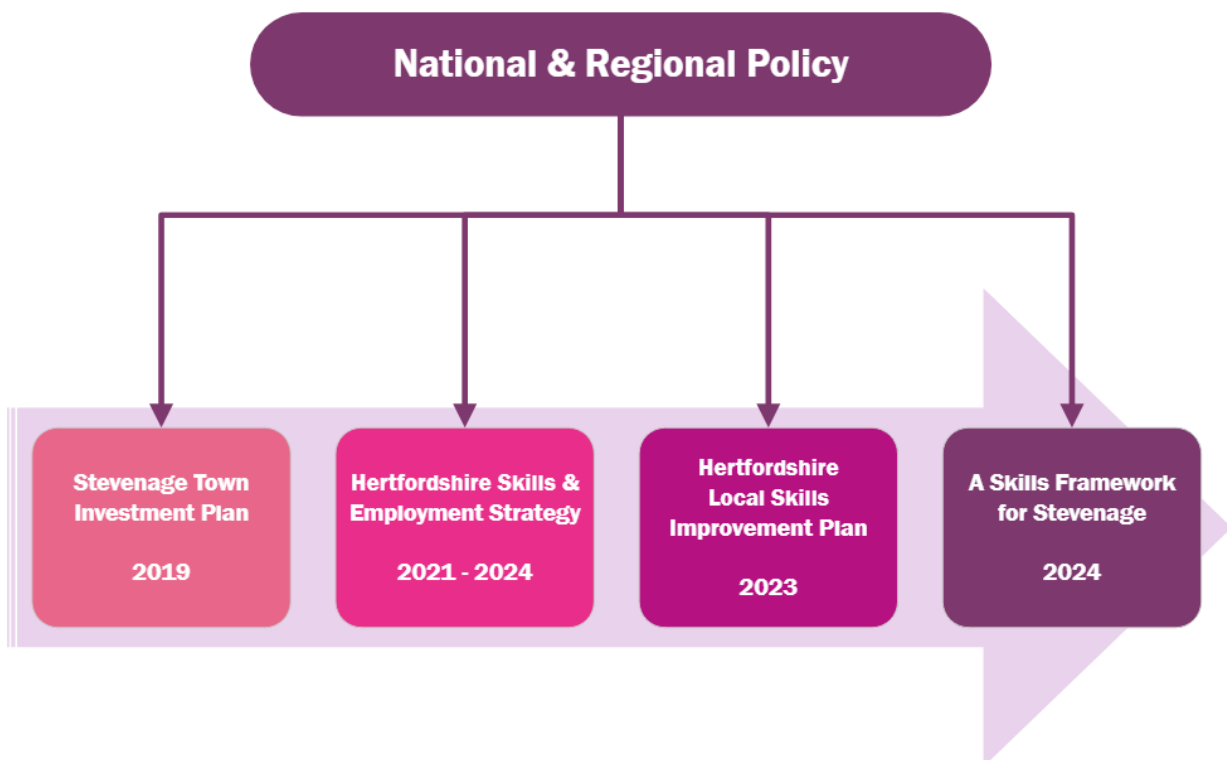
- 3.1 Whilst Skills Provision does not typically fall within the statutory duties of a district or borough council, a strategic commitment to 'Enterprise & Skills' has been included as part of the Council's newly approved Corporate Plan 'Making Stevenage Even Better'. This signals the council's intent to build on the local skills and employment offer, aligning existing resources and further augmenting our ability to attract external funding building on the £2.7m that the council has been able to secure over the last three years to support local business, skills development and community wealth building.
- 3.2 For local people, this means that they will be provided with increased access to opportunities in high value careers available in the town, whether they be young people, those in employment, or those with barriers to employment. The key to this is that these opportunities are co-designed with those who will benefit from them. It is also important that we work closely with key stakeholders within education providers and key industry partners in the town.
- 3.3 Part of this has seen a focus on providing equity to those with the most barriers to the workplace and an acknowledgement of the often-generational challenge that improving aspirations and life chances provides. We must ensure that when we focus on specific interventions, projects and building life chances we do not inadvertently neglect broader elements that can help shape opportunities for the next generation. To achieve this, we already have several initiatives underway to support the achievement of our ambitions.
- 3.4 Chief amongst these is Stevenage Works, a partnership between SBC, North Herts College and Job Centre Plus which, since 2017, has been positioned as a job and training hub comprising a vast range of partners located within Stevenage. Since its formation Stevenage Works has supported 500 people to attend training courses, supported 150 candidates in achieving their construction skill card, put in place over 40 apprenticeships and secured £50,000 in investment into local community projects and good causes throughout Stevenage.
- 3.5 Whilst the primary focus over this period has been on construction/housing contracts, leveraging ongoing links to the Town Centre regeneration, housing development opportunities and the council's ongoing Major Repair Contract amongst others, to create opportunities for local people to enter the construction industry. A strong brand and template for success has been created that can be applied to other key sectors and employers in the town.
- 3.6 Alongside Stevenage Works, SBC has driven the introduction of a community wealth building approach recognising that traditional economic development policy and practice has not always delivered local economic, social, and environmental benefits for residents.
- 3.7 Community Wealth Building takes a different view of economic development; one where wealth is retained, circulating, and delivered for the health and wellbeing of residents and the environment. SBC has an established Cooperative and Inclusive Economy Charter, the aim of which is to create a fairer society and a more resilient economy.

