creating the Wales of the future is something that involves all of us

Programme for Government
Dr. Andy Goater pictured from Laser Micromachining Ltd. based in St. Asaph. With the help of a Welsh Government MNT Capital Facilities grant, the company has been supplying precision laser manufacturing services to industry since 2005 and are now widely recognised as world-leaders in their field.
As First Minister of the Welsh Government, I have been given a mandate by the people of Wales to deliver on a renewed set of ambitions. Our manifesto set out the difference that we want to make to the lives of people in Wales: healthy people living productive lives in a more prosperous and innovative economy; safer and more cohesive communities, with lower levels of poverty and greater equality; a resilient environment with more sustainable use of our natural resources and a society with a vital sense of its own culture and heritage. We set out the key things that would make the difference to achieving these outcomes, and in particular our priority actions on Five for a Fairer Future.

At the heart of this is a focus on people and our commitment to support the development of a fairer society in which every person is able to make the most of their abilities and contribute to the community in which they live. This is our Welsh account of sustainable development: an emphasis on social, economic and environmental well-being for people and communities, embodying our values of fairness and social justice. We must also look to the longer-term in the decisions that we make now, to the lives of our children’s children as well as current generations. All our policies and programmes will reflect this commitment to sustainability and fairness so that we make sustainable development our central organising principle.

This Programme for Government translates our manifesto into a clear plan to deliver for the people of Wales. It sets out how we will measure progress on the manifesto outcomes, the key actions we will take to drive that progress and how we will judge whether our actions are on track. This shows in a very transparent way how the actions we take, including our manifesto commitments and our legislative programme, will improve people’s lives.

However, we cannot deliver these outcomes alone. This Programme for Government is not just an agenda for the Welsh Government. It is an agenda for Wales. We look to leaders across the public sector, private sector and third sector to recognise this agenda and take it forward in partnership with us. More fundamentally, the degree of progress we make will depend very significantly on the choices ordinary people make in how they live their lives. This is what devolution is all about: creating the Wales of the future is something that involves all of us.

We also recognise that, with all our commitment, there will be wider factors that have the potential to knock us off course. The global economic recession of 2009 is a stark reminder of this. In most areas, the tools available to the Welsh Government are ones that can have a bigger influence over the long-term rather than in the short-term. Success will come from setting a clear direction and seeing it through for much more than the lifetime of a single Assembly.

We will be using all our policies, programmes and other levers to deliver. The draft Budget, to be published shortly, will show how we will match our funding to this Programme for Government. Our Legislative Programme is central. It will create the conditions to better tackle school underperformance, improve social care and housing, promote joint working between local authorities, and enable a more sustainable and efficient planning system. Items from our Legislative Programme are included in this Programme for Government.

We will update the Programme for Government annually so that it stays up-to-date and we will also report annually on progress, providing the most up-to-date information on outcomes at an all-Wales level, as well as a summary of the progress on the actions that we, the Welsh Government, are taking.

I hope that you will work with me to deliver real and long-lasting change for people in Wales: change that is meaningful and realised through people’s daily lives.

Rt Hon Carwyn Jones AM
First Minister of Wales
Introduction

The Programme for Government is our roadmap for the rest of this Assembly term. It represents a real commitment to delivery, and a move away from an approach to measuring success that placed too much emphasis on the amount of money spent, or the number of policies implemented, rather than the impact government is actually having on people’s lives.

In contrast, this document emphasises the outcomes we are working towards: healthy people living productive lives in a more prosperous and innovative economy; safer and more cohesive communities, with lower levels of poverty and greater equality; a resilient environment with more sustainable use of our natural resources and a society with a vital sense of its own culture and heritage. To show how we will work towards these goals, each chapter of the Programme for Government sets out:

• Our high-level aim: what we are working towards.
• Key actions we will take to deliver improvements: highlighting key manifesto commitments and important existing initiatives that will help us make progress.
• How we will know our actions are on track: setting out what evidence we will use to assess whether our key commitments are on track to deliver.
• The big long-term challenges that our actions will contribute to meeting: outcome indicators of long-term success.
• Which department is accountable for delivery: listing the Ministers responsible for delivering the work that contributes to each chapter.
• Who are our key partners: acknowledging the fact that frontline service providers, businesses, charities, in fact everyone in Wales has a role to play in the success of this Programme.

In addition, the document is supported by an Annex that gives details on how we plan to deliver each manifesto commitment.

Setting out the document in this way has many advantages. First of all, it shows everyone in Wales how publicly funded programmes feed into our aims. Secondly, it will allow us to review the evidence on how we are progressing towards these aims. And lastly, it will enable us to identify where action may need to be adjusted over time in order to achieve our goals.

This, therefore, will not be a static publication. It will be updated annually so that it can continue to act as the definitive roadmap of how the Welsh Government is seeking to deliver.

Underpinning all of this work is our commitment to sustainable development, in terms of well-being, as our core organising principle. The key aspects of well-being, including action on social justice, poverty and equality and living within environmental limits, are woven throughout the different chapters: they need to be read together rather than in isolation to see the full picture. Where data allows, indicators in the chapters will be analysed by socio-economic group and by the different dimensions of equality, including age. We will draw together key indicators of well-being, including information on the quality of life, to provide a high-level picture of well-being in Wales as an overall way of gauging success.

There can be little doubt that this is an ambitious plan, not just in terms of scale, but also in terms of the constraints we face. The degree of progress on the big long-term challenges Wales faces will be influenced by numerous factors, and many of them are not under our control. There are, for instance, limits to our devolved powers, and all Governments have to cope with powerful global factors that can knock them off course, particularly in the shorter-term. The leverage we have in many areas is primarily on the long-term fundamentals that shape our economy and society and will therefore take time to feed through to their full effect. That is why the evidence under “how we will know our actions are on track” is so important, to provide confidence that the steps we are taking will, over time, shift the outcome indicators in the right direction.

In addition, we can achieve little without the input and partnership of the people of Wales, and our key stakeholders, at every level. This is a Programme for Government for the whole country, and everyone will be involved in its success, so that by the end of this administration we will all have helped ensure that Wales is firmly on the path to a fairer, and more prosperous, long-term future.
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Growth and Sustainable Jobs

Aim

To strengthen the conditions that will enable business to create jobs and sustainable economic growth.

With support from the Welsh Government, Blaenavon town centre has been transformed into a vibrant shopping area at the heart of the World Heritage Site. Blaenafon Cheddar Company is one of a number of new businesses that have helped transform the town.
Key actions the Welsh Government is undertaking to deliver improvements:

Supporting the economy and business:

- Build on the relationship the Welsh Government has with the business community and our social partners to create the flexible framework and conditions needed for companies and businesses to thrive and grow.
- Support high performing, quality companies in all those parts of the economy that can create employment, wealth and a sustainable Wales.
- Work with UK Trade and Investment (UKTI) and others to promote trade and investment opportunities through targeted trade missions and offices abroad.
- Expect any business seeking Welsh Government support, including public procurement contracts, to sign up to our principles of corporate social responsibility, with a commitment to sustainable development, training and good employment practice.
- Implement recommendations from the Barriers to Procurement Opportunities report to ensure public procurement processes are straightforward and contract opportunities are open to all.

