

# Get Swindon and Wiltshire Working

## High Level Plan

January 2026



**Wiltshire Council**

 **SWINDON**  
BOROUGH COUNCIL

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# FOREWORD

**The Get Britain Working White Paper published in 2024 provided the opportunity for us as partner organisations to consider, reflect and plan on how we can collectively prioritise and maximise a local Get Britain Working Plan.**

A comprehensive data tool has been developed which helps to highlight the areas facing the most significant barriers to labour market participation, whilst recognising where we buck the national trends.

For our area this is crucial. We know that on the whole, there is high level employment in Swindon and Wiltshire, something which we will strive to maintain. We also know that there are geographical, demographic, sector and circumstances where access to and inclusion in the labour market is not equitable. This hinders our communities and restricts economic growth.

The Get Swindon and Wiltshire Working Local Plan aims to identify priority actions which can be taken in the short, medium and long term to reduce barriers to employment, support pathways and access to employment, and help employers fill their vacancies.

It sets out the plan as to how the most disadvantaged residents can be supported, and how barriers can be tackled.

There is an aspiration for integration, for alignment with other local strategies with our partners, and to support our wider public services so that disparities are reduced, opportunities are increased, and the wider health determinants of a high economic activity can be realised.

The plan sets out our joint commitment to working collaboratively to achieve our objectives.

*- Wiltshire Council, Swindon Borough Council, Department for Work and Pensions, BANES, Swindon and Wiltshire ICB*





# 1

## INTRODUCTION

# INTRODUCTION

**Swindon and Wiltshire has considerable strengths and assets to support inclusive economic growth.**

The area is strategically connected to the rest of the UK and beyond, and has significant sector strengths, capabilities and Growth Zones driving major investment and creating new jobs. To deliver our ambitions we need to support our businesses to grow and prosper and attract and retain the talent to fuel economic growth, address skill gaps and shortages and ensure that our residents can access good jobs and fulfilling careers to support their quality of life and prosperity.

The Get Britain Working White Paper aims to significantly increase the UK's employment rate and reduce economic inactivity by focusing on skills, health-related barriers, and providing personalised support. The ambition to raise the employment rate to 80% recognises that there are many components of a sustained improvement to the workforce. Through Get Britain Working, there is a call for

local and regional actors supporting economic participation to work collectively to increase labour-market participation, support residents into good work, and better connect work, health and skills activity to improve labour market outcomes for residents.

The Get Swindon and Wiltshire Plan sets out the coordinated response that Swindon and Wiltshire as a region is taking to respond to the Get Britain Working White Paper. This high-level version of the Plan is supported by a more detailed Plan to be read alongside this version, for further information and analysis.

This Plan has been developed in partnership with the region's responsible bodies for supporting economic participation including Swindon Borough Council, Wiltshire Council, the Integrated Care Board (ICB) for Bath and Northeast Somerset, Swindon and Wiltshire, and local strategic leaders from the Department for Work and Pensions.



# VISION

The Get Swindon and Wiltshire Working Plan will address the most significant barriers affecting its residents that are seeking sustainable, well-paid work, to deliver both increased health and wellbeing and increased access to good work. This will also unlock economic growth for businesses and communities across Swindon and Wiltshire.



We envision a Swindon and Wiltshire where every resident's needs are truly understood and met through genuine partnership. By harnessing shared evidence and lived experience, we will create a seamless, strength-based support system—one that breaks down barriers, coordinates services through a single, accessible entry point, and ensures no one falls through the cracks. Our commitment is to collaboration, coordination, and integration, so that every individual tells their story once and receives the right support at the right time.

**Together, we will unlock opportunity, inclusion,  
and prosperity for all.**



# PURPOSE

The purpose of this Plan is to enable key partners to develop and adopt a single, uniform approach to reducing economic inactivity, narrowing disability and gender participation gaps, and raising real household incomes. Through collaboration in action, the Plan will help to secure the best outcomes for Swindon and Wiltshire's residents and businesses and achieve the target employment rate of 80% set out in the Get Britain Working White Paper.

The Plan has been informed by a range of stakeholder engagement which involved gathering feedback from residents, businesses and stakeholders that will be involved in the delivery of this Plan, including employment support providers, health and wellbeing specialists, skills and training organisations, employers, and the voluntary, community, faith and social enterprise (VCFSE) sector.

Recognising the importance of partnership working from the outset, the Plan has been developed with following principles to guide planning and implementing the Plan:

- Develop a shared understanding of resident needs, informed by evidence and intelligence gathered from service user engagement
- Adopt strength-based practice principles across all partners
- Establish clear agreements for sharing information to support collaboration
- Improve and coordinate access to services through a single point of entry, ensuring locality-based support and integrated delivery.





