



# MANSFIELD

## Skills Plan 2020 - 2030

Develop, retain and attract talent



Mansfield District Council

## Foreword

### Executive Mayor of Mansfield, Andy Abrahams

The skills strategy and this supporting plan marks an important step forward for Mansfield. For years this district has been held back by low expectations and low aspirations and changing this negative perspective among both those who live and work here – as well as those who don't - is something that is very close to my heart.

Before becoming Mayor I worked as a teacher in main stream and alternative education provision and could see very clearly the need to motivate and inspire our young people to bring out the best in them and help them to achieve their full potential.

I know from personal experience that the curriculum needs to be more vocational and practical and schools alone can only do so much. We need a more holistic approach to build more bridges with businesses and other educational establishments. This will help clear the educational path for more local people to make the right choices to secure good well paid jobs close to where they live.

With the inevitable rise in automation as part of the wider digital revolution likely to hit the low skilled jobs in this area, we need to act now. Developed by the Council, local businesses and other key partners this brilliantly conceived roadmap sets out a clear strategy to mitigate the challenges we face ahead and help the people who live and work here to a brighter and more prosperous future.



### Gary Jordan, Making Mansfield Place Board (Chair of the Skills and Growth Sub-Group)

The current COVID situation has exacerbated a number of problems facing businesses and the wider community in Mansfield. These include social mobility, educational attainment, employment and economic growth.

The creation of a skills and growth plan, which forms a major part of the Towns Fund bid, aims to address these issues through sustainable projects over the next 10 years.

A careers hub integrated into MDC office space, developed in partnership with key stakeholders such as Mansfield and Ashfield 2020, Vision West Nottinghamshire College, Nottingham Trent University, local schools and recruiters, will minimise duplication, achieve measurable outcomes and ensure value for money.

Stronger links between businesses and academia will play a major part in ensuring young people have realistic pathways for their journey into employment.

Adults learners, whether they are changing direction or are casualties of redundancy, will be able to gear up for a brighter future. The plan will also include opportunities for people with special educational needs and disabilities (SEND) to gain much needed access to employment.

A key part of the strategic plan is to develop more inward investment from larger businesses in order to raise average salary payments, helping to ensure that local talent is kept within our district.



**Making Mansfield: Towards 2030, is our newly formed strategy for transforming the Mansfield district. The strategy sets out our vision and ambitions for the future.**

Our ambitious vision for the district is to: **Grow an ambitious, vibrant and confident place**

It is designed to underpin everything we do as a council over the next decade. It sets out our ambitions, the changes we want to deliver and the priorities we will focus on to achieve them.

To ensure delivery of the vision the focus will be on the following four cross cutting themes:



Our ambition for Growth is to ensure Mansfield is a place for investment and opportunity.



Our ambition for Aspiration is to create a place where people can achieve and succeed.



Our ambition for Wellbeing is for Mansfield to be a flourishing place where people are healthy and happy.



Our ambition for Place is to create Mansfield as a place to be proud of, a place of choice.

The Mansfield Skills Plan – Develop, Retain and Attract Talent is designed to underline that strategy and associated cross cutting themes at a time when, more than ever, effective collaboration between businesses and partners engaged in the district's education, training and employment provision will be vital to ensure we achieve our ambition to transform Mansfield into a high performing economy.

Our key priority is to ensure local people and businesses benefit from this transformation. We will achieve this by working together, developing the talents and aspirations of our residents and communities and by rebuilding confidence and pride.

It is only through working in partnership that we can create a district that is a great place to live, learn, work and invest. We will use our influence to develop the talent and aspirations of our young people by helping them to understand the opportunities open to them.

We want young people to **Get Ready, Get In, Get on and Go Further.**

## Setting the scene - challenges and opportunities for Mansfield

**Mansfield is well connected to the wider region as well as the rest of the country, with 70% of the nation's population residing within less than three hours' drive.**

Although Mansfield has become more economically diversified over recent years, much of the employment growth in the area has been driven by the public sector. A common industrial past is shared with surrounding districts and manufacturing remains an important source of employment. The business services sector saw the highest growth within the private sector over the last decade. The overall industrial profile of Mansfield, which is less knowledge-intensive with a high proportion of manual and lower skilled jobs, is reflected in the economic productivity of the area which is lower than both the regional and national averages.