- 3.8 To support this work, funding was acquired from the Community Renewal Fund (CRF), the Government's precursor to the UKSPF which saw £750k awarded for the development of Community Wealth Building initiatives, in Stevenage and throughout Hertfordshire. We are continuing to build on many of these elements through our UKSPF Local Investment Plan which provides a further £1m in funding until March 2025.
- 3.9 In addition to the Council's commitment, further support is offered via the Stevenage Development Board (SDB) and the Stevenage Town Investment Plan (STIP), both of which are key drivers for not only this programme and the wider regeneration ambitions of the town. SDB is a senior multi-stakeholder partnership that was established in 2020 to oversee the development and delivery of a Town Deal for Stevenage. Subsequently, £37.5m funding was secured from the Government's Town's Fund to deliver the ambitious Stevenage Town Investment Plan (STIP).
- 3.10 The STIP forms part of the Council's broader, longer term regeneration programme which has been designed to maximise the Town's potential and deliver a significant transformation.
- 3.11 Predicated on maximising the success of businesses in Stevenage's science and engineering sectors and Stevenage's ambitious regeneration plans, the STIP places a significant emphasis on delivering opportunities for local people, particularly in relation to enhanced skills and training.
- 3.12 This further strengthens Stevenage's unique position as home to a series of international, sector-leading organisations including Glaxo Smithkline, Airbus, MBDA and Autolus, as well as hosting the bioscience catalyst and Cell and Gene Catapult. With a 7% global market share in cell/gene therapy, retaining this position alone will add approximately 5,000 jobs as the cell/gene therapy industry grows. Stevenage is also the leading location for the UK space industry and home to the 2018 ExoMars Rover and the 2017 Solar Orbiter Satellite research and development programmes, building a quarter of the world's satellites.
- 3.13 Building on this emphasis on the STEM sector the council has been working with Mission 44, a charitable organisation set up by Sir Lewis Hamilton which is seeking to transform the lives of young people from under-served backgrounds with a focus on science, technology, education & mathematics (STEM) education and careers. This has culminated in the development of the 'Pioneering Young STEM Futures' programme, for which phase one is underway.
- 3.14 As part of all this activity, several initiatives are already underway, including: The Primary School Quality Mark – A project led by the University of Hertfordshire designed to provide comprehensive, professional development and school improvement. The Life Science Academy, led by North Hertfordshire College, will build on the success of the Airbus Flying Challenge, this time partnering with the reputable medical research charity Life Arc, who is supporting the development and delivery of the programme. Going forward, the ambition is to continue to expand the depth and breadth of these activities encompassing further mentoring opportunities and bespoke support for residents with disabilities building in greater direct

involvement from key local employers alongside already established delivery partners.