# 2

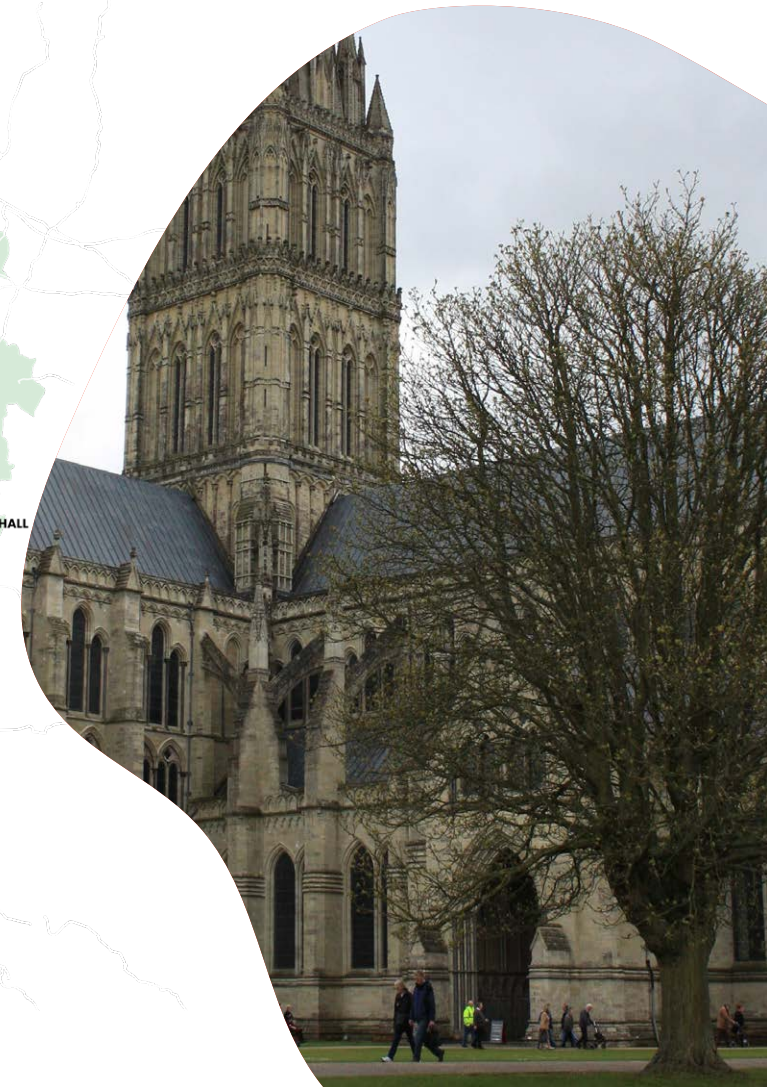
## STRATEGIC AND ECONOMIC CONTEXT

# STRATEGIC AND ECONOMIC CONTEXT

Swindon and Wiltshire represents a diverse region in the South West of England, covering approximately 1,434 square miles.

The region encompasses the growing urban centre of Swindon, historic market towns, and extensive rural communities across Wiltshire.

The area combines vibrant urban economies with significant agricultural landscapes, heritage sites such as Salisbury Cathedral and Stonehenge, and a mix of high-tech industries and traditional sectors.



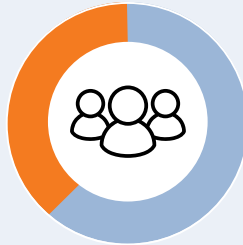
# LABOUR MARKET CONTEXT

Swindon and Wiltshire is home to a growing population of 760,000 people, of which 61% are of working age compared to 63% in England. With a £26bn economy which has grown by 4% in recent years (2018-2023) and some 333,000 jobs, the economy is performing strongly and requires access to skilled and talented labour to fuel future growth.

## Population and GVA Snapshot

Total Population:  
760,000

Proportion of  
Working Age:  
61%

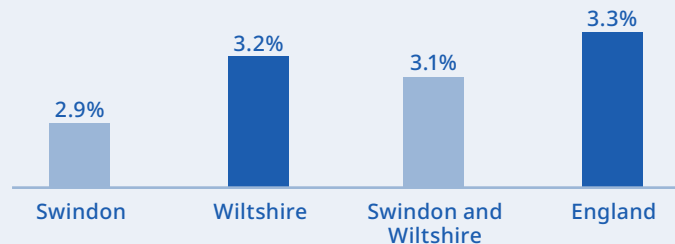


Swindon 240,000  
(WAP: 64%)

+

Wiltshire: 520,000  
(WAP: 64%)

### Working age population growth (2018-2023)



Gross Value Added:  
£25.7bn

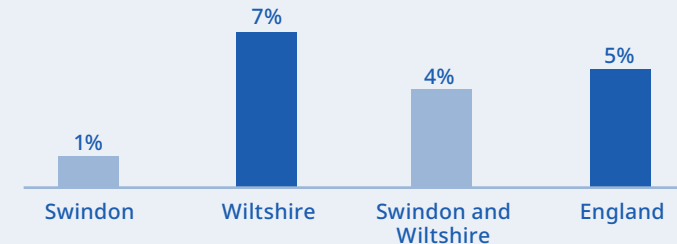


Swindon: £11.6bn

+

Wiltshire: £14.1bn

### GVA (in 2022 prices) growth (2018-2023):



# LABOUR MARKET CONTEXT

Swindon and Wiltshire has a number of strengths and assets to lever to support economic participation:



Swindon and Wiltshire is a very productive area, contributing **£26bn in GVA** to the UK economy in 2023, an increase of 7% since the previous year



The Swindon and Wiltshire Local Economic Assessment 2025 identified important **priority sectors of absolute and relative strength** including professional business services, creative industries, cyber security, advanced manufacturing, defence, environmental technologies, and life sciences providing current and future employment opportunities.



Swindon and Wiltshire have a large proportion of schools that are rated “good,” supported by a wide network of post-16 provision in colleges which offer both further and higher education courses. This suggests that there is **skills infrastructure which supports the development of talent.**



Swindon's new Local Plan envisages building **nearly 26,000 homes by 2043**, while Wiltshire is currently reviewing its local plan to consider its affordable housing goals. More affordable housing provision will support economic growth.



The region is **strategically connected through the M4, A350 and the Great Western Rail Line**, supporting the effective movement of people and goods and connecting them to jobs and markets to support economic growth.

Alongside the greater level of detail found within the full Get Swindon and Wiltshire Plan, a comprehensive baseline analysis was provided in a bespoke Swindon and Wiltshire Get Britain Working Data Dashboard which considers the region's performance against a set of Get Britain Working Outcome Metrics and contextual indicators.

# STRATEGIC ALIGNMENT

The **Get Swindon and Wiltshire Working Plan** takes cognisance of the recent changes in the UK Government's policy, including the **Comprehensive Spending Review, the Get Britain Working White Paper, Pathways to Work White Paper, and the Keep Britain Working Mayfield Review**, relating to reshaping the welfare system, increasing employment and support individuals with health conditions or disabilities.

Our Plan also recognises the role of the **Connect to Work** programme, a key programme which will support Swindon and Wiltshire residents to gain or sustain employment. We acknowledge the explicit links between economic inactivity and low productivity outlined in the **Modern Industrial Strategy**, the publication of the new **Post-16 Education and Skills White Paper**, and the production of **Local Growth Plans**.

At the regional level, the Get Swindon and Wiltshire Working plan is aligned to several strategies to address economic inactivity and drive long-term growth, including the (emerging) **Economic Strategy for Swindon and Wiltshire**, the (draft) **Swindon and Wiltshire Skills Strategy 2025-2030** and the **Swindon and Wiltshire Local Skills Improvement Plan (LSIP)**.

It also aligns with ambitions laid out in the **Wiltshire and Swindon Sport's Health and Wellbeing Strategy** and the **Integrated Care Board's Work and Health Partnership Report**, which identified recommendations to support the removal of barriers to employment for people that have long-term health conditions.