The variation in the housing and quality of life offer influences choices made by knowledge workers, and therefore the supply of highly skilled labour, which is predominantly based in the south east of the shire. The housing and quality of life offer elsewhere creates challenges in terms of attracting knowledge workers and in turn, knowledge intensive businesses.

### Business

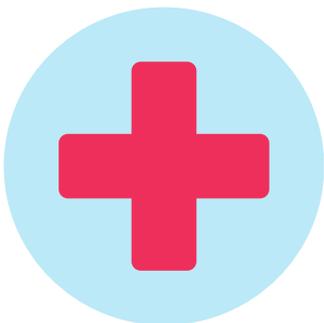


The business services sector has been identified as a key growth sector in Mansfield. Although in the district employment in the sector tends to be of lower value, which to an extent reflects the skills profile of the area. The spatial distribution of business services is uneven with different areas specialising in different sub sectors: higher value business services such as accounting and IT are concentrated in business parks and innovation centres throughout the sub region.

Nottingham acts as a hub for business services. Mansfield is well placed to complement Nottingham and act as locations for spin off businesses and outsourcing policies.

There is opportunity to build on the work of FE and HE providers and to support businesses and their supply chains in the upskilling of current and potential employees.

### Healthcare



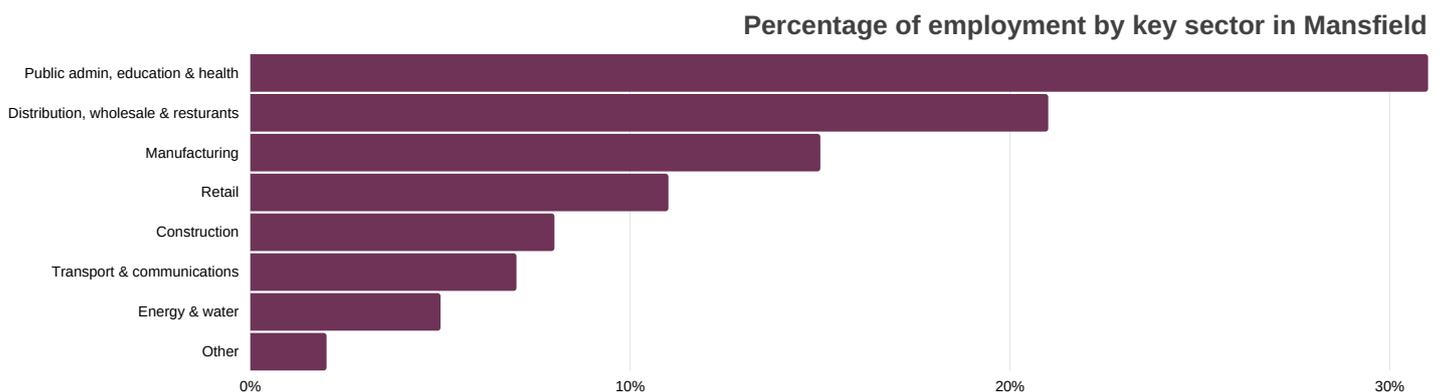
The healthcare sector in Mansfield is primarily public sector driven: King's Mill Hospital is one of the largest employers in the area. There are also a number of private enterprises in the healthcare sector located in Mansfield. With one of the largest healthcare clusters in Europe located in Biocity, Nottingham and medical technology and specialist services a key sector for the East Midlands there may be opportunities to further develop supply chain linkages.

The presence of Nottingham Trent University at the higher education centre based at Vision West Notts College will provide a very welcome opportunity for businesses and residents in terms of upskilling current employees and providing the lead as a centre to promote social mobility.

Currently in proposal by key partners is a vision to create an advanced manufacturing hub that would be a catalyst for a new innovation district in Mansfield/Ashfield designed to take a leading role in rebuilding and rebalancing the economy of the region.