- Ensure the widespread adoption of the community benefits approach to contracting in order to maximise the value delivered through procurement expenditure.
- Build strong links with our anchor companies and develop strategic, mutually supportive and beneficial relationships with these key companies, embedding them in the Welsh economy by developing close links with our further and higher educational institutions and maximising supply chain opportunities.
- Review what entrepreneurial support is needed by small firms with real potential to thrive and grow, and how we can embed an entrepreneurial culture in Wales.
- Introduce Enterprise Zones to strengthen the competitiveness of the Welsh economy.
- Ensure that the mutual and cooperative sector has access to appropriate and robust business advice.
- Encourage young people in Wales into science and engineering, collaboration between our universities and with the best universities outside Wales, and the scientific knowledge and expertise of our world-leading academic groups to be made available to support innovation and job creation in companies in Wales.
- Develop tourism activity and niche markets and secure maximum benefit from major events in our high profile venues.
• Promote Wales as a destination by making a high quality tourism offer.
• Work to extend the tourism season and associated benefits.
• Identify funding opportunities to improve the visitor infrastructure and product in Wales.
• Support investment in staff training and management to support a high quality tourism industry.
• Work with European Commission funding programmes to stimulate sustainable growth and jobs through investing in skills, infrastructure and job creation.

**Improving Welsh skills for employment:**
• Establish Jobs Growth Wales, offering employment or training for young people.
• Increase apprenticeship opportunities for young people.
• Introduce a successor to the Skill Build programme to provide routes to employment for young people and adults.
• Evaluate current post-16 basic skills activity and define policy to influence future delivery.
• Refocus resources on the most effective interventions, following a review of activities designed to help people not in education, training or employment.
• Provide robust labour market intelligence to help individuals make informed choices about education provision.
• Ensure the right training is available to help deliver our low carbon agenda and other Welsh Government sector priorities.
• Support company growth opportunities through investment in skills development for the workforce.
• Continue to strengthen the Wales Union Learning Fund (WULF).

**Improving our infrastructure:**
• Deliver the priorities of the National Transport Plan.
• Seek to ensure that all residential premises and all businesses in Wales will have access to Next Generation Broadband by 2015, with the ambition that 50 per cent or more have access to 100Mbps.
• Develop a 10 year, Wales-wide, National Infrastructure Plan to identify and prioritise capital schemes which are of national significance.
• Establish a single Welsh Government Capital Infrastructure Fund and explore innovative ways of raising capital for investment in public service infrastructure.
• Maximise the accessibility and safety of the trunk road and motorway network through timely maintenance.
• Implement the statutory National Flood and Coastal Erosion Risk Management Strategy which will direct £100 million of investment to flood and coastal erosion risk management across Wales.
• Develop a Water Strategy, which will shape the priorities for water and water services in Wales including priorities for infrastructure investment.
• Ensure that all consumers and businesses have access to a first class digital infrastructure.
• Work with the communications regulator, Ofcom, and with the mobile industry, to identify mobile coverage gaps and the barriers that need to be overcome to address these gaps.

**Creating a sustainable, low carbon economy:**
• Implement our low carbon energy agenda.
• Reduce greenhouse gas emissions in areas of devolved competence and support effective adaptation to the impacts of climate change through implementation of the Climate Change Strategy.
• Continue to press the UK Government for responsibility for energy consents up to 100MW on both sea and land and for the Renewables Obligation to support delivery of our low carbon energy agenda.
• Drive improvement in the energy performance of homes in Wales and implement the Fuel Poverty Strategy and National Energy Efficiency and Saving Plan, including delivering the Nest and arbed Phase 2 programmes.
• Embed social, economic and environmental objectives into all of our activities to achieve the aims of One Wales: One Planet.
• Improve the planning system to ensure it supports sustainable development.
• Delivery of ‘Personalised Travel Planning’ and ‘Sustainable Travel Centres’.
How will we know that our actions are on track?

Supporting the economy and business:
- An Annual Statement on work undertaken to support businesses across Wales.
- Development of strategies and action plans for key sectors, including advice on the best approaches to measuring progress.
- A review of work undertaken with anchor companies, including associated achievements.
- Status of the review of support to micro-businesses.
- Report on work with key stakeholders on the appropriate requirements for businesses seeking Welsh Government support.
- Additional spend in Wales generated by tourism marketing campaigns.
- Proportion of UK population aware of Visit Wales marketing.
- Value and volume of contract opportunities advertised through sell2wales.

Improving Welsh skills for employment:
- Number of people benefitting from Jobs Growth Wales.
- Number of participants on the Delivering Low Carbon Skills Project.
- Number of apprenticeship opportunities available through the Young Recruits programme.
- Traineeships programme participation rates.
- Apprenticeship success rates.
- Steps to Employment programme participation.
- Number of participants on the Delivering Low Carbon Skills Project.
- Number of beneficiaries of the ReAct and Adapt programmes.
- Number of employees supported by Wales Union Learning Fund (WULF).

Improving our infrastructure:
- Lane km of trunk road/motorway reconstructed or resurfaced.
- Number of individuals killed or seriously injured in road traffic accidents.
- % of Arriva Trains Wales trains arriving on time.
- Progress against Next Generation Broadband for Wales rollout schedule.
- Tracking progress of market-led broadband rollout in Wales.
- Tracking progress of mobile coverage.

Creating a sustainable, low carbon economy:
- Data in the annual progress report to National Assembly for Wales on delivery of the Climate Change Strategy (required under the Climate Change Act).
- Number of homes benefitting from improved domestic energy performance measures.
- Number of businesses signed up to the Welsh Government’s Sustainable Development Charter.
- Number of Green Dragon certified companies.

The big long-term challenges that our actions will contribute to meeting

The challenges for the Welsh economy are long-term and complex. There are many outside influences that have shaped and will continue to influence its development, as outlined above. To understand economic progress, macro-economic indicators are monitored. These form the wider context within which the Welsh Government will deliver its commitments. They should not be considered indicators upon which the Welsh Government’s policies alone can seek to have direct, obvious or significant influence, particularly in the short-term. In addition, many macro-economic indicators are subject to time-lags in data collection and so do not present a current position. The four key indicators monitored will be:

- Gross Disposable Household Income (GDHI) per capita.
- Primary Income per capita.
- Gross Value Added (GVA) per capita.
- Employment rate.
We will also monitor the following indicators:

**Improving Welsh skills for employment:**
- % of working adults qualified to NQF level 2, 3 and 4+.
- % of 16-24 year olds who are not in education employment or training (NEET).

**Improving our infrastructure:**
- Number of rail journeys.
- Number of bus journeys.
- % of trunk road requiring maintenance.
- % of Welsh residents with access to Next Generation Broadband (defined as 30 mbps), and to speeds above 100mbps.
- % of Welsh businesses with access to Next Generation Broadband (defined as 30 mbps) and to speeds above 100mbps.

**Creating a sustainable, low carbon economy:**
- Level of greenhouse gas emissions.
- % of electricity consumed that is generated from renewable sources.

**Who is accountable for ensuring delivery is on track?**
- Minister for Business, Enterprise, Technology and Science.
- Minister for Education and Skills.
- Deputy Minister for Skills.
- Minister for Environment and Sustainable Development.
- Minister for Local Government and Communities.
- First Minister.
- Minister for Finance and Leader of the House.

**Who are our key partners in delivery?**
- Confederation of British Industry Wales.
- Federation of Small Businesses in Wales.
- Institute of Directors, Wales Division.
- Chambers of Commerce.
- Wales TUC.
- Council for Economic Renewal.
- Businesses and anchor companies.
- UK Trade & Investment.
- European Commission.
- Network Rail.
- Regional Travel Consortia.
- Arriva Trains Wales.
- Highways Agency.
- Department of Energy and Climate Change.
- Environment Agency.
- Ofgem.
- Local authorities and the Welsh Local Government Association.
- Housing Associations.
- Further and Higher Education institutions, and Work Based Learning providers.
- The Climate Change Commission.
- The Energy Saving Trust, Carbon Trust.
- Wales Council for Voluntary Action.
Public Services in Wales

Aim

To support the delivery of effective and efficient public services that meet the needs of people in Wales.