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**KEY CHALLENGES TO ADDRESS**

# CURRENT PERFORMANCE AGAINST GBW OUTCOME METRICS

The ambition of Get Britain Working to raise the employment rate to 80% recognises that there are many components of a sustained improvement to the workforce. The performance of Swindon and Wiltshire against the key government outcome metrics supports appreciation of the multi-faceted challenges that exist. A RAG rating has been conducted with available metrics with the following scoring:

- **Red:** Lower than national average
- **Amber:** Similar to national average
- **Green:** Higher than national average

These metrics suggest a largely positive picture, with an above average employment rate which has improved over time. However, disparities exist, particularly in relation to disabilities and age.

Reported GBW Indicator (Exact GBW Indicator)	Swindon	Wiltshire	Swindon and Wiltshire	National Benchmark
Employment Rate - % aged 16-64 (18-66)	79.2%	83.8%	82.3%	75.7%
Gross Disposable Income per Head, 2024 prices (Real Earnings Component of RHDl amongst non-retired households (all ages)w)	£22,647	£26,919	£24,783	£26,787
Economic Inactivity due to Long Term Sick - % aged 16-64 (Long time sick inactive as percentage of all aged 18-66)	4.5%	2.8%	3.4%	5.7%
Disability Employment Rate Gap – percentage points (aged 18-66)	26.8%	19.2%	21.5%	26.1%
Female Employment Rate -% females aged 16-64 (18-66)	77.9%	77.8%	77.8%	72.3%
Young People Not in Education, Employment or training or “not known” - % 16-17 (NEET 18-24)	11.9%	3.2%	6.2%	5.5%
Percentage of mixed or workless households (% of coupled households where at least one parent is out of work)	37.1%	38.6%	35.4%	40.5%

# SOCIO ECONOMIC CHALLENGES

**Swindon** is a key driver of economic output, employment and business activity. Crucially, Swindon needs to manage this growth and ensure the opportunities shaping its future are sustainable and inclusive of all residents. Swindon is a highly productive area, ranking as the 10th most productive local authority in England in terms of GVA per hour worked in 2023 (£62.1). One of the most important sectors in Swindon (by GVA) is financial and insurance activities accounting for 20% of GVA (£2.5bn of the area's output in 2023). The closure of Swindon's Honda site in 2021 has had a considerable impact on the local economy, contributing to job losses, impacts on the supply chain, and a decline in economic output in the manufacturing sector.

**Wiltshire** comprises the majority of the Swindon and Wiltshire land area and is a large source of the area's workforce. The local workforce is highly skilled - there has been strong rate of growth in the number of people working in Wiltshire in high skilled occupations since 2021, a 16% increase by 2024. This is

higher than the national growth rate of +5%. Some of the most significant challenges facing Wiltshire are reminiscent of other rural areas across the country, these include an ageing population- the population of over 65's in Wiltshire has grown by 11% since 2019, and this age group comprise 23% of the population (compared to 19% nationally). Connectivity and internet are also significant challenges in Wiltshire, with broadband download speeds being lower in Wiltshire than the national average, likely due to its rural geography. Throughout the engagement undertaken as part of the development of this Plan, residents and local community stakeholders in Wiltshire recognised that digital connectivity can be a barrier to employment, particularly in terms of lacking the digital skills to apply for jobs and completing interviews online, and also in terms of limited access to devices amongst older cohorts.

## SWINDON

10th

most productive local authority in England in 2023



closure of Swindon's Honda site impacted local economy negatively

## WILTSHIRE

16%

increase in people working in high skilled occupations (2021-24)

11%

growth of population aged over 65 since 2019 (ageing population)



lower broadband download speeds than national average

# SOCIO ECONOMIC CHALLENGES

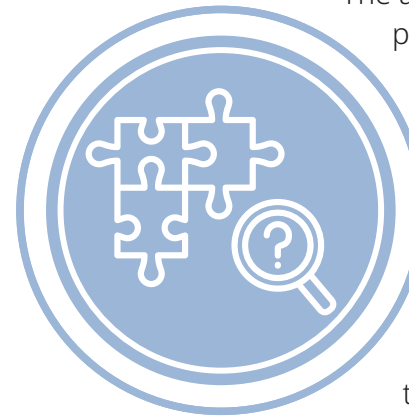
Swindon and Wiltshire is experiencing a tight and constrained labour market, framed by key challenges including:

## Ageing Population



The area has an ageing population - the proportion of residents aged 65+ is 21% (compared to 19% nationally) and there has been a boom in this cohort, with an 11% increase in the past 5 years.

## Qualification Gap



The area has a qualification gap – the proportion of residents qualified to levels 3 and 4 and above are below the national average and improvement is required both in terms of labour market entrants and the development of in-work skills. Employers have reported a mismatch between the skills they need and the current supply in the labour market.

# SOCIO ECONOMIC CHALLENGES

There are several **structural challenges** that impact on the participation of residents of Swindon and Wiltshire in the labour market. These include:



## AVAILABILITY OF JOBS

The availability of jobs, with a 1% reduction (2,000 jobs) lost between 2018-2023, driven by a **5% decrease in the availability of jobs in Swindon**. This highlights the imperative for targeted interventions to boost job creation to accompany employability initiatives.



## CHANGING SECTORAL DEMAND FOR EMPLOYMENT

Changing sectoral demand for employment, with specific challenges emerging in key sectors including logistics and distribution, manufacturing, agriculture, and professional, scientific and technical. According to Lightcast, an **additional 4,373 jobs will be created in Swindon and Wiltshire by 2034**. This highlights the importance of interventions supporting upskilling and reskilling to ensure that the skills of the local workforce aligns with employment opportunities and current and future skill requirements.



## SKILLS SHORTAGES AND GAPS

Skills shortages and gaps with employers highlighting a **mismatch between the skills they need and the supply available**. The proportion of establishments with skill gaps due to non-work-related issues (i.e. health or personal problems) is a particular concern.