Perceptions of Mansfield as a business location and a place to live are influenced by the legacy of industrial decline and high levels of deprivation. Whilst good transport links and land availability have been frequently cited as locational advantages in Mansfield, the poor skills profile and patchy quality of life offer can act as a disincentive for potential investors or residents.

Over the last two decades, the economy of Mansfield has diversified away from its traditional industrial base. Whilst manufacturing remains an important part of the economic base, Mansfield has a growing service sector. The business services sector now makes a significant contribution to employment and economic output. Overall, however, Mansfield's economy is characterised by low wage, low skill jobs in care, retail, logistics and warehousing. Mansfield is also relatively dependent on the public sector as a source of employment. There still remain challenges around skills and lack of work, with higher than average levels of unemployment and economic inactivity.



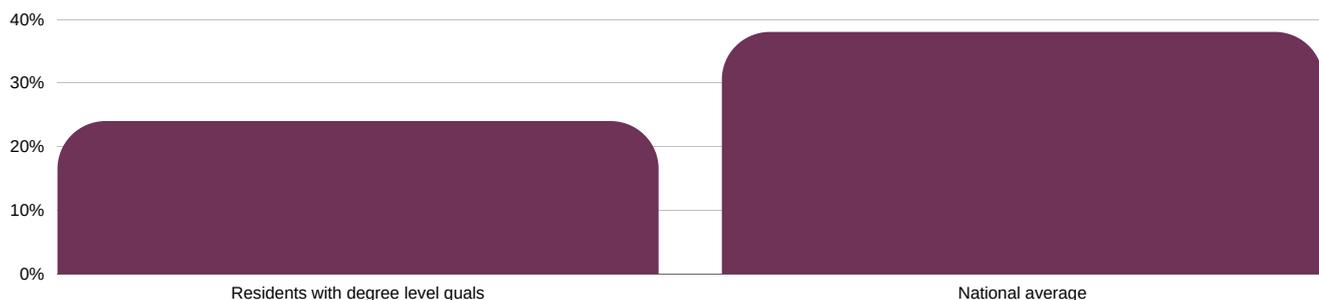
Whilst Mansfield has diversified towards a more service based economy, the production industries remain a significant source of employment. The largest private sectors in Mansfield by employment are distribution, wholesale, and restaurants (21%), manufacturing (15%), retail (11%), and construction (8%).

There is a considerable number of logistics operations located in the surrounding area owing to its central location and access to key transport arteries. Business services now make a significant contribution to employment and economic output, although the sector accounts for a smaller proportion of employment (11%) than the national average (15.2%).

Mansfield is a sub-regional centre for retail and services, contributing to employment in these sectors. The public sector also makes a significant contribution to the employment base in Mansfield with 31% employed in public administration, education and health.

**Many of Mansfield’s resident population enjoy living and working in the district. More than half of all residents also work here.**

Employment rates in Mansfield have continued to climb above the national average over the last decade to 80%. However, the majority of this employment is in low skilled elementary occupations and low paid sectors. Economic inactivity is still high with large numbers of people suffering long term health problems. The impacts of industrial change are still apparent across the district with pockets of high unemployment and deprivation impacting on the overall economic performance and productivity levels.



Educational attainment has improved over the last decade but still falls behind the national averages. 22% of the working age population in Mansfield, have degree level qualifications compared to the national average of 40%. The number of people with low or no qualifications has dropped over the last decade, however. The relatively low average resident based earnings in Mansfield of £470 compared to the East Midlands £550 and £590 nationally are reflective of the low skills that prevail preventing residents from accessing the more highly skilled, higher value and higher paid jobs within Mansfield and the surrounding area.

A recent analytical report commissioned by the D2N2 LEP on the issue of skills mismatches across technical and professional occupations concludes that there are a number of technical occupation groups for which there are significantly fewer FE courses being completed each year than there are skills shortage vacancies (those vacancies that employers struggle to fill due to skills shortages). There are five core technical occupation groups for which employer demand is significantly under-supplied. There also continue to be occupation groups for which the number of course completions is higher than the number of skills shortage vacancies (SSVs). These include occupation groups such as sports and fitness instructors, artists and designers and beauticians. That employers struggle to fill one in five technical vacancies (rising to almost two in five for advanced technical roles and one in four for core technical roles), represents a significant constraint on the ability of businesses in the area to grow and prosper.