Refuse collector Ken Harris, known locally as ‘Kenny Bins’, has worked with Torfaen Local Authority for more than 30 years. Torfaen has expanded recycling services in recent years and aims to recycle 70% of local authority municipal waste over the next 10 years. We enable and support this kind of on-going improvement in Welsh public services.
The focus of the commitments in this chapter is to establish a clear framework that strengthens the delivery of efficient, effective and accessible public services, including in particular those that are the responsibility of local government. Essential to achieving this is both our commitment to support and develop the public service workforce, and our determination to secure fairer funding for Wales. The importance of protecting and supporting our public services is crucial as we know that, in particular, our most vulnerable individuals and communities rely heavily on these services which impact so directly on the day-to-day quality of their lives.

The commitments set out in this chapter, therefore, underpin improvement in public services more widely, such as in the health service, education, social services and housing. It follows that the success of the commitments in this chapter will contribute to, and be demonstrated by, improved service performance in the areas of health, education and social services, described in later chapters.

Key actions the Welsh Government is undertaking to deliver improvements:

Strengthening local democracy:

- Introduce the Democracy and Elections Bill.
- Strengthen the accountability of the Auditor General for Wales and the Wales Audit Office to the National Assembly for Wales through the proposed Wales Audit Office Bill.
- Implement the 2011 Local Government Measure that will place new duties on locally elected representatives to communicate more effectively with the people they represent.
- Support local councillors so they can carry out their role more effectively, for example through better parental leave arrangements that will help to balance family life with the demand of representing their electorate.
- Make sure that local representation and community interests are at the heart of future boundary reviews by issuing new instructions to the Local Government Boundary Commission.

Supporting continuous improvement in our public services:

- Identify ways of simplifying and reducing complexity in the delivery of public services, for example through the proposed Local Government (Byelaws) (Wales) Bill.
- Introduce the Local Government (Collaborative Measures) Bill.
- Develop a new approach that will identify where local government services are ineffective or failing and set out clearly what needs to be done to put things right and then implement that action.
- Review the framework for the external scrutiny of public services and the work of our auditors, inspectors and regulators.
- Simplify our statutory partnership structures, removing the need for so many separate plans, needs assessments and committees.
- Provide practical support and intervention to strengthen the performance of authorities that are not meeting the expected standards.
- Develop a national secondment scheme drawing upon models of existing best practice to transfer knowledge and expertise across the Welsh public service.
- Establish a strategic Centre of Leadership Excellence bringing together the resources of Welsh public services with those of the Higher Education sector to improve leadership and management practice.
- Work with trade unions and employers in Wales to ensure an appropriate negotiating structure should UK structures be dismantled.
- Implement the Welsh Government’s Digital Wales strategy, using digital technologies to open up opportunities and provide better, more cost-effective and accessible services for all our citizens, businesses and communities.
Ensure that our funding supports stronger and more effective service delivery:

- Continue to ensure an appropriate settlement for local government in Wales to enable them to protect vital services in the face of severe funding pressures.
- Work with other public service organisations through established consultation mechanisms to make sure that the allocation of funding to local councils reflects the relative needs of different areas.
- Improve our understanding of the links between local government performance and the provision of funding and use this to allocate money more effectively to drive service improvement.
- Develop a replacement to Council Tax Benefit, making it part of our wider policy objectives on anti-poverty and the reform of the welfare system.
- Implement local authority Outcome Agreements and ensure that the grants are targeted to incentivise local government delivery.
- Press the case with the UK Government for a fairer funding deal for Wales and rapid access to borrowing powers, while engaging constructively on all matters of financial reform.
- Develop a ten year, Wales-wide, National Infrastructure Plan to identify and prioritise capital schemes which are of national significance.
- Develop and deliver a Public Sector Finance Leadership Development Programme tailored for Welsh needs.

Securing effective collaboration between public services:

- Introduce the proposed Local Government (Collaborative Measures) Bill.
- Publish statutory guidance that will set out clearly what Ministers expect from local authorities and public service partners in respect of increasing effective collaborative activity.
- Establish a new programme of public service reform, working with public service leaders to identify and realise opportunities both nationally and regionally to support the delivery of more efficient and effective services.
- Develop and hold local government to account through a Compact, to ensure delivery of the Simpson service reform agenda alongside the Education Structures Review and Sustainable Social Services for the Future.
- Set out a clear framework for regional collaboration based on the new public service delivery footprint, and working with partners to maximise the benefits of this for public services.
- Review the Local Government Partnership Council to provide more robust governance and accountability for delivering improvement and efficiency in local government.
- Deliver joint procurement systems and effective collaborative procurement to realise efficiencies.
- Establish a community of Finance Directors, to facilitate joint working, develop collaborative approaches and share best practice.

How will we know that our actions are on track?

Supporting continuous improvement in our public services:

- Performance of local authorities against Outcome Agreement measures.
- Welsh Audit Office corporate performance assessments and the number of statutory recommendations available by November 2012.
- Performance against the targets set out in the delivery plan for Digital Wales.

Ensuring that our funding supports stronger and more effective service delivery:

- Evaluate the continued protection for education and social services budgets.
- Local authority accounts submitted on time with unqualified opinions.

Securing effective collaboration between public services:

- The number of statutory plans required by the Welsh Government from public service partners and produced by 2014.
- The number of local authorities that rationalise their partnership structures.
• Increased number of collaborative projects.
• Value of efficiency savings realised across the Welsh public sector through joint procurement systems and collaboration.

The big long-term challenges that our actions will contribute to meeting
Overall improvement in the context for public service delivery will be demonstrated through:
• The number of statutory recommendations made by the Wales Audit Office.
• The percentage of local authorities receiving full, partial or no Outcome Agreement grant and the average score.

Who are our key partners in delivery?
• Local authorities and the Welsh Local Government Association.
• Welsh Police Forces and Authorities.
• Fire and Rescue Services.
• National Park Authorities.
• Town and Community Councils.
• Local Health Boards.
• Wales Audit Office.
• Care and Social Services Inspectorate Wales.
• Healthcare Inspectorate Wales.
• Estyn.
• Local Government Boundary Commission.
• Third sector and the Wales Council for Voluntary Action.
• Trade unions.

Who is accountable for ensuring delivery is on track?
• Minister for Local Government and Communities.
• Minister for Finance and Leader of the House.
• First Minister.
Education

Aim

Help everyone reach their potential, reduce inequality, and improve economic and social well-being.

Students celebrate on GCSE results day. Investment in high quality school buildings such as Newport High underpin the Welsh Government’s commitment to delivering schools fit for the 21st Century.
Key actions the Welsh Government is undertaking to deliver improvements:

Improving early years’ experiences:
- Introduce the Children and Young Persons Bill.
- Double the number of children benefitting from Flying Start, through support for families, health visiting and nursery places.
- Provide multi-agency support for families who need it, tailored to the particular issues they face, through Intensive Family Support Teams and Families First, bringing together help from social services, health services, education, justice and voluntary services.
- Continue to develop and enhance practitioners’ skills in delivering the Foundation Phase.

Improving school attainment:
- Ensure the right resources are available to schools by increasing spending on Wales’ schools by at least 1% over our block grant, and raise the amount delegated by local authorities to schools to 85%.
- Introduce the Schools and Standards Bill.
- Introduce the Structures, Governance and Special Needs Bill.
- Move towards regional consortia to deliver stronger and more effective school improvement services.
- Federate schools where that will lead to improved outcomes.
- Legislate to put in place a streamlined process for school reorganisation.
- Fund high quality buildings and information and communications technology (ICT) provision through the 21st Century Schools capital programme.
- Introduce a banding system for all primary and secondary schools with a requirement for all schools to produce an annual public profile containing performance information.
- Target underperformance, through the work of the School Standards Unit, using data and evidence in a more systematic way.
- Give effect to statutory requirements for governors to be provided with training to help them discharge their responsibilities to support effective school management and drive school improvement.
- Introduce a statutory Literacy and Numeracy Framework, supported by national reading and maths tests.
- Develop teaching as a Masters’ Qualification with a renewed focus on induction, continued professional development and sharing expertise.
- Reform the Additional Learning Needs process for the most vulnerable children and young people in either a school or Further Education (FE) setting.