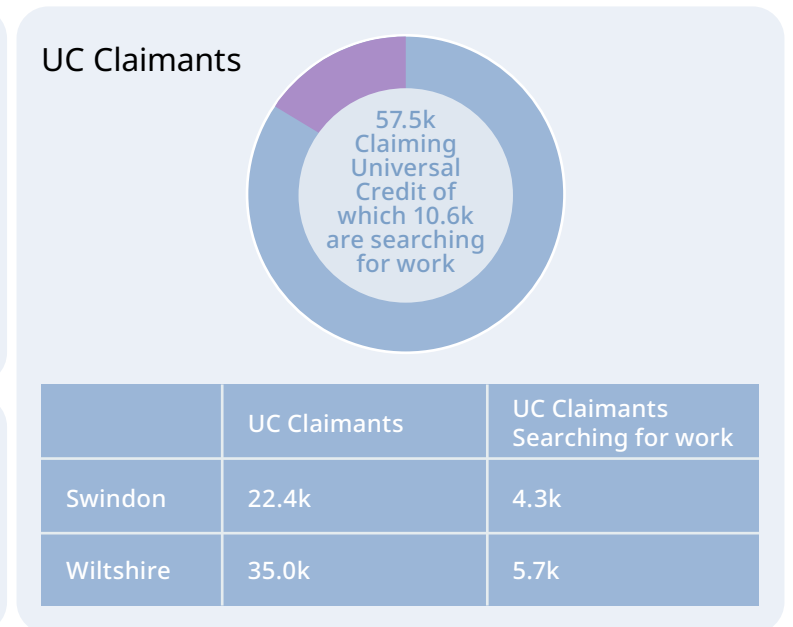
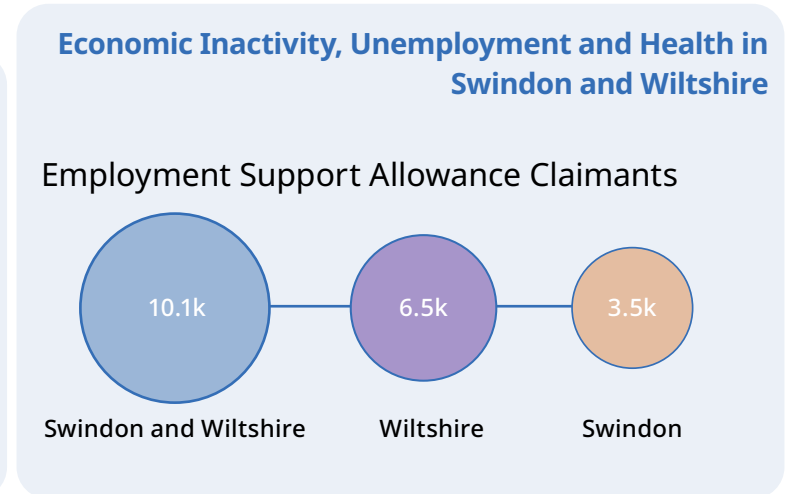
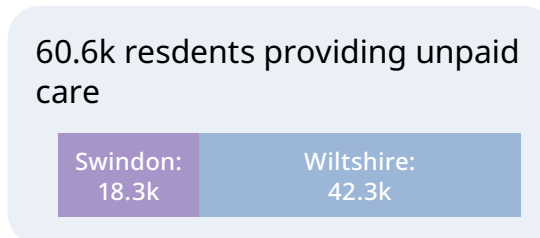
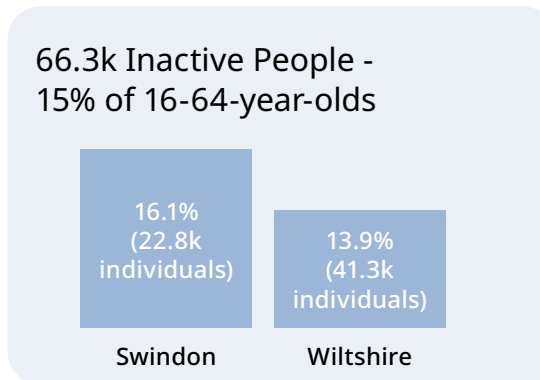
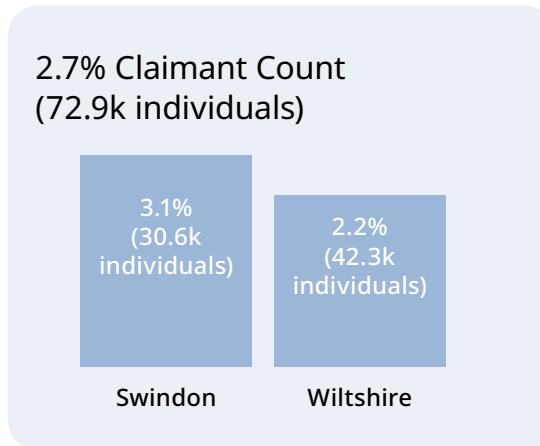
## AI AND DIGITISATION

The reshaping of demand for skills as a result of AI and digitisation, **reducing entry-level roles and increasing demand for digital skills**.

# SOCIO ECONOMIC CHALLENGES

Key infrastructure challenges create barriers to accessing employment and services, including digital connectivity, particularly in rural areas. Transport barriers are a key issue, with limited public transport provision and high reliance on private cars. Barriers to housing, particularly affordable housing, creates a further challenge to accessing and retaining employment.

The following infographic illustrates the absolute and relative incidence of unemployment, inactivity, benefit claimants and caring in Swindon and Wiltshire. Whilst there are below average rates of unemployment and inactivity, there are concentrated issues in key places, and poor health and caring responsibilities are key barriers to labour market participation.



Source: Annual Population Survey, ONS, 2025; Department for Work and Pensions, 2025; Claimant Count, ONS, 2025

# PRIORITY GROUPS REQUIRING SUPPORT

The research has identified four key groups as being at most risk of economic inactivity and lower levels of labour market participation in Swindon and Wiltshire. These groups were identified through engagement, desk research and data analysis.

Focusing on these key groups enables implementation efforts to be directed where they are most needed and where impact can be greatest to increase employment participation and tackle economic inactivity. It is also recognised that people can face multiple barriers, and that residents can sit within one or more of these groups.

## GET BRITAIN WORKING: SWINDON AND WILTSHIRE'S PRIORITY COHORTS

### Young People aged 16-24

Youth unemployment and inactivity is shaped by a combination of educational attainment, mental health, caring responsibilities, and local labour market conditions. In Swindon and Wiltshire there are 1,064 young people who are NEET and not known (6.2% compared to 5.4% in England) and 852 care leavers aged 18-20.

### People with a disability, long term health condition and/or mental health barrier

Long term sickness is a key contributor to economic inactivity in Swindon and Wiltshire, affecting 11,200 residents (17.5% of all inactive). 22,426 people are on Universal Credit with no work requirements. 3.7% of employer establishments experience skill gaps due to non-work related problems such as health and personal issues, compared to 2.1% in England.