Overview

- 3.15 The Framework is broken down into three documents:
- Stevenage Works Skills Framework – Unlocking Jobs, Skills & Opportunity for Local People
 - Stevenage STEM Sector Overview
 - Stevenage Skills Action Plan
- 3.16 Through the Framework we will provide Stevenage residents with the tools to make the most of the opportunities available on their doorstep by working with key partners, industry, and educators. Ensuring the significant investment and growing sectors that are key employment opportunities in the town are further benefitting local people.
- 3.17 Faced with higher levels of deprivation across the town, lower levels of attainment and lower levels of qualifications than neighbouring areas and the national average, and with resident earnings being on average lower than that of in-commuters, some residents are not being afforded the opportunity to benefit from the opportunities which are likely to become available.
- 3.18 The Stevenage Works Skills Framework fits into the local policy framework by linking directly into the: Stevenage Town Investment Plan (2019), Hertfordshire Skills & Employment Strategy (2021-2024) and Hertfordshire Local Skills Improvement Plan (2023). The Framework serves as the local delivery element of the Hertfordshire Skills & Employment Strategy and builds on one of the key themes of the STIP around providing opportunity for local people.



A Skills Framework for Stevenage

3.19 The overarching Skills Framework focuses on four key areas designed to capture:

- The opportunities that are available in the town,
- The ambitions for the interventions we want to deliver,
- The challenges we face and are seeking to address,
- A response through the accompanying action plan.

This is illustrated below:



3.20 To support this approach the Skills Framework is targeted at three key stakeholder groups, each of them crucial to the development of skills in the town:

- People In Employment
- People Outside or with Barriers to Employment
- Young People

Key Sectors

3.21 To build upon the Skills Framework, the skills dimension will be augmented by a series of Sector Skills Overviews which will link to an action plan The overall aim is to ensure Stevenage residents have the necessary skills and qualifications to secure good employment in Stevenage's target sectors.

Science, Technology, Engineering & Mathematics (STEM)

- 3.22 A clear focus for the town, specifically targeted on Advanced Manufacturing and Life Sciences, to build on the opportunity of the key STEM employers. Integrating with the work being undertaken in collaboration with Mission 44, the 'Pioneering Young STEM Futures' programme.

Construction

- 3.23 Building on the foundational work undertaken through the 'Stevenage Works' programme to feed into the council's prioritisation of Enterprise and Skill as well as key established links to the ongoing Regeneration of the town.

Public Sector Services

- 3.24 Taking advantage of the considerable public sector presence in Stevenage which will see not only Stevenage Borough Council and the Lister Hospital, but also an increased Hertfordshire County Council presence linked to their move to the town.

Creative & Cultural

- 3.25 Building on Stevenage's rich cultural and creative history by ensuring that the town continues to thrive in these areas. Tying into the council's Regeneration plans, which have culture-led regeneration at the heart of proposals.

Environment, Technology & Energy

- 3.26 Building on the currently established STEM presence and linking into the organisations and roles of the future. This work will connect with the council's focus on Climate Change and ensure that Stevenage is geared to not only provide a home for emerging technology, but also ensure that these roles benefit local people.

Retail

- 3.27 The regeneration strategy for Stevenage is based on creating a thriving destination town centre to increase footfall and support businesses. We know that retail is a core component of this, but need to ensure that the offer is future proofed to meet the emerging demands of the sector.