All but two local authority areas across D2N2 performed worse than the national average. Mansfield suffers from a particularly high proportion of employee jobs paid below the living wage. According to a recent D2N2 report, 38.7% of employee jobs in Mansfield were paid below the living wage in 2018, almost 16 percentage points above the national average. It is clear that the area would benefit from moving people in low-paid work into skilled, well-paid technical careers. As outlined in the report there is a significant number of vacancies for technical roles with good salaries that employers in D2N2 struggle to fill due to a lack of candidates with appropriate skills.

The future workforce of Mansfield will benefit from upskilling those currently in the workplace, many of whom will still be there over the coming decade. Retaining, developing and attracting more young people will also be vital to our success. We need to welcome young people, raise their aspirations and inspire them to work in the district.

We want to connect young people with our local business community, particularly those in our key and growing sectors. We want to retain local, highly skilled young people for the benefit of the public sector, our local businesses and the wider Mansfield economy.

Our partners delivering education, employment and training services are key to the success of this plan.

## We will work together to:

1

### **Provide education that's better connected to business needs**

Support the progression of all young people from learning to earning.

2

### **Connect more young people and adults to jobs, starting a business and career progression**

Targeting integrated ways of working with disadvantaged and vulnerable adults.

3

### **Grow the apprenticeship offer**

Creating jobs for young people and developing skills of existing staff.

4

### **Make better use of higher education, talent and resources**

Developing talent for graduate level jobs and ensuring access to higher level skills and learning for businesses and residents.

5

### **Tackle skills gaps, skills mismatch and shortages**

Harnessing the employment and career opportunities for the benefit of all residents.

## Stepping stones

**Get ready - provide education that's better connected to business needs**

Encourage businesses and education providers to connect with primary and secondary schools to broaden horizons, make the link between learning and work, provide meaningful career insights, tackle gender stereotypes and connect with the future world of education and work.

**Get in - connect more young people and adults to jobs, starting a business and career progression**

Assist our secondary schools to connect with education and business partners to raise aspirations and self-belief, raise motivation levels, make well informed career and qualification choices, encounter further and higher education opportunities and meet future employers.

**Get on - grow your apprenticeship offer**

Help our young people to take advantage of our further and higher education local offer, raise awareness, provide inspiration, promote apprenticeships and graduate careers, and encourage local businesses to invest in high quality, technical and degree level apprenticeships.

**Go further - develop talent for graduate level jobs**

Provide opportunities for young people to access good quality jobs in leadership and management roles with local employers through partnership working, making connections and providing the platforms.

## Get ready

Provide education that's better connected to business needs.

### Support the progression of all young people through learning to earning

In recent year's Mansfield's unemployment rate has remained consistent and encouraging at around 4%, however the claimant count has recently increased quite rapidly as people begin to suffer the effects of COVID-19. The district suffers from a particularly high proportion of employee jobs paid below the living wage – 38.7% in 2018, almost 16 percentage points above the national average.

It is clear that Mansfield would benefit from moving people in low-paid work into skilled well-paid technical vacancies that employers are struggling to fill due to a lack of candidates with the appropriate skills.

Outcomes from further education are positive and slightly above the UK average in Mansfield with 76% of learners and apprentices aged 19+ being in sustained education or employment within 12 months of course completion.

A recent D2N2 skills mis-match report demonstrates that together we can play an active role in building a more effective local skills system, where learners have opportunities to make informed decisions that could improve their employment and earnings outlook. This requires a realignment of provision so that more learners are taking courses in high demand from employers, and fewer are taking courses for which demand is weak. The key is to give prospective learners the information they need to make informed career choices.