### Inactive due to caring responsibilities

Carers are at higher risk of poverty and economic inactivity due to the complexities of balancing care and work; the challenges linked to the benefits system and the overall challenges of inflexible or insecure work. In Swindon and Wiltshire 11,400 residents are economically inactive due to looking after the family and home (17.8%).

### People facing multiple disadvantages

Many people who are economically inactive face multiple obstacles to getting back into work, requiring integrated support across health, housing, skills and employability.



# 4

## SYSTEMS AND SUPPORT MECHANISMS

# EXISTING SYSTEMS AND SUPPORT OFFERS

## National Provision

A wide range of programmes are currently in operation across Swindon and Wiltshire to support individuals with employment, skills development and access to work, including both nationally commissioned services and locally delivered initiatives. Nationally funded programmes delivered in Swindon and Wiltshire supporting labour market participation and providing support for specific groups include:

- Connect to Work
- Restart
- Access to Work
- The Flexible Support Fund (FSF)
- Sector-Based Work Academy Programmes (SWAPs)
- The DWP Midlife MOT
- NHS Talking Therapies
- The DFN Project Search
- The DfE Supporting Families Programme
- The Individual Placement and Support (IPS) service

## Locally designed interventions

Locally designed interventions that are delivered across Swindon and Wiltshire to support employment, skills development and access to work include:

- The Wiltshire Employment Support Team
- ABLEize Disability and Mobility Directory
- The Bradford on Avon Community Hub
- Phoenix Enterprises
- The Chippenham Community Hub Rethink
- Community Catalysts in Wiltshire Swindon Advocacy Movement
- Building Bridges
- Swindon Down's Syndrome Group
- Wiltshire Together
- Salvation Army Employment Plus
- The Wiltshire Wellbeing Hub
- Seetec
- Work Wiltshire
- The Harbour Project
- Swindon Borough Council's Care Experienced Internship Programme
- IPSUM care



# EXISTING SYSTEMS AND SUPPORT OFFERS

## Gaps in Existing Programmes

A wide range of programmes are currently in place. Gaps in existing provision were identified through consultation with key stakeholders in Swindon and Wiltshire involved in the delivery of current services:

- **Gaps in CEIAG for Young People:** stakeholders highlighted a gap in careers advice within schools and, more broadly, in employability support for young people. Participants noted weaker “soft” skills (teamworking, communication and adaptability) affecting work readiness. A key reason cited was limited opportunities for Careers Education, Information, Advice and Guidance (CEIAG), as it competes with wider curriculum pressures.
- **Reported Fragmentation Across Services:** stakeholders highlighted fragmentation across services that contribute to employment outcomes. In line with GBW guidance, there is a need for shared approaches and stronger

collaboration. A proposed solution is co-location: integrating health, wider wellbeing and employment support (e.g. Jobcentre Plus alongside local authority employability services and, where appropriate, employers) in a single, community-based setting to act as a “one-stop-shop” reducing physical barriers and enabling warm handovers.

- **Limited ESOL Spaces relative to demand:** through stakeholder engagement it was highlighted that there is currently a lack of ESOL provision for migrants, refugees and asylum seekers relative to demand, which is further compounded by a small amount of contact time (2.5 hours per week) for people that get onto these courses.



# CAPACITY AND CAPABILITY CHALLENGES

To deliver systematic change, local systems need to evolve and address existing barriers to deliver improvement against the GBW outcomes. While these are current challenges, it also shows how targeted intervention can make substantial changes:

## Parity in provision of support



Rural areas in Swindon and Wiltshire shows that the lack of public transport is a dominant barrier. While major centres (e.g., Swindon) are relatively reachable, cross-county travel is difficult (getting from Salisbury to Chippenham may even require going via Swindon) reducing attendance at Jobcentres, training and health appointments, and stretching provider capacity. Stakeholders cited mitigations such as employer-pooled minibuses and Jobcentre “benefit buses” as beneficial

## Limited Digital Accessibility



Limited digital access further constrains provision in rural Swindon and Wiltshire. Stakeholders reported patchy mobile and broadband connectivity, which disadvantages residents when most job applications and learning are now online.

# STRUCTURAL AND CULTURAL BARRIERS



## NEED FOR INTEGRATED SERVICE PROVISION

As the Get Britain Working Plan guidance recognises, there is a need for all services that contribute to improving employability outcomes to **collaborate and come to a shared understanding of the best approaches to delivering outcomes**. This can be assisted greatly through co-location as described above.



## EMERGING GOVERNANCE STRUCTURES

Following the end to the Swindon and Wiltshire Local Economic Partnership (LEP) in April 2024, governance and responsibilities have since been assumed by the Swindon and Wiltshire Business and Growth Unit (SWBGU). There is a **need for all participating partners to be flexible, co-operative and adaptive** in their approach to the design and delivery of the Get Swindon and Wiltshire Working Plan, whilst ensuring its aims and objectives are met.



## EXISTING DATA SHARING SYSTEMS AND PROTOCOLS

**Current data-sharing systems and protocols can hinder collaboration and service integration.** Where appropriate information cannot be shared, providers have limited insight to deliver effective support, signposting and referrals, slowing or preventing access to the right help.



## CYCLICAL AND SHORT-TERM COMMISSIONING PRACTICES

VCFSE organisations highlighted the challenges of short-term funding cycles of the local authorities and nationally commissioned services as being a particular **barrier to long-term planning and delivery of skills and employability service provision**. Without certainty that roles will still be available following a commission/funding cycle, it can be hard to both attract and retain talent into the organisation and also ensure that organisations can build trust and continuity of service provision to service users.

To facilitate future investment, we need to implement changes to the system to address entrenched challenges related to employment, unemployment and economic inactivity.



# 5

**PARTNERSHIP AND  
ENGAGEMENT**

# ENGAGEMENT TO DATE

In line with Get Britain Working white paper guidance, an extensive programme of stakeholder engagement around the challenges to addressing economic inactivity in the region and the opportunities presented by the Get Swindon and Wiltshire Working Plan has been undertaken.

## GET BRITAIN WORKING: SWINDON AND WILTSHIRE'S ENGAGEMENT TO DATE

### Targeted Get Britain Working Engagement

Targeted engagement included workshops with business, voluntary, community, faith and social enterprise organisations, Swindon Borough Council and Wiltshire Council's internal employability-related teams, representatives of each of the core delivery partners, Swindon and Wiltshire's internal skills group, and Local Jobcentre Plus Operational Leaders. This engagement also included one-to-one consultations with community organisations that will be part of the delivery of the plan, as well as strategic stakeholders that will be involved in delivery of the plan.