The formative early years are fundamental to children’s potential for learning and their future life chances and we want children to be equipped with the skills they need. In schools, our priorities are to improve standards in literacy and numeracy, and to reduce the impact of deprivation on educational achievement.

For those moving into Further Education (FE) we want access to good quality provision with no barriers to participation. In Higher Education (HE) we intend to transform the sector so that HE supports the economy in Wales, whilst providing the appropriate financial support to students.

Throughout education we want to expand Welsh Medium provision so that as many people as possible have the opportunity to learn through the language of their choice.
Developing Welsh Medium Education:
• Deliver the Welsh Medium Education Strategy, including responding to parental and student demand across all ages of education and training; ensuring progression from one phase to the next in Welsh; and providing sufficient numbers of high quality practitioners for Welsh Medium education.

Improving Further and Higher Education:
• Encourage further mergers of Further Education colleges where these provide increased learning opportunities and enable closer collaboration between FE and HE providers.
• Reform the governance of Further Education in Wales.
• Work with Further Education providers to establish a new strategic funding mechanism.
• Maintain our commitment to provide financial support to students from the lowest income households.
• Ensure that borrowing for the cost of tuition fees for students ordinarily resident in Wales remains unchanged, taking into account inflation.
• Promote engagement in science, technology, engineering and mathematics (STEM) subjects through the National Science Academy.
• Establish a single strategic planning and funding body for Higher Education.
• Embed the University of the Heads of the Valleys initiative.
• Create a smaller number of stronger universities.

How will we know that our actions are on track?

Improving early years’ experiences:
• Number of children benefitting from Flying Start nursery provision.
• % of Flying Start children fully immunised at 47 months.
• % of Flying Start children reaching their development milestones at age three years, as measured by the Development Assessment tool.
• Evaluation reports on Flying Start, Intensive Family Support Teams and Families First.

Improving school attainment:
• % pupil attendance in primary and secondary schools.
• % of schools inspected graded as good or excellent by Estyn.
• Differences in Key Stage 4 attainment compared to levels of deprivation.

Developing Welsh Medium Education:
• % of Year 2 learners (aged 7) assessed in Welsh (first language).

Improving Further and Higher Education:
• Post-16 staying on rates (including school, FE and training).
• % post-16 institutions inspected assessed and graded as good or excellent by Estyn.
• Further Education success rate.
• Number of Further Education institutions.
• % of universities operating with a financial turnover of more than 75% of the UK average.

The big long-term challenges that our actions will contribute to meeting

Improving early years’ experiences:
• % of children at ages 0-3 whose general health is good or very good.
• % of children who on entry to the Foundation Phase meet age expectations in the six developmental areas.

Improving school standards and attainment:
• Programme for International Student Assessment (PISA) ranking.
• % of pupils achieving core subject indicator (English or Welsh first language, mathematics and science) at Key Stage 2, age 11.
• Key Stage 4 results for 15 year olds.

Developing Welsh medium education:
• % of Year 9 learners (aged 13) assessed in Welsh (first language).
Who is accountable for ensuring delivery is on track?

- Minister for Education and Skills.
- Deputy Minister for Children and Social Services.
- Deputy Minister for Skills.

Who are our key partners in delivery?

- Childcare providers.
- Schools.
- School Governors.
- Funded non-maintained education providers.
- Local authorities and the Welsh Local Government Association.
- Estyn.
- Third sector and the Wales Council for Voluntary Action.
- Colleges Wales.
- Higher Education Funding Council for Wales.
- Higher and Further Education Institutions.
- Student representative bodies.
- Trade unions.
- Children, young people, parents and carers.

Improving Further and Higher Education:

- % of 19 year olds that have attained qualifications, level 2 and level 3.
- % change in income for Welsh Higher Education institutions coming from Research Councils.
- % of Educational Maintenance Allowance (EMA) recipients progressing to Higher Education.
21st Century Healthcare

Aim

Better health for all with reduced health inequalities.

Nurse Nicola Jackson at Ysbyty Alltwen, Tremadog, which opened in April 2009. Sustainability was a key design consideration to provide excellent patient experience and satisfaction in one of the most modern hospitals in Wales. To help make Wales a healthier place, we are modernising and enhancing the quality and safety of services.
The Welsh Government and NHS Wales are committed to improving the health of people in Wales. The NHS has had considerable success in improving people’s life expectancy, but not for all groups, and with this success comes a significant challenge of increasing demand as our society ages. Patients have high expectations of the NHS with more people seen and treated faster than ever before, and these expectations are fuelled by advances in the treatments available. The challenge is meeting these expectations at a time when there is less money available.

The NHS, with its partners, is also targeting action to improve public health and reduce the inequalities in healthy life expectancy which exists in Wales. In order to meet these challenges, we are taking action to improve the sustainability, efficiency and effectiveness of primary and secondary healthcare in Wales. However, improving the NHS alone cannot meet the challenges of increased demand, expectations and improved life expectancy. We must also encourage and enable individuals to take more responsibility for their own health and live healthier lifestyles if further improvements, particularly in life expectancy, are to be achieved.

**Key actions the Welsh Government is undertaking to deliver improvements:**

**Improving health outcomes by ensuring the quality and safety of services is enhanced:**

- Introduce a zero tolerance approach to healthcare-acquired infections and roll out the 1000 Lives Plus programme to improve outcomes for those admitted to hospital.
- Improve treatment and outcomes for individuals with chronic conditions by developing and implementing plans for improving cancer, cardiac and stroke services in Wales.
- Require Local Health Boards to produce a strategy for specialist services.
- Respond actively to every patient’s needs by introducing individual care plans for mental health, cancer and long-term conditions.
- Introduce 50+ Health Checks to identify health problems earlier.
- Review access to talking treatments for those with mental health problems.
- Implement the Mental Health Measure to ensure modern, user-focused care is in place.
- Support service modernisation in the NHS, including better integration with Social Care to ensure all services are safe and sustainable in urban and rural areas.

- Develop and implement a new NHS quality delivery plan to ensure that patients, quality and safety are at the heart of NHS services.
- Improve care and support for dementia sufferers and their families by implementing the dementia vision document.

**Improving access and patient experience:**

- Make GP services more accessible to working people and reduce pressure on A&E departments.
- Develop the wider availability of seven day services to ensure rapid investigation and treatment and provide greater flexibility for patients.
- Legislate to increase access to donated organs in Wales through the Organ Donation Bill.
- Deliver 12 key ‘Dignity in Care’ actions to ensure the dignity, safety and privacy of patients.
- Take forward the Ambulance Improvement Programme to ensure a swift response to calls where patients face immediate life threatening illness.
- Make better use of pharmacists to improve access to services by providing the first port of call for the consultation and treatment of common minor ailments.
- Implement the Palliative Care Plan to ensure end of life care continues to be prioritised.
- Make better use of ICT to improve access to health services.
• Improve access to dentists where there are localised problems.
• Deliver the Orthopaedic improvement plan to ensure reliable, rapid access to those services.
• Continue to improve access to care in rural areas through innovation such as telemedicine, mobile outreach services and building on community ownership and initiatives in line with the Rural Health Plan.
• Develop and implement a new Welsh Language Strategy for the NHS to consolidate and accelerate progress to ensure patients have better access to services in their first language.
• Establish ophthalmic diagnostic and treatment centres in key locations throughout Wales to speed up and improve eye care.