#### We need to:

- Raise awareness of the changing jobs market and career opportunities locally.
- Inspire young people to become more knowledgeable about careers in the public sector.
- Develop a joined up approach to connect with young people.
- Assist our careers enterprise company to provide their offer to schools through effective, enhanced links with businesses to the curriculum.
- Assist young people to grow their understanding of apprenticeships as a career pathway.
- Work together to support and narrow the gap to improve job outcomes for disadvantaged young people.
- Work with our employment and skills providers to promote inclusive recruitment and provide learning opportunities in our priority neighbourhoods.
- Harness the potential for access to training and job opportunities that will result from HS2.

## Get in

Connect more young people and adults to jobs, starting a business and career progression.

### Targeting integrated ways of working with disadvantaged young people

Although unemployment across Mansfield has been declining over recent years, the highest unemployment rate remains amongst young people, with 10% of economically active 16-24 year olds currently unemployed compared to 6% in the population as a whole. This situation has recently worsened as a result of COVID-19 to 13.6% compared with 9.3%. There are also still communities and places across the district where unemployment and economic inactivity remains high, with a growing number of young people identified as having significant or multiple barriers to work.

At the same time, despite employers nationally suggesting that school leavers lack the right employability skills, D2N2 research indicates only a quarter of businesses offer young people work experience opportunities. With thousands of new private sector jobs to be created over the coming decade, it is vital that young people and adults are able to benefit from these new opportunities. Employability skills help young people and adults find work, make a positive contribution within work, and add value to their organisations as they develop their career.

Young people who are exposed to the world of work whilst in education are much less likely to become NEET than their peers, and have higher future salary levels. The Careers & Enterprise Company has been created to increase the number of encounters young people have with employers while in education by creating a network linking employers with secondary schools and colleges, and motivating and supporting young people in making better informed choices about their future careers.

#### We need to:

- Provide young people with meaningful encounters with the workplace.
- Enable young people to connect with employers to learn about apprenticeships and graduate opportunities.
- Support people to access information about local jobs, careers, employment support programmes and business start-up support.

## Get on

Grow the apprenticeship offer.

### **Create jobs for young people and develop skills of existing staff in businesses**

Looking to the long term, a series of reports have analysed the major technological and social trends that are likely to drive future growth. Within these, three key drivers of change stand out:

- The impact of digital enabling technologies and the so-called 'data revolution', not just on specific products, production processes and skills requirements, but on whole business models. In the long run, most businesses will be 'digital' businesses.
- The impact of decarbonisation and the need for greater resource efficiency. Over time, most businesses will need to become 'low carbon'.
- The impact of an ageing population, and the implications that this has for healthcare demand and for the workforce. Over time, businesses will increasingly work with an older workforce for an older customer base.

The impacts of digitalisation will be far-reaching, both in the development of new products and platforms and in the effect on existing jobs susceptible to automation. Over the long term, there will be continued pressure to reduce carbon consumption and maximise resource efficiency, and ageing demographics will produce additional social costs, as well as demand for new health and social care solutions. All of these trends point to either opportunities for, or pressures to drive up, productivity.

Demand for people in skilled, technical occupations is rising as are skill shortage vacancies which has prompted the government's response to reform technical skills provision with the introduction of T levels.

COVID-19 will present challenges for young people with concerns being reported for apprentices not currently able to complete their qualifications in the predicted time frame and not being offered the employment opportunities that were available to them previously.

#### **We need to:**

- Assist young people with an opportunity to improve their knowledge of jobs available in the local labour market.
- Develop a dedicated careers hub to promote the work of our partners and signpost young people to their provision.
- Increase provision and take-up of higher and degree level apprenticeships for individuals and businesses.
- Raise the profile across the district to the benefits of apprenticeships both to individuals and businesses, and support young people to choose vocational and technical education routes when more appropriate to A levels.

**Go further**      Develop talent for graduate level jobs.

## **Ensure access to higher level training and learning for businesses and residents**

The major determinant for progression of young people into higher education is achievement at GCSE. Educational attainment falls below the national average across the majority of Mansfield schools. Poor attainment reduces the flow of higher skilled people into the labour market, and marked under-performance means we have too many young people not realising their potential.