Skills Focuses for Stevenage

- 3.28 The Stevenage Works Skills Framework is designed to respond to five key focuses connected to the skills agenda and designed to respond to the skills challenges experienced by local people. These are set out below:

Focus One – An Opportunity to Improve Skills Levels & Extend Opportunity:

- 3.29 Compared to Hertfordshire and England, Stevenage's residents possess a lower volume of higher-level qualifications (Level 4). Whilst there has been marked improvement over the last decade, the same improvement margin is seen for England therefore the skills gap remains the same.
- 3.30 All of this means that when we look at Stevenage residents' average earnings rather than Stevenage employees they remain below the regional average.

- 3.31 There is a key challenge here around not only improving the quality of the overall skills base but also ensuring residents are aware of local opportunities and how to access them.

Focus Two – Concentrations of Socio-Economic Disadvantage:

- 3.32 According to the 2019 English Index of Multiple Deprivation (IMD), Stevenage continues to be the most deprived authority in Hertfordshire, with 73% of its 52 Lower Super Output areas occurring in the bottom 30% of all areas in Hertfordshire, higher than any other district or borough within the county.

Focus Three – Securing Impact from the Regeneration of the Town:

- 3.33 Ten projects were submitted as part of the STIP.
- 3.34 These projects included the Towns Fund Technology Centre and the Stevenage Innovation and Technology Centre (SITEC), key infrastructure projects supporting the skills agenda and to ensure Stevenage communities can benefit from new opportunities.

Focus Four – Targeted and Quality Advice and Guidance to Open Exciting Routes for Young People:

- 3.35 Stevenage is in a unique position. With very strong representation in STEM sectors, particularly life sciences and advanced manufacturing, a focused approach to career guidance is required to ensure residents, especially young people fully understand the depth and breadth of local opportunities.
- 3.36 Whilst much work is currently underway through for example the activities of STEMPOINT, the STEM Discovery Centre, North Herts College, the Hertfordshire Opportunities Portal etc., as well as Generation Stevenage events, these interventions present greater opportunities for alignment.

Focus Five – Deepening Partnership with Businesses to Create Local Opportunities:

- 3.37 Given that SMEs make up roughly 90% of the Stevenage business base and that skills levels and productivity are lower than what is being achieved in Hertfordshire overall, it makes sense to actively support people in employment and our SMEs, to enhance their existing knowledge and skills, develop new learning and secure accreditations and /or formal qualifications.
- 3.38 Workforce development is the vehicle through which this happens. It supports the career development, productivity, and success of employees, and it helps organisational innovation, growth, and prosperity.
- 3.39 These Skills Focuses link directly into the Hertfordshire Skills & Employment Strategy themes providing a golden thread that positions the framework as a local implementation of this wider strategy.

STEM Sector Overview

- 3.40 The first key sector overview looks at the Science, Technology, Engineering and Mathematics (STEM). This is a key industry to Stevenage, and feature the specific skills development resources linked to the ‘Pioneering Young STEM Futures’ programme in collaboration with Mission44.