Preventing poor health and reducing health inequalities:

• Ensure children have the best possible start in life by extending and rolling out early years’ initiatives, including Flying Start, Intensive Family Support Teams (IFST), and Families First.
• Implement the actions in our Public Health Framework, Our Healthy Future.
• Implement the 2011 Maternity Strategy to give all mothers choice and ensure high quality services.
• Carry out annual public health campaigns to tackle obesity, smoking, teenage pregnancies and drug and alcohol misuse.
• Increase immunisation among children to eradicate the health problems caused by measles, mumps and rubella.
• Implement Fairer Health Outcomes for All to reduce the health inequalities that exist between communities in Wales.
• Consult on the need for a public health bill to place statutory duties on bodies to consider public health issues.
• Introduce local public health delivery plans and local targeted action on inequities.
• Work with Sport Wales and others to promote physical activity for people of all ages.
• Introduce the Food Rating Scheme Bill to ensure that the public have better information about the hygiene ratings of food establishments.

How will we know that our actions are on track?

Improving health outcomes by ensuring the quality and safety of services is enhanced:

• % of patients with a care plan for mental health, cancer and long-term conditions.
• Number of healthcare acquired infections.
• % achievement on 31+62 day cancer target.
• % achievement on 24/7 access to stroke thrombolysis.
• % compliance against our four acute stroke bundles.
• Number of delayed transfers of care.
• Level of take-up of annual health check.
• Number of emergency admissions for chronic conditions.
• Number of hospital admissions for defined basket of chronic conditions.

Improving access and patient experience:

• % coverage of surgeries offering online repeat prescriptions.
• Patient experience monitored through “Fundamentals of Care” audit.
• Performance against 26-week wait for treatment.
• Performance against unscheduled care targets.
• % of ambulances meeting eight minute category A response target.
• Number of operations cancelled.
• % population having access to 24/7 palliative care support.
• % of population with a NHS dentist.

**Preventing poor health and reducing health inequalities:**

• Number of children benefitting from Flying Start coverage.
• Under 16 conception rate.
• Evaluation reports on Flying Start, IFST and Families First.
• % of children aged 2 who have been immunised against measles, mumps and rubella (MMR).
• % of seasonal flu immunisation uptake rate in people aged 65 or over.
• Number of free public swims and number of free structured aquatic activities made by children and young people aged 16 and under and those aged 60 and over.

**Preventing poor health and reducing health inequalities:**

• Gap in life expectancy between most and least affluent.
• % of the population who are obese.
• % of adults who smoke.
• % who report drinking above recommended guidelines.
• % of live births with a birth-weight of less than 2500g.
• % of the population who are physically active.

**Who is accountable for ensuring delivery is on track?**

• Minister for Health and Social Services.
• Deputy Minister for Children and Social Services.
• Minister for Housing, Regeneration and Heritage.

**Who are our key partners in delivery?**

• National Health Service Trusts (including Public Health Wales).
• Local Health Boards.
• General Practitioners.
• Health, Social Care and Well-being Partnerships.
• Sport Wales.
• Third sector and the Wales Council for Voluntary Action.
• Community Safety Partnerships.
• Children and Young People Partnerships.
• Community First groups.
• Armed Forces.

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**The big long-term challenges that our actions will contribute to meeting**

**Improving health outcomes by ensuring the quality and safety of services is enhanced:**

• Number of hospital admissions.
• Circulatory disease mortality rate under 75 years, per 100,000.
• Cancer mortality rate, under 75 years, per 100,000.
• Number of mental health hospital admissions.

**Improving access and patient experience:**

• % of population able to access a GP service in the evenings and at weekends.
• Number of organs donated in Wales.
• Data on satisfaction with health services.
Supporting People

Aim

High quality, integrated, sustainable, safe and effective people-centred services that build on people’s strengths and promote their well-being.

The Hafan Gwydir Extra Care Scheme in Llanrwst aims to promote the health and well-being of all its occupants by offering an independent style of living with support tailored to the individual.
Better social services will be delivered by ensuring citizens have a much stronger voice and greater control over the services they receive. We will make the way that services are delivered simpler, and by working collaboratively with others we will focus on improving the well-being of all our citizens. We will lead a shared approach with our partners in the public, private and voluntary sectors to deliver the transformational vision set out in Sustainable Social Services.

Key actions the Welsh Government is undertaking to deliver improvements:

Providing users and carers with a stronger voice and greater control over the services they receive:

- Implement new leadership arrangements for social services in Wales.
- Improve information services.
- Develop national eligibility criteria for social services by April 2013.
- Support and encourage not for profit and voluntary sector provision of social care.
- Refresh the Carers’ Strategy by April 2013.
- Revise the social services complaints process to make it less complex and more accessible, and provide for the Ombudsman to consider complaints from those paying for their own care.
- Review the regulatory framework for care standards.
- Complete evaluation of the Older People’s Strategy by April 2012.

Ensuring people receive the help they need to live fulfilled lives:

- Introduce the Social Services Bill.
- Introduce new national outcomes and performance frameworks for social services.
- Implement new leadership arrangements for social services in Wales.
- Develop a more strategic approach to commissioning to ensure integration of services and delivery at an appropriate level - whether national, regional or local.
- Create a national safeguarding board that drives the work needed to safeguard children and adults.
- Legislate for adult protection.
- Make re-ablement a core element of the National Outcomes Framework.
- Improve consistency through a national care contract, simplified portable assessment process, and national eligibility criteria.
- Improve arrangements for looked after children so that they have more stable lives.
- Introduce a national adoption agency.
- Improve the quality of the workforce through better post-qualifying training for social workers and leadership training for managers.
- Expand the Flying Start early years’ programme.
- Provide for multi-agency, early stage, preventative ‘Team Around the Family’ support to families.

How will we know that our actions are on track?

Providing users and carers with a stronger voice and greater control over the services they receive:

- % of looked after children with more than three placements in the year.
- % of looked after children who experienced one or more changes of school in the year.
- % of deaths that take place at home and not in hospital.

Ensuring people receive the help they need to live fulfilled lives:

- % of targeted 16/17 year old children with a pathway plan.
- Supported housing units as a % of the total stock of residential care home places and supported housing.
- Number of adult protection referrals where the risk has been managed.
• % of community-supported clients receiving 20 or more hours of care per week.
• % of delayed transfers of care for social care reasons.
• % of repeat admissions to hospital of people over 65 years of age.
• Families First evaluations.
• Care and Social Services Inspectorate Wales (CSSIW) inspection reports.
• Health Inspectorate Wales (HIW) inspection reports.
• Estyn inspection reports.

Who is accountable for ensuring delivery is on track?
• Minister for Health and Social Services.
• Deputy Minister for Children and Social Services.
• Minister for Local Government and Communities.

Who are our key partners in delivery?
• Local authorities and the Welsh Local Government Association.
• Association of the Directors of Social Services.
• Care Council for Wales.
• The National Health Service.
• Third sector and the Wales Council for Voluntary Action.
• Private care sector care providers.
• Children and Young People’s Partnerships.
• Community Safety Partnerships.
• Communities First groups.
• Armed Forces.

The big long-term challenges that our actions will contribute to meeting

Providing users and carers with a stronger voice and greater control over the services they receive:
• Number of adult service users receiving direct payments.
• % of children who are seen alone by social workers at assessment.
• Number of delayed transfers due to choice of care home.