### Residents and Stakeholder Engagement

Residents and wider stakeholders engaged in the development of this Plan through Wiltshire Council's Community Conversations platform (which engages residents through engagement events and requests feedback relevant to local pockets of need) by asking for feedback about the Plan in engagement events. In Swindon, the Let's Talk Skills mechanism developed for the Swindon Skills Strategy enabled residents and stakeholders to provide feedback on the draft Strategy. This feedback has informed the development of the GBW plan.

### Integrated Care Board Engagement

Engagement with the Integrated Care Board related to exploration into the possibility of developing an Integrated Community Hub system into delivery of their objectives around co-location of services. The Integrated Care Alliance identified employment as one of their priorities and received a presentation on Get Britain Working as part of this. In addition, each of the local authorities Health and Wellbeing Boards received a paper on Get Britain Working and identified nominated contacts to support engagement activity.

### Business Engagement

The area has engaged with Businesses through the existing LSIP mechanism, through the Swindon and Wiltshire Economic Advisory Board, which forms part of our local governance, and through our network of Business representative organisations. This combination, as well as feedback from our relationships with the employer base has enabled the development of a broad narrative which supports the data and reflects national challenges identified in the Keep Britain Working Review.

# FUTURE APPROACH TO PARTNERSHIP WORKING

The development and planning of the Get Swindon and Wiltshire Working Plan is the responsibility of a joint working group between Wiltshire Council, Swindon Borough Council, the BNESSW ICB and the Department for Work and Pensions. However, given the Plan requires a regional and integrated approach, a wider range of external stakeholders will also be involved in the delivery and implementation of the Plan. This includes:



An **internal consultation group** between the two local authorities, that was set up to respond and inform the development of the Connect to Work and Get Britain Working plans. This group includes representatives from their respective services in Adult Social Care, Public Health, Children Services including Care Leaver services and SEND, Housing, Refugee Services



The wide network of **third sector and funded services** across Swindon and Wiltshire, primarily shaped and driven by the core partners' engagement with relevant representative bodies such as Community First, Voluntary Action Swindon and Wiltshire Community Foundations. This will also require specific coordination between service providers locally.



Significant **employer engagement** will be carried out through the delivery of Connect to Work which will build a better picture of employer needs. Employer representative bodies such as the BING and EAB groups, the Swindon and Wiltshire Growth Hub, the Swindon and Wiltshire Business Growth Unit, and Business West are also important partners who can facilitate engagement.



**People with lived experience**, who bring real-time insights and experiences of how services are working for them and can support the early identification of blockage or unanticipated challenges to delivery.



**Skills providers** (such as New College Swindon, Wiltshire College and Seetec) have a key role in the implementation of the Plan, in that activities delivered around employability and skills should be aligned to the needs of employers, learners and sectors identified as being of high growth potential.



**NHS Health** services will be engaged through the BNESSW ICB.

# SYSTEMS LEADERSHIP

In Swindon and Wiltshire responsibility for the development, governance and implementation of the Plan will be guided through the two local authorities, **Swindon Borough Council** and **Wiltshire Council**, the **Bath and North East Somerset, Swindon and Wiltshire (BSW) Integrated Care Board (ICB)**, and the **Department for Work and Pensions (DWP)**, working in partnership with a wide group of stakeholders.

As part of the Get Swindon and Wiltshire Working Plan, all of the responsible bodies have committed to working collaboratively in the delivery of this Plan. While each of the delivery partners for this plan have their own organisational strategic priorities, the development of a local Get Britain Working Plan can help to better align these priorities and enable system change to better fit the needs of Swindon and Wiltshire's residents.

A significant component to this is ensuring that all key partners have a clear vision, and an understanding of how to lead and support the collaborative work that they are responsible for delivering through Get Swindon and Wiltshire Working.





6

**STRATEGIC FRAMEWORK**

# PLAN OBJECTIVES

The Get Swindon and Wiltshire Working Plan sets out a bold and collective ambition to address economic inactivity among core groups in our communities.

## GET BRITAIN WORKING: SWINDON AND WILTSHIRE'S PLAN OBJECTIVES



### Improve Skills Development and Employability

Develop clear, integrated pathways that enable individuals to **access high-quality training opportunities, strengthen digital and soft skills, and build the confidence needed for sustainable employment.** Deliver targeted career guidance, employability support and English for Speakers of Other Languages (ESOL) provision to **empower people from all backgrounds to navigate opportunities and achieve their potential.**



### Promote Accessibility, Inclusion and Participation

**Remove barriers to engagement** by addressing challenges related to rurality, transport, digital access, language, culture, and additional support needs (including SEN/Disabilities), **ensuring everyone can fully participate in the local economy and benefit from available opportunities.**



### Support Health, Wellbeing and Holistic Participation

**Integrate preventative health measure and holistic wellbeing support into employment services,** recognising the critical role of health in enabling people to engage actively in work and community life.



### Foster an Integrated and Inclusive Local System

Drive system-wide reform by identifying and closing support gaps, collaborating with employers to encourage flexible and inclusive work practices, and embedding HR support. Build a **responsive, joined-up local support system that underpins a diverse and resilient workforce** for the future.

# PRIORITY ACTIONS

The priority actions are framed around our plan objectives and categorised according to system enabling actions and programme delivery actions:

- **System Objectives** focus on developing and delivering the strategic objectives to Get Swindon and Wiltshire Working
- **Programme Delivery Actions** focus on enhancing the current delivery of services and creating the conditions for the identification of new areas of operation and delivery

System Objectives	Programme Delivery Actions
<b>Objective 1: Improve Skills Development and Employability</b>	
Use Local Skills Improvement Plan (LSIP) processes and outcomes to shape skills provision	Ensure current and future interventions for those who are Not in Education, Employment and Training (NEET) improve confidence, soft skills and provide quality Careers Education Information Advice and Guidance (CEIAG)
Co-design an accessible integrated approach to delivering face-to-face employment and skills advice, guidance and support	Expand digital upskilling initiatives
	Develop and communicate clear post 16 pathways to include the new qualifications for both Young People and Adults.
<b>Objective 2: Promote Accessibility, Inclusion, and Participation</b>	
Ensure the GBW Strategic Board and Employment Support system provide insights on transport and housing	Increase outreach and mobile support services
	Strengthen inclusive recruitment initiatives
<b>Objective 3: Support Health, Wellbeing, and Holistic Participation</b>	
Establish the Preventative Health agenda linked to increasing economic activity and labour participation	Embed wellbeing checks within employment programmes
<b>Objective 4: Foster an Integrated and Inclusive Local System</b>	
Develop an All-age Careers Education Information Advice and Guidance (CEIAG) offer	Ensure sustained and targeted communications regarding business support
Review Customer Journey and links to the commissioning of programmes	Develop multi-agency employment support teams
	Identify skills needs to enhance workforce development for employment support



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**GOVERNANCE**

# PROPOSED GOVERNANCE MODEL

The current proposed Governance Model includes the following key groups:



## Get Britain Working Strategic Board

The Strategic Board includes decision makers from the Accountable Body (Wiltshire Council), Swindon Borough Council, DWP and ICB and is responsible for signing off implementation plans, delivery plans, and supporting the strategic integration of GBW across organisations and wider governance.