Further and higher education continue to be key players in responding to the skills needs required by a modern economy and helping to drive up productivity. Working together with our employment and skills provider partners to raise workforce skills levels will enable workers at all levels to move up into better paid jobs. There is a need to encourage businesses to sponsor undergraduates to prevent the outward flow to the big cities.

Our businesses need to access the skilled people they need to improve their productivity through stronger leadership and management skills, the skills required to adapt to digitalisation in the workplace, better engagement with the knowledge and assets in our higher and further education institutions, and increased take up of apprenticeships (particularly at higher and graduate levels).

The proportion of people with NVQ level 4 or above amongst the working age population in Mansfield is considerably lower than the national average at 22%. Continuing to invest in activities to widen participation and develop lifelong learning pathways will be essential in raising social mobility levels and helping our young people to stay in the district and access newly created graduate level jobs. National trends suggest more jobs in the future will feature higher level occupations. The presence of NTU in the district will provide greater opportunities for local people to access the higher education levels needed to fulfil that potential.

Closing the gap between the skills of people and the needs of employers is a big challenge. Looking ahead to the next 10 years there will be slower growth in the working age population, potential loss of employees as a result of BREXIT, significant technology-driven change as well as the longer term effects of COVID-19 and will require increased adaptability and re-skilling by people who are already working. A recent Centre for Cities report suggested that the effects of automation could result in up to 30% of current jobs in Mansfield being lost. By improving productivity that will strengthen business competitiveness and stimulate growth the transformed economy will be enabled to sustain high levels of employment.

## We need to:

- Help young people to positively encounter the local high quality offer from FE and HE provision.
- Lead a marketing campaign aimed at young people to promote training, career opportunities and success stories.
- Make it easier for businesses to access and make use of higher education talent, particularly via the university centre.
- Develop the higher learning skills offer to support local business needs.
- Continue to create innovative programmes to widen participation in HE.

## Tackle skills gaps and shortages

Harness the employment and career opportunities across all sectors for the benefit of all residents by setting up employer-led sector specific groups to target activity and interventions across all priorities with a focus on the key employment and growth sectors:

- Transport and Logistics
- Manufacturing
- Wholesale
- Health Services
- Business Services
- Hospitality
- Digital Services.

## For the benefit of:

- The future workforce – equipping young people with the skills and knowledge they need to make informed career choices and to access jobs.
- Inclusive workforce – supporting individuals who are furthest away from the labour market to re-engage and move towards and into work.
- Skilled and productive workforce – enabling businesses to find the talent they need and equip their workforce with the skills of the future.

The growth of digitalisation and automation will not just change the way jobs are delivered, but also the demand for particular occupations. Jobs growth will be in higher skilled occupations, with those requiring low skill levels most at risk. Employers across the wider D2N2 area are reporting difficulties in recruiting at all levels with certain sectors such as health and social care, and technical and digital sectors, struggling most. The situation is expected to worsen as a result of Brexit.

In working to ensure our residents are digitally connected and have the necessary skills, D2N2 has recently invested heavily in the development of a new Mansfield Automation and Robotics Skills facility to support employers and individuals to raise the level of higher skills in engineering, manufacturing and distribution. The project will support over 1,000 learners and safeguard future jobs that could otherwise be at risk.

In support of our D2N2 LEP digital skills strategy priorities, universal digital upskilling, supporting growth in digital careers, improving digital infrastructure and preventing digital exclusion, we need to work together to ensure our population has the core digital competencies to be resilient to technological changes in all sectors and industries and that learning programmes across all our key sectors include the digital skills and core competencies needed now and, in the future.

All stakeholders, partners and providers are committed to working together to support each other by taking a joined up approach in proactive actions that will improve the outcomes for local people under the priority themes:

## Get ready

Provide education that's better connected to business needs.  
Tackle skills gaps, skills mismatch and shortages.

Use innovative ways to inspire young people to consider and become more knowledgeable about careers across the public and private sector.

Develop a co-ordinated approach with structure to connecting with young people.

## Get in

Connect more young people and adults to jobs, starting a business and career progression.

Provide young people with meaningful encounters in the workplace setting.

Enable young people to connect with employers to learn about apprenticeships and graduate opportunities.