Ensuring people receive the help they need to live fulfilled lives:
• % of adult service users helped to live in the community.
• % of care leavers in education, training, or employment at age 19.
• The gap at Key Stage 4 between educational outcomes of children in need, looked after children, and the general child population.
• % of children classified as in need.
Welsh Homes

Aim

To ensure that people have a high-quality, warm, secure and energy-efficient home to live in.

Hafan Glyd housing development of over 30 homes in Shotton, Flintshire was awarded a ‘Best Social/Affordable Housing Project’ in 2011. We are working with housing providers and local communities to enable people to find a home that suits their individual circumstances.
Key actions the Welsh Government is undertaking to deliver improvements:

Increasing supply and choice:
- Introduce the Housing Bill.
- Ensure Local Development Plans address housing needs and include policies to secure affordable homes.
- Allocation of Social Housing Grant.
- Introduce the new Empty Properties initiative.
- Develop and promote new ways of providing land and funding for housing, such as community land trusts, mutual home ownership and co-operatives.
- Encourage the release of more public land for affordable housing.
- Help people find a home that suits their individual circumstances.
- Introduce a new flexible tenure initiative that will allow people to move between renting, full and shared ownership.

Improving quality:
- Continued implementation and monitoring of the Welsh Housing Quality Standard.
- Secure improvements in the energy performance of homes through the Fuel Poverty Strategy, National Energy Efficiency and Saving Plan, Nest and arbed phase 2 programmes.
- Use building regulations to move towards zero carbon building.
- Support for the development of low interest Property Appreciation Loans to allow low income homeowners to improve their properties.
- Use Renewal Areas programme to support housing-led regeneration in communities.
- Improve the quality of accommodation in the private rented sector.
- Improve Gypsy and Traveller sites.

Improving housing services and support:
- Continued implementation of the ten-year Homelessness Plan.
- Action to improve services and opportunities for groups who experience discrimination.
- Regulation of Registered Social Landlords (Housing Associations).
- Support to help tenants of social authorities and housing associations to participate in the running of their homes and services.
- Make further improvements to the Supporting People programme, which helps vulnerable people with their housing needs.
- Continued support for Care and Repair Services, disabled facilities grants, and physical adaptations grants.
- Action to improve housing management.
- Extend the priority status in our HomeBuy scheme to widows and widowers of armed forces personnel killed in service.

How will we know that our actions are on track?

Increasing the supply and choice:
- Number of local development plans adopted.
- Five-year Housing Land Availability Studies.
- Number of additional affordable housing units delivered.
- Empty private properties as a % of total private stock.
- Number of empty homes brought back into use via action by local authorities.

The impact of our interventions is expected to be seen over the longer-term by way of more homes, more affordable homes, better homes, and better housing services and support, particularly for some of our most vulnerable families and children. In the shorter-term, factors such as UK fiscal and monetary policy, and policy changes such as Welfare Reform, will continue to impact on housing markets in Wales and on people’s housing needs.
The big long-term challenges that our actions will contribute to meeting

Increasing the supply and choice:
- Number of houses built and ready for occupation.
- Estimated number of homes needed.

Improving quality:
- % of social housing meeting the Welsh Housing Quality Standard.
- Category 1 Housing Health and Safety Rating System hazards as proportion of assessments.
- Amount of gas and electricity used in homes each year.

Improving housing services and support:
- Number of homeless acceptances per 1,000 households.

Who is accountable for ensuring delivery is on track?
- Minister for Housing, Regeneration and Heritage.
- Minister for Local Government and Communities.
- Minister for the Environment and Sustainable Development.

Who are our key partners in delivery?
- Housing associations.
- Local authorities.
- Voluntary sector support providers, charities and third sector organisations.
- House builders.
- Lenders (banks and building societies).
- Industry, sector and professional representative bodies.
- Trade unions.
- NHS and Social Services.
- Tenants and owner occupiers.
- Regulatory bodies.
- Energy Saving Trust.
Safer Communities for All

Aim

Make our communities safer through reductions in anti-social behaviour, crime (including the fear of crime), substance misuse and the incidence and impact of fires as well as effective co-ordination of emergencies.

The Welsh Government will fund an additional 500 Police Community Support Officers in Wales. These officers will be highly visible in their communities, engaging with people, providing reassurance and tackling anti-social behaviour. They will play a pivotal role not only in making our communities safer, but in making them feel safer.
Achievement of our high level aim in this area and success in meeting the following measures depends significantly on UK Government policy direction on criminal justice and policing. We work hard to try to ensure that UK Government policies in this area are compatible with our devolved Programme for Government and reflect the collaboration necessary in the front line delivery of devolved and non-devolved services.

Key actions the Welsh Government is undertaking to deliver improvements:

Reducing the level of crime and fear of crime:
- Work in partnership with Community Safety Partnerships (CSPs) to improve outcomes as a result of substance misuse and youth crime prevention.
- Fund and facilitate the employment of 500 Police Community Support Officers (PCSOs) in Wales complementing our commitment to continue support for the Traffic Officers Scheme.
- Establish a Wales Business Crime Unit.
- Support action to further reduce problem crime and vandalism within the public transport network.
- Work with CSPs and Trading Standards Departments to support the extension of ‘no cold calling zones’.
- Implement the National Station Improvement Programme.

Reducing the harm associated with substance misuse:
- Continue to deliver the core aims of the Working Together to Reduce Harm; The Substance Misuse Strategy for Wales and its associated three-year implementation plan 2011-14, with an enhanced focus on improved volumes of treatment outcomes; safeguarding children from parents who misuse substances and a reduction in drug related deaths.

Reduction and prevention of young offending:
- Introduce the Prevention of Youth Offending Bill.
- Continue the Safer Communities Funding to Community Safety Partnerships in Wales which allows schemes aimed at diverting young people away from crime and anti-social behaviour. These include projects relating to education, training, leisure, arts, sports, restorative justice and initiatives to combat substance misuse.
- Consult on the Prevention of Youth Offending Bill which will take forward our commitment to strengthen the delivery of services to children and young people entering and leaving the Youth Justice System.

Reducing rates of domestic abuse and violence against women:
- Introduce the Domestic Abuse Bill.
- Continue to challenge out-dated attitudes towards women by taking forward ‘The Right to be Safe’, our Violence against Women Strategy, and the ‘Tackling Domestic Abuse: A Partnership Approach’ Strategy. Delivery of both strategies is supported by a three-year implementation plan.
- Ensure all relevant service providers and organisations are able to identify the signs of domestic abuse and are able to effectively support individuals who experience domestic abuse through the 10,000 Safer Lives Project.
- Place a duty on relevant public sector bodies to have domestic abuse and violence against women strategies, and monitor the action taken by public bodies to address violence against women.
- Fund the appointment of Wales’ first human trafficking co-ordinator to improve the information available on the level of human trafficking in Wales, raise awareness of the issue and how to tackle it.

Improving safety in communities:
- Support Fire and Rescue Authorities community safety activity including arson reduction and the provision of Home Fire Safety Checks.
- Develop a Fire and Rescue National Framework setting out the key strategic direction for Fire and Rescue Authorities over the next three years.
- Target high-risk road users (motor cyclists, young drivers and vulnerable road users) through a combination of measures including education, engineering and enforcement.
• Enhance safety and accessibility in communities through initiatives such as Safe Routes in Communities and local safety schemes.

Improving the resilience of communities:
• Maintain and enhance a structure to co-ordinate emergency planning, response and recovery across Wales, linking to the wider UK cross-government framework through the First Minister and the Wales Resilience Forum.

How will we know that our actions are on track?

Reducing the level of crime and fear of crime:
• Progress towards recruitment and deployment of additional 500 PCSOs.
• Level of Welsh Government enhancement to support PCSOs actively employed by British Transport Police.
• Progress on CCTV programme at rail stations.
• Numbers and coverage of no cold calling zones.