- 3.41 An initial partnership comprising representation from the Council, Mission 44, North Herts College and the Hertfordshire LEP was established to discuss and develop a proposal. The Council subsequently submitted a proposal, "Pioneering Young STEM Futures" on behalf of the partnership to the Mission 44 Board A. Subsequently, the University of Hertfordshire joined the Partnership.
- 3.42 The proposal was for a five-year programme, focussing on Stevenage STEM careers for young people, and consisted of two phases:
- Phase One – A discovery and pilot phase, lasting up 18 months, comprising three pilot projects, and culminating in a costed Stevenage Works Skills Framework.
 - Phase Two – The delivery phase, drawing on learnings from Phase 1 and to commence delivery of the STEM Skills Framework.
- 3.43 Framing this work within the wider context of the town's economy and the opportunities that are available. Stevenage sits at the heart of the UK Innovation Corridor (UKIC), identified as one of the key employment centres. The corridor is now Britain's Fastest Growing Region with industries focused on commercial innovation, advanced technology, and bioscience.
- 3.44 Additionally, Stevenage has been awarded the prestigious status of Life Science Opportunities Zone (LSOZ) identified by the Government for promoting the UK's Life Science capabilities on the global stage. Its recent designation by the DIT as a High Opportunity Area promotes the Town for the UK centre stage. Stevenage is also positioned firmly in the centre of the 'Golden Triangle' of life sciences with good transport links to and between Cambridge, Oxford and London.
- 3.45 More than 70 companies in the life sciences field have clustered around Stevenage over the past 8-10 years, more than 60% of them focussed on R&D in Cell and Gene therapy. This has led to Stevenage being recognised as the 3rd largest cell and gene therapy cluster in the world and the largest in Europe.
- 3.46 STEM industries account for 30% of industry groups in Stevenage. In turn, these industries recruit 49% of all Stevenage employees. This further serves to highlight that several organisations within these sectors in Stevenage are of a considerable size.
- 3.47 Regeneration plans for Stevenage could see circa 8,000 new jobs delivered over the next decade and a significant number of these are expected to be within the STEM sector.
- 3.48 The Life Sciences sector is projected to be a significant contributor to the STIP jobs target. Stevenage companies currently account for 7% of the global market and 27% of Europe.
- 3.49 The aim of this sector skills overview therefore is to address the skills challenges that local people face to build more equitable opportunities between the high value jobs that local industry and the local workforce, enabling residents to take advantage of the range of fantastic local opportunities.

Skills Action Plan

- 3.50 The Stevenage Works Skills Framework will be implemented through the following Action Plan. The actions are grouped across five categories:
- 3.51 **Co-ordinate Activity:**
Whilst Stevenage Borough Council has no statutory responsibility for skills, there is clearly a role for a co-ordinating body at a local level. Bringing partners and stakeholders together and ensuring that work is joined up, aligned to the work that is ongoing at a county level, but ensuring that this is delivering as effectively as possible for Stevenage residents.
- 3.52 **Connect Stakeholders:**
Establishing and working with key stakeholders must be an essential part of the framework. Not only is this about the council building these relationships but is also about how these groups can be enabled and empowered to create those links and relationships between themselves.
- 3.53 **Communicate Effectively:**
One of the most crucial aspects is how we ensure that the right information is conveyed to those in most need of support through the right channels. This focus will work to ensure that both new interventions and pre-existing initiatives will be disseminated as widely as possible with a specific focus on engaging with those groups where the most barriers to communication exist.
- 3.54 **Create Opportunity:**
At the heart of this work is the desire to create opportunities for people to achieve their potential. We want to ensure that target groups are provided with tangible experiences, links between learning and employment, and access to mentors and role models. It is essential that this work extends to the support networks around these individuals, so that we can ensure these opportunities reach those most in need of them.
- 3.55 **Capture Insight:**
Framing all of this is a desire to continue to capture insight and feedback from stakeholders to learn lessons and cultivate a culture of continuous improvement and learning from the approach to ensure that it most effectively meets the needs of Stevenage residents.
- 3.56 Across these elements are a number of actions that will help form the council's approach to skills going forward.
- 3.57 The expectation is that the Action Plan will remain a live document, being built upon over time to capture an accurate reflection of the key opportunities in the town whilst also incorporating the additional key sectors highlighted in the overarching Skills Framework.
- 3.58 These themes build on the threads outlined throughout the Skills Framework and STEM Sector Overview and are designed to provide a tangible set of next steps.

4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

Summary Approach

- 4.1 The approach represents the culmination of significant consultation with key stakeholders, research and alignment with local, regional & national policy.
- 4.2 By breaking the framework down into three manageable sections we were able to create a specific and robust set of principles that set out the approach.
- 4.3 Furthermore, the separation of the STEM Sector Overview and the Stevenage Works Skills Action Plan allows for these documents to be further developed over time. The former with the addition of further sector overviews for key industry within the town and the latter through the systematic review and revision of the action plan as a live and functional document.