## Get on

Grow the apprenticeship offer.

Assist young people with an opportunity to improve their knowledge of jobs available in the local labour market.

Develop a dedicated careers hub/portal to promote the work of our partners and sign post young people to their provision.

## Go further

Make better use of higher education, talent and resources.

Help young people to positively encounter FE and HE provision.

Lead a marketing campaign aimed at young people to promote training, career opportunities and success stories.

## Key statistics

## Mansfield's economy – D2N2 dashboards

## Activity rate

**77.5%**

(-1.5%)

The percentage of the working age population who are economically active is lower than the national average.

## Employment rate

**91.5%**

(-4.3%)

The employment rate is measured as a percentage of the economically active and is lower than the national average.

## Higher-level qualifications

**24.3%**

(-14.7%)

The proportion of people with NVQ level 4 or above amongst the working age population is considerably lower than the national average.

## Lower-level qualification

**15.2%**

(-0.7%)

The proportion of people at NVQ level 2 amongst the working age population is closer to the national average.

## Jobs below living wage

**38.7%**

(+15.8%)

Based on estimates and surveys, the proportion of people working for low wages is considerably higher than the national average. This equates to 16,000 people.

## Productivity

**£38,325**

(-36.7%)

Based on GVA per employee, Mansfield's productivity rate is considerably lower than the national average.

## NEETs (known %)

**1.5%**

(-1.1%)

The proportion of known 16 to 17 year olds not in education, employment or training is closer to the national average.

## School readiness

**70.5%**

(-1.3%)

The proportion of children who achieve a good level of development is lower than the national average.

## Key statistics

- 40% of students achieving low grades receive free school meals in our secondary schools.
- 41,000 jobs.
- Annually 3,575 new and replacement jobs advertised.
- Most apprenticeship starts for Mansfield residents over the last 3 years to 2019 have been in Business Admin and Law, Health, Public Services and Care followed by Engineering and Manufacturing Technologies and Retail and Commercial Enterprise.

### Source - ONS Stats June 2020

#### Top ten occupations advertised:

- |              |                |
|--------------|----------------|
| 1. Retail    | 6. Science     |
| 2. Care      | 7. Engineering |
| 3. Admin     | 8. Production  |
| 4. Nursing   | 9. Web design  |
| 5. Education | 10. Finance    |

#### Jobs most predominantly held by employees:

- Wholesale and Retail – 8,000
- Admin Support – 6,000
- Manufacturing – 4,000
- Education – 4,000
- Health Services – 4,000
- Accommodation and Food – 2,250
- Construction – 2,250