Reducing harm associated with substance misuse:
• % of clients referred that are assessed within 10 working days.
• % of clients treated within 10 working days of assessment.
• Number of individuals with positive treatment outcome profile (TOP) outcomes during treatment process and at exit.
• Number of Peer Mentors recruited and appointed as part of the European Social Fund Peer Mentoring Scheme to help substance dependent beneficiaries.

Reduction and prevention of young offending:
• Number of first time entrants into the youth justice system.
• The rate of proven re-offending for young people.
• Access to suitable accommodation for young people in the Youth Justice System in Wales.
• Average hours education, training or employment received by young people starting a community sentence in Wales.

• Number of children and young people in the Youth Justice System in Wales, with identified substance misuse needs, who have access to appropriate specialist assessment and treatment services.
• Proportion of young people sentenced to custody.

Improving safety in communities:
• Fire and Rescue Authorities’ performance against statutory and local performance indicators.
• Auditor General for Wales’ audit and assessment reports of Fire and Rescue Authorities.
• Annual road casualty figures.

Improving the resilience of communities:
• Number of simulation exercises and emergency situations tested, and review of lessons learned.
• Effectiveness of co-ordinated response to emergency situations.

The big long-term challenges that our actions will contribute to meeting

Reducing the level of crime and fear of crime:
• Overall recorded crime rate.
• Perceptions of anti-social behaviour.

Reducing the harm associated with drug and alcohol misuse:
• Prevalence of problematic drug misuse.
• Numbers of drug related deaths and alcohol related deaths.

Reduction and Prevention of young offending:
• First time entrants to the youth justice system.
• Rate of proven re-offending for young people.

Reducing rates of domestic abuse and violence against women:
• Number of successful prosecutions and convictions in cases of violence against women.
Who is accountable for ensuring delivery is on track?
- Minister for Local Government and Communities.
- First Minister.

Who are our key partners in delivery?
- Home Office.
- Ministry of Justice.
- Local authorities and the Welsh Local Government Association.
- Local Health Boards.
- Third Sector and the Wales Council for Voluntary Action.
- Community Safety Partnerships.
- Youth Justice Board.
- Youth Offending Teams.
- Fire and Rescue Services.
- Welsh Police Forces and Authorities.
- Crown Prosecution Service.
- Wales Probation Trust.
- Wales Resilience Forum.
- Joint Emergency Services Group.

Improving safety in communities:
- Number of fires attended.
- Number of fatal and non-fatal casualties from fires.
- Road casualty rates.
Equality

Aim

Create a fair society free from discrimination, harassment and victimisation with cohesive and inclusive communities.

The Welsh Government is working with employers, trade unions and the Equality and Human Rights Commission to support equality and fairness in the workplace.
This chapter provides an overview of the Welsh Government’s agenda on equality; more specific references are also in other relevant chapters.

The Welsh Government Strategic Equality Plan will be published by April 2012 detailing how the Government is fulfilling the general duty in the Equality Act 2010 and the Wales specific equality duties. The Strategic Equality Plan will set out the equality objectives with key interventions, success measures and tracking indicators. Chapter 8 will be updated to reflect this.

The indicators reflect those areas where data exists. There are significant gaps which the Welsh Government is working to address, for example through the National Survey. The Programme for Government will be updated to reflect new data sets as they develop.

Key actions the Welsh Government is undertaking to deliver improvements:

Advance equality of opportunity and tackle discrimination:

- Fulfil the general equality duty and the Wales specific equality duties. The Welsh Government’s Strategic Equality Plan will include equality objectives, milestones and success measures.
- Undertake Equality Impact Assessment of budgets and proposed and reviewed policies and practices.
- Monitor and work with listed public authorities in Wales and with the Equality and Human Rights Commission to ensure that the public sector is fulfilling the specific equality duties and report on progress.
- Explore how stronger Welsh accountability for equality and human rights legislation, including enforcement of Wales specific duties, can be achieved.
- Work with employers, trade unions and the Equality and Human Rights Commission to promote implementation of workplace equality policies.
- Identify steps that will address the gender, ethnicity and disability pay differences throughout the public sector, using specific equalities duties.
- Identify steps to deliver a more representative pool of decision makers and greater numbers of women in public appointments.
- Work with trade unions and public authorities to establish trade union equality representatives across the public sector.
- Use funding arrangements to promote equality and representation and deliver effective engagement.
- Ensure that cultural differences are taken into account in the provision of public services through specific equalities duties.
- Promote provision of affordable, good quality childcare through the Childcare Policy Statement Nurturing Children, Supporting Families and Flying Start.

More inclusive and cohesive communities:

- Use the Community Cohesion Strategy and the Violence Against Women Strategy and Action Plan as a foundation for work with partners to reduce the incidence of domestic and sexual violence, reduce homophobic, transphobic, disability-related and religiously motivated bullying, tackle hate crime and promote community cohesion.
- Support local government in the renovation and building of Gypsy and Traveller sites throughout Wales through the Gypsy and Traveller Refurbishment Grant and the Gypsy and Traveller New Sites Grant.
How will we know that our actions are on track?

**Advance equality of opportunity and tackle discrimination:**
- Pay differences for gender, disability and ethnicity.
- Employment rates by gender, disability and ethnicity.
- % of new public appointments who are women, disabled people, ethnic minorities and young people.
- % of Local authority councillors and senior public sector appointments who are women, ethnic minority and disabled people.
- % public sector bodies who have mental health and domestic abuse workplace policies.
- % of public sector bodies with trade union equality representatives.

**More inclusive and cohesive communities:**
- Findings from evaluation of Community Cohesion funding.
- Number of authorised Gypsy and Traveller sites.

Who is accountable for ensuring delivery is on track?

- Minister for Finance and Leader of the House.
- Minister for Business, Enterprise, Technology and Science.
- Minister for the Environment and Sustainable Development.
- Minister for Housing, Regeneration and Heritage.
- Minister for Local Government and Communities.
- Minister for Health and Social Services.
- Minister for Education and Skills.

Who are our key partners in delivery?

- Third sector and the Wales Council for Voluntary Action.
- Equality, human rights, community cohesion and faith representative groups.
- Equality and Human Rights Commission.
- Welsh Government sponsored bodies.
- Welsh Police Forces and Authorities.
- Local authorities and the Welsh Local Government Association.
- National Health Service.
- Employees and employer organisations.
- Wales TUC.

The big long-term challenges that our actions will contribute to meeting

**Advance equality of opportunity and tackle discrimination:**
- Reduced inequality in education and skills, health, housing and employment outcomes for people with protected characteristics.
- Public services satisfaction rates for people with protected characteristics.

**More inclusive and cohesive communities:**
- Incidence of hate crime, domestic abuse, sexual crime.
Tackling Poverty

Aim

Reducing poverty, especially persistent poverty amongst some of our poorest people and communities, and reducing the likelihood that people will become poor.

The Merthyr Tydfil Credit Union is one of 22 financial co-operatives, owned and managed by the members who use them. The Welsh Government supports Credit Unions as key partners in our objective to tackle poverty and financial exclusion wherever it persists in our communities.
Poverty in Wales is influenced strongly by economic, political and social forces which operate at UK and international level. The Welsh economy tracks the UK economy closely, the demand for labour at various skill levels is subject to technological change and international business practice, and policy over taxes, benefits and the general approach to the management of the UK economy lie outside of the control of the Welsh Government. The Welsh Government can, however, improve educational and health outcomes that can influence poverty strongly over the longer term.