Strategic Links

- 4.4 Nationally, the skills picture is complex. The Local Government Association estimate that around £20 billion is spent across England on 49 national employment and skills related schemes or services. This is made up of 22 nationally contracted programmes and 27 other national programmes.
- 4.5 These programmes are managed by at least nine Whitehall departments and agencies, which include the Department for Work and Pensions (DWP), the Department for Education (DfE), the Department for Levelling Up, Housing and Communities (DLUHC), the Department for Business, Energy and Industrial Strategy (BEIS), Jobcentre Plus (JCP), the Education and Skills Funding Agency (ESFA), the National Apprenticeship Service (NAS), the Careers and Enterprise Company (CEC) and the National Careers Service (NCS).
- 4.6 As referenced, the Skills Framework is a direct local response to the Hertfordshire Skills and Employment Strategy which also takes account of the Hertfordshire Local Skills Improvement Plans and the obvious links to the Stevenage Town Investment Plan and Local Plan.

Stakeholders Consulted

- 4.7 Ongoing consultation with Members will continue to be a focus of the Framework. Ahead of the Executive report being presented, an Informal Executive session and briefings with the Portfolio Holder and Leader of the Council have been undertaken.
- 4.8 Following the finalisation of the Stevenage Works Skills Action Plan, a workshop will be undertaken with the Environment & Economy Select Committee.
- 4.9 Alongside this, a number of key partners have remained closely engaged through the development of the Framework:
- 4.10 **Stevenage Development Board (SDB)**
Updates have been provided and will continue to be provided to SDB, with

the creation of a sub-group to focus on the outcomes of the Framework highlighted as a key action.

4.11 Hertfordshire Local Enterprise Partnership (LEP)

Positioned as the overarching skills development body within Hertfordshire, the LEP has been a key partner throughout not only the development of this work, but also in securing funds and solidifying Stevenage Borough Council's ambitions in relation to skills development.

4.12 North Hertfordshire College (NHC)

Representing a key link into further education and located directly within Stevenage. NHC are a key partner in this work and is integral to our regeneration plans through the SITEC project as well as the broader Stevenage Works Board programme and the Pioneering Young STEM Futures programme.