## GBW Operational Group

This group is represented by members drawn from local authorities (including representatives drawn from Public Health, Adult Social Care, NEET, housing, and communities), DWP, ICB, VCSE, Education and Training and employability providers. It is responsible for providing input to delivery plans, supporting with data acquisition, monitoring performance, recommending priorities and supporting delivery.

Other groups may be called upon for input, including but not limited to Household Support Fund group, Public Services Boards, Health and Wellbeing Boards, Economic Advisory Board, Business Representative Groups, and WorkWell Steering Group.

# PROPOSED GOVERNANCE MODEL

The current proposed Governance Model will adhere to a RACI framework (Responsible, Accountable, Consulted, Informed), as follows:

RACI	Body	Membership	Role	Reporting
Responsible	All core partners	DWP, ICB, SBC, Wiltshire Council	Overall leadership and responsible for GBW working plan	Into each partners' governance
Accountable	Wiltshire Council	Executive Leadership Team (ELT)	Sign off GBW plan as accountable body	To Cabinet
Consulted and Informed	Corporate Leadership Teams	Of each core group member	Acknowledge and respond, providing steer and challenge	Quarterly and by exception
	Wider Internal Partners	Public Health, housing, resettlement, Adult Social Care, Revs and Bens, Skills, Children's, Communities and partners internal teams	Referrals, providing intelligence, problem solving and programme feedback	Into Operational group
	External partners	Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations, Skills England, Seetec, Schools, Colleges	Collaborate, identify needs, referrals, alignment of priority groups, integration, problem solving	Into Operational group



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**MEASURING SUCCESS**

# A SHARED OUTCOMES FRAMEWORK

The outcomes framework has been designed to support the Government's ambition of achieving an 80% national employment rate. While the core Get Britain Working metrics are set nationally and monitored by the DWP, local labour markets require tailored frameworks that reflect our specific context.

Under each of the objectives set out previously, a set of outcome measures and methods of measuring progress against these has been developed. These outcomes are provided below, with measurement and tracking methods reported in the more detailed version of the Plan. The core Get Britain Working metrics are denoted **in bold**.

## Advance Skills Development and Employability

- **Increased and sustained employment rate, aligned with the 80% long-term ambition**
- **Reduce the proportion of young people not in education, employment or training**
- Improve skills provision
- Increase in Level 3 and 4+ Qualifications
- Increase in digital upskilling initiatives
- Improved skills and employment support offer
- Increased proportion who receive job related training

## Promote Accessibility, Inclusion and Participation

- **Reduced disability employment rate gap**
- Improved access to housing
- Improved access to services
- Improved access to employment
- Increased inclusive job design
- Improved adjusted recruitment process
- More entry-level roles created
- Increase in apprenticeships
- Better manager awareness and skill on health and disability
- Improved outreach of advice and development services



# A SHARED OUTCOMES FRAMEWORK



## Support Health, Wellbeing and Holistic Participation

- **Reduced health-related economic inactivity**
- Unfit for work fit notes reduction
- Reduced waiting lists
- Increase interaction with services such as NHS Talking Therapies
- Established preventative health agenda
- Embed wellness checks into employment programmes

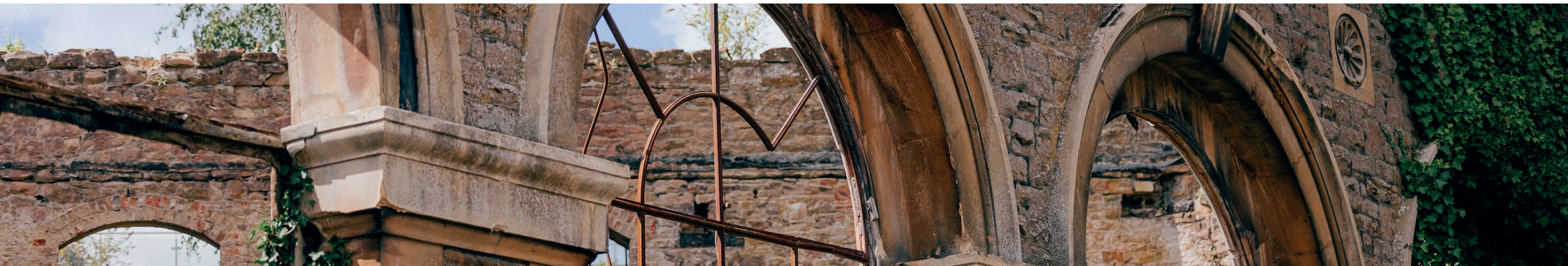


## Foster an Integrated and Inclusive Local System

- **Increased employment rate of women**
- **Increase employment among households with children**
- Development and effectiveness of all-age CEIAG offer
- Advancing a 'No-Wrong-door' Approach
- Ensure targeted business engagement
- Establish multi-agency teams focused on employment support
- Increased understanding of work placed needs

## Cross-Cutting Outcomes (Spanning Multiple Objectives)

- **Increased household incomes**
- **Decrease in proportion of households with no working adult**
- Reduction in economic inactivity rate (overall and UC No Work Requirements)



# MONITORING THE PLAN

The Operational Group will be responsible for data collection, monitoring and reporting on Get Swindon and Wiltshire Working progress, outputs and outcomes to the Strategic Board. There will be quarterly monitoring of progress and performance using the GBW Outcomes and Local Outcome Indicators and drawing on published and locally held data.

To support accountability and improvement, in the first 24 months there will be a cycle of quarterly review workshops, where the Operational Group and frontline staff will provide feedback on progress to the Get Britain Working Strategic Board and associated governance structures.