**99%** of businesses are small to medium (less than 250 staff). **86%** employ less than 10.

**35%** of residents are employed in management, professional, associate professional and technical roles.

**42%** of residents are employed in low skilled and elementary roles.

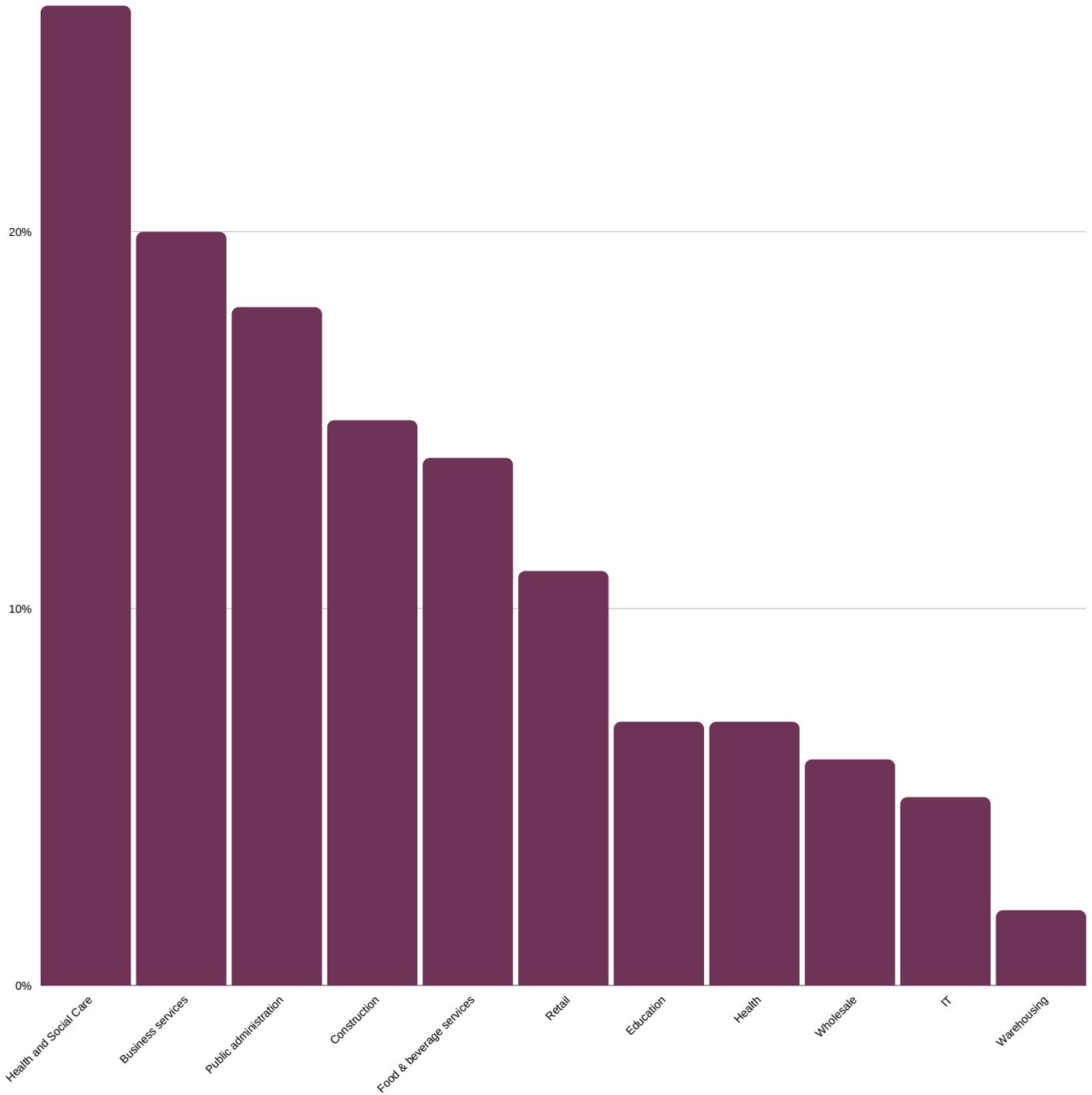
5,500 (**8.5%**) of residents have no qualifications.

**50%** of all benefit claimants cite health conditions and disability.

#### Business counts

Employees	Percentage	Number
0 - 9	86%	2,405
10 - 49	11%	305
50 - 249	2%	55
250+	0.4%	15

## Growth predictions in jobs by industry



## Employment and skills - SWOT analysis

### Strengths

Diverse key growth sectors:

- Transport and Logistics
- Business Services
- Manufacturing
- Wholesale
- Health Services
- Hospitality
- Digital Services.

Educational attainment and possibility for social mobility is improving.

A well resourced FE college that is determined to play its part.

### Opportunities

NTU's physical presence and higher education offer to businesses, employees and residents.

The creation of an advanced manufacturing hub as a catalyst for new innovation.

The Towns Fund for Mansfield can support local people to develop their skills and knowledge to enable the district to retain their talent and future potential.

Large scale employment land development at Summit Park.

Support the local economy to build resilience against job losses whilst taking advantage of technological advancements in automation.

### Weaknesses

Low skill, low wage economy acts as a disincentive for potential investors.

High economic inactivity rates and long term health conditions remain a challenge.

A lack of graduate level job opportunities.

### Threats

Our key sectors are at more immediate risk from automation.

Outward migration of highly skilled young people.

Lack of resilience in the local economy adding to the effects of business recovery post COVID-19.

# Making Mansfield Place Board Partners





**Mansfield**  
District Council