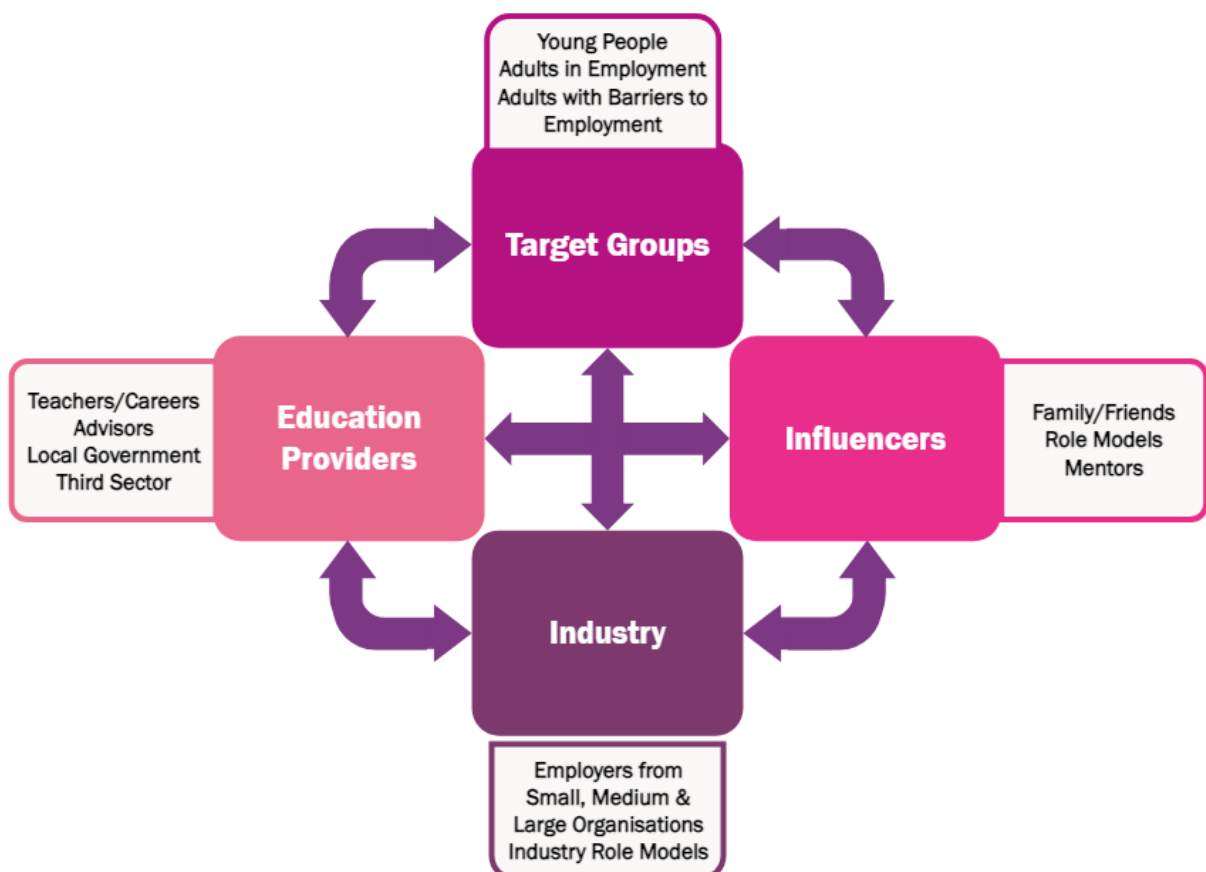
4.13 University of Hertfordshire (UH)

Represents a key link into the higher education sector and a key partner through the Pioneering Young STEM Futures programme and a key pathway to unlock opportunities for local people.

4.14 Mission44 (M44)

M44's involvement in many ways represents the catalyst for the delivery of the Skills Framework as the STEM element of this work is a key deliverable tied into the Pioneering Young STEM Futures programme.

4.15 Significant engagement has been undertaken across the four below stakeholder groups, analysis of this is captured in detail as part of the STEM Sector Overview and feeds into the Stevenage Skills Action Plan:



- 4.16 Engagement with key stakeholder groups resulted in ten headlines being highlighted to inform the Action Plan:
- Benefits of Practical Experiential Opportunities
 - Utilising Effective and Relevant Communications Pathways
 - Importance of Role Models & Mentors
 - Space for Local Level Co-ordination of Activities
 - Developing an Interest as Early as Possible
 - Acknowledge and Support Capacity Challenges
 - Better Links Between Classroom and Careers
 - Benefits of Establishing Strong Links Across Stakeholder Groups
 - Educating Key Influencers
 - Focus on Equity of Opportunity
- 4.17 Ongoing engagement will remain a cornerstone of the Framework going forward. Developing relationships with key stakeholder groups is a fundamental requirement of the approach.
- 4.18 Chief among this is the creation of a Youth Engagement Vehicle for Stevenage, again tied into the Pioneering Young STEM Futures programme. Whilst the initial focus has been around STEM, there is significant scope for the remit of this to increase to other sectors and incorporate a broader skills perspective.
- 4.19 This has highlighted the opportunity for a Skills Engagement Co-ordinator role to be positioned to further augment this ongoing work aligned with our current approach to Business Relationship Management.