# REVIEW AND EVOLUTION

The accountable body will oversee a light touch review of the Get Swindon and Wiltshire Working Plan after 12 months working with the Strategic Board. This process will review the new and emerging context, the Plan's purpose and strategic goals, policy alignment, alignment with need at the review point, and operational aspects to inform the future.

After 24 months there will be a formal, external process and impact evaluation. The Evaluation Report will be published and shared. It will include a summary document suitable for non-specialist audiences.





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## NEXT STEPS AND IMPLEMENTATION PLAN

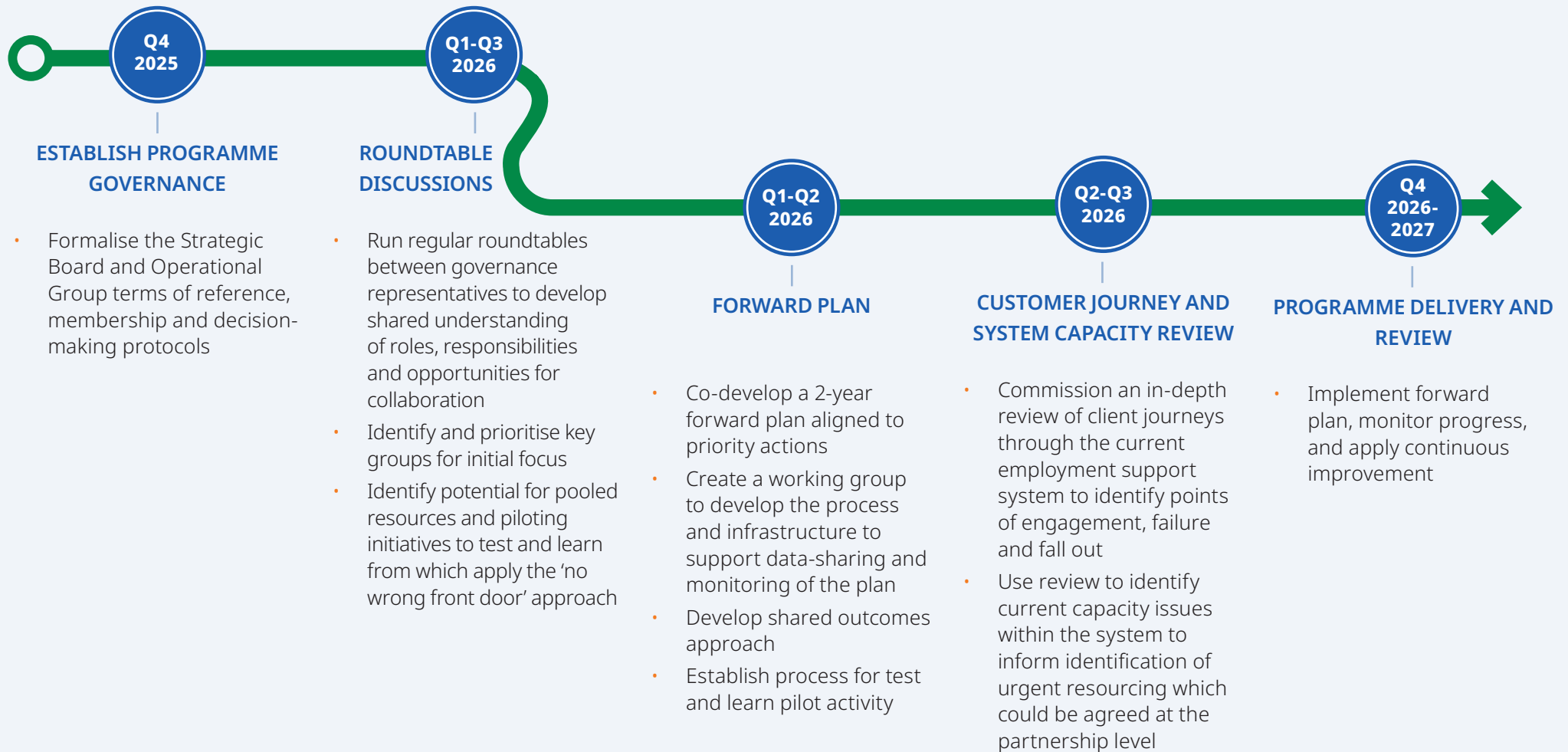
# NEXT STEPS AND IMPLEMENTATION PLAN

The ongoing development and implementation of the Get Swindon and Wiltshire Working Plan requires strong leadership and a collective commitment to collaborative working, with a strong emphasis on integration, accessibility and continuous improvement. The objectives and priorities in this plan represent a starting point for this process. The Plan is intentionally adaptable, allowing it to evolve as policies, system integration, and service delivery continues to develop across Swindon and Wiltshire.

The first step is to bring the partnership together to review each partner's current service delivery, available resources, and workforce capacity, and to collectively agree on the transformation journey and the commitments required from all involved.



# KEY MILESTONES - YEAR 1



# KEY MILESTONES - YEAR 1

The effective delivery of this plan is reliant on critical enablers, including:



**Strong multi-agency partnership** and clear governance structures



**Alignment of local and national policy**



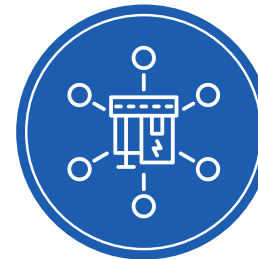
**Robust data-sharing systems and protocols** to enable joined-up service delivery, effective monitoring and evidence-based decision-making



**Active participation from employers and engagement with people with lived experience** to ensure services are responsive and accessible



**Adequate funding and resources**, including pooled budgets for training and programme delivery, to ensure capacity to deliver. This requires multi-year, stable funding arrangements to support long-term planning, service continuity and trust among partners and service users



**The provision of enabling infrastructure** including digital connectivity, transport and housing will reduce barriers to participation

The Swindon and Wiltshire Get Britain Working Plan sets out a bold, collaborative vision to tackle economic inactivity and unlock opportunity for all. By aligning local strengths, integrating services, and focusing on those who face the greatest barriers, the plan provides a clear roadmap for inclusive growth and resilient communities so that everyone can access good jobs, develop their skills and thrive.

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**Together, let's build a stronger, fairer Swindon and Wiltshire, where no one is left behind.**

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SWINDON

Wiltshire Council

 SWINDON  
BOROUGH COUNCIL