Alternatives Considered

- 4.20 Initial plans included in the original proposals for the 'Pioneering Young STEM Futures' programme, focused more singularly on STEM, given that this was the focus of the programme and the primary interest of Mission44.
- 4.21 However, following consultation with key partners, industry and other stakeholders it was clear that a broader approach to skills was required that aligned with the broader local, regional and national policy framework and in particular linked directly into the Hertfordshire Skills and Employment Strategy (2021-2024).
- 4.22 This resulted in the incorporation of other key sectors that had a significant impact on the town and the integration of Stevenage Works as an overarching delivery vehicle for the programme.
- 4.23 This also allowed us to capture successes and best practice throughout the organisation to develop a more overarching and comprehensive approach to skills development, with Stevenage Borough Council taking a central role to co-ordinate activity at a local level in consultation with key local stakeholders.

5 IMPLICATIONS

Financial Implications

- 5.1 As skills development is not a statutory duty of a district or borough council, this paper does not commit core resources beyond current third-party funding allocations.
- 5.2 As part of the ongoing Transformation work programme the Council is looking at internal functions, including enterprise and skills, to determine how these elements can be reconfigured to maximise the impact of the resources employed in this area.
- 5.3 Officers will continue to seek to bid for external funding to support these activities. This has resulted in £2.7m being acquired over the last three years to support local businesses, skills development, and community wealth building.

Legal Implications

- 5.4 There are no direct legal implications arising from the recommendations of this report.

Risk Implications

- 5.5 A strategic risk assessment has been undertaken as part of the delivery of the Skills Framework. Key risks arising and proposed control measures include the following:
- 5.6 **Funding Expectations**
There is an expectation that opportunities to access external funding will continue at the same cadence as has previously been achieved. Whilst these funding sources may change, there are several untapped opportunities that exist across both public and private grant making bodies. Officers proactively seek out these opportunities and will highlight a pipeline of upcoming opportunities to augment our approach to future skills development.
- 5.7 **Change in Expectations**
As Enterprise and Skills have been elevated to a headline theme on the 'Making Stevenage Even Better' Corporate Plan, this will also result in increased delivery expectations. However, this focus is the result of the good work that is already underway throughout the organisation and is designed to provide stronger alignment and coordination of these resources. Moreover, the ongoing Transformation programme is well placed to establish what resources will be required to deliver against business-critical priorities.
- 5.8 **Sector Analysis Capacity**
The Skills Framework contains an ambitious approach to analysing the key sectors of the town with the same depth and breadth as has been undertaken as part of the STEM Sector Overview. Whilst this will be a significant undertaking, the STEM Sector Overview has been set up to be utilised as a template for these other sectors with key transferable elements highlighted throughout. This approach should make these activities much more manageable alongside the delivery of established and existing elements.

Equalities and Diversity Implications

- 5.9 The approach is set up primarily to provide equity for those with challenges to taking advantage of local opportunities for employment, education, and skills. As such the approach should be seen as a net positive to these outcomes.
- 5.10 This approach not only focuses on those with barriers to employment, including young people but also focuses heavily on socio-economic disadvantage and systemic or generational challenges experienced by Stevenage residents.
- 5.11 This approach directly builds on the work undertaken with Mission44, whose ethos includes a focus around:
- Young people from low-income backgrounds.
 - Young people of colour.
 - Young people in/with experience of the care system.
 - Young people who have been excluded, or who are at risk of exclusion.
 - Young women
- 5.12 An Equality and Diversity Impact Assessment will be developed alongside the finalisation of the Stevenage Skills Action Plan to ensure that the relevant actions going forward are accomplishing these goals and consider all protected characteristics.

APPENDICES

- A Stevenage Works – Unlocking Jobs, Skills & Opportunity for our Community: A Skills Framework for Stevenage
- B Stevenage Works – Unlocking Jobs, Skills & Opportunity for our Community: Stevenage STEM Sector Overview
- C Stevenage Works – Unlocking Jobs, Skills & Opportunity for our Community: Stevenage Skills Action Plan