**Key actions the Welsh Government is undertaking to deliver improvements:**

**Poverty and material deprivation:**
- By March 2012 the Welsh Government will develop an Anti-Poverty Action Plan bringing together all the policy levers within the Welsh Government and our statutory partners to help communities and individuals out of poverty. The plan will have a strong focus on tackling child poverty.
- We will aim to mitigate the impact of the changes to the benefits system proposed by the UK Government in the Welfare Reform Bill, and ensure that the associated resources are used to target our priorities for reducing poverty.
- Position Communities First, post March 2012, as a key part of the new Anti-Poverty Action Plan to provide support to the most disadvantaged people in our most deprived areas. It will focus on funding activity that will reduce the gap between the most deprived areas and the rest of Wales in relation to economic, skills, education and health outcomes.
- In our Regeneration Areas we are delivering a small number of focused and coordinated regeneration programmes, working in partnership to address local needs and opportunities within a framework of national policy imperatives.

**Tackling worklessness and raising household income:**
- Establish Jobs Growth Wales.
- Implement the Financial Inclusion Strategy.
- Continue to support and expand Credit Unions to provide services to those financially excluded from mainstream providers.
- Implement the Fuel Poverty Strategy, which sets out actions including the provision of a demand-led All Wales Fuel Poverty programme (Nest), advisory services for households and delivery of arbed, a strategic area-based energy efficiency programme.
- Prioritise the National Transport Plan by improving access in deprived communities and retain free bus travel for pensioners, disabled people and their carers, and extend eligibility to seriously injured war veterans and armed forces personnel living in Wales.

**Improving the skills of young people and families:**
- Increase apprenticeship opportunities for young people.
- Introduce a successor to the Skill Build programme to provide routes to employment for young people and adults.
- Evaluate current post-16 basic skills activity and define policy to influence future delivery.
- Following a review of activities designed to help people not in education, employment or training (NEET), refocus resources on the most effective interventions.
- Provide robust labour market intelligence to help individuals make informed choices about education provision.
- Support company growth opportunities through investment in skills development for the workforce.
- Continue to strengthen the Wales Union Learning Fund (WULF).
- Maintain our commitment to provide financial support to students from the lowest income backgrounds.
- Embed the University of the Heads of the Valleys initiative.
Improving the health and educational outcomes of children, young people and families living in poverty:

• Double the number of children benefiting from Flying Start through support for families, health visiting and nursery places.
• Provide multi-agency support for families who need it, tailored to the particular issues they face, through Intensive Family Support Teams and Families First, bringing together help from social services, health services, education, justice and voluntary services.
• Ensure that Communities First supports activity aimed at reducing the gap between the most deprived areas and the rest of Wales in relation to education and health outcomes.
• Continue to develop and enhance practitioners’ skills in delivering the ‘Foundation Phase’.
• Reform the Additional Learning Needs process for the most vulnerable children and young people in either a school or Further Education (FE) setting.
• Implement Fairer Health Outcomes for All to reduce inequalities.
• Introduce local public health delivery plans and local targeted action on inequalities.
• Continue our free breakfast and free school milk programme for children up to the age of 7.
• Maintain free entry to our national museums and our free swimming commitment.
• Seek to develop a ‘life chances fund’ to provide financial support for disadvantaged young people to enable them to take part in recreational and personal development activities.
• Continued implementation of the ten-year Homelessness Plan.
• Make further improvements to the Supporting People programme, which helps vulnerable people with their housing needs.
• Develop an integrated local environment improvement package for communities, building on our Tidy Towns programme to support the wider poverty and regeneration agenda.

How will we know that our actions are on track?

Poverty and material deprivation:

• The performance of the Communities First programme in supporting deprived communities to reduce inequalities in health, education and economic outcomes.
• Aggregated survey data (pre and post intervention) on the percentage positive change experienced by relevant stakeholder groups in each Regeneration Area.

Tackling worklessness and raising household income:

• Number of people benefitting from the Jobs Growth Wales.
• Number of new people accessing financial products through credit unions.
• Take-up of eligible benefits claimed successfully.
• % of people in fuel poverty.
• % of people identified as having water affordability issues.

Improving the skills of young people and families:

• Number of apprenticeship opportunities available through the Young Recruits programme.
• Traineeships programme participation rates.
• Steps to Employment programme participation rates.
• Number of beneficiaries of the ReAct and Adapt programmes.
• Number of employees supported by the Wales Union Learning Fund.
Improving the health and educational outcomes of children, young people and families living in poverty:

- Number of children benefitting from Flying Start nursery provision.
- % of Flying Start children reaching their development milestones at three years of age.
- % of Flying Start children fully immunised at 47 months.
- % of children, aged two, who have been immunised against measles, mumps and rubella (MMR).
- Under 16 conception rate.
- Number of homeless families with children in bed and breakfast accommodation.
- Evaluation reports on Flying Start.
- Evaluation reports on Intensive Family Support Teams.
- Evaluation reports on Families First.
- Differences in Key Stage 4 attainment compared to levels of deprivation.
- % seasonal flu immunisation uptake rate in people aged 65 or over.
- Number of free public swims and number of free structured aquatic activities for children and young people aged 16 and under, and those aged 60 years and over.
- Number of visits to national museum sites.

The big long-term challenges that our actions will contribute to meeting

Poverty and material deprivation:

- % of people living in relative income poverty as defined by 60% median income after housing costs - for children, working age adults and pensioners.
- % living in combined material deprivation and low income.
- Persistent poverty data.

Tackling worklessness and raising income:

- % of workless households.
- % of children living in workless households.
- Number of households living in severe fuel poverty.

Improving the skills of young people and families:

- % of working age adults achieving NQF 2, 3 and 4+.
- % of 16-24 year olds who are not in employment, education or training (NEET).
- % of 19 year olds that have attained qualifications, to level 2 and level 3.
- % of Educational Maintenance Allowance (EMA) recipients progressing to higher education.

Improving the health and educational outcomes of children, young people and families living in poverty:

- Key Stage 4 results for 15 year olds.
- Gap in life expectancy between the most and least affluent.
- % of children at ages 0-3 whose general health is good or very good.
- % of children who on entry to the Foundation Phase meet age expectations in the six developmental areas.
Who is accountable for ensuring delivery is on track?
- Minister for Local Government and Communities.
- Minister for Health and Social Services.
- Minister for Education and Skills.
- Minister for Business, Enterprise, Technology and Science.
- Minister for Housing, Regeneration and Heritage.
- Minister for Environment and Sustainable Development.
- Minister for Finance and Leader of the House.
- Deputy Minister for Children and Social Services.

Who are our key partners in delivery?
- Department for Work and Pensions.
- Local authorities and the Welsh Local Government Association.
- Local Health Boards.
- Schools, further education colleges and training providers.
- Employers and employer organisations.
- Businesses and social partners.
- Communities First groups.
- Third sector and the Wales Council for Voluntary Action.
- Housing associations.
- Wales TUC.
Rural Communities

Aim

Ensure that rural communities remain vibrant and able to offer people an excellent quality of life with access to high quality employment, affordable housing and public services and sustained by reliable and effective infrastructure in terms of broadband, public transport and utilities.

Bwcbus is the innovative on-demand local bus service operating in the Teifi Valley. Part funded by the European Regional Development Fund (ERDF) through the Welsh Government, it encourages community transport schemes that meet the needs of people in thriving rural communities.
The socio-economic well-being of rural Wales is inextricably linked to the performance of the Welsh economy, and that in turn is heavily influenced by UK Government policies and the state of the global economy. However we are determined to use all the levers at our disposal to support and strengthen the foundations that underpin the economic viability of rural Wales.

The Welsh Government will use the European Union’s Common Agriculture Policy (CAP) framework to sustain a profitable farming industry and take action to improve the competitiveness and market penetration of Welsh farm produce. Activities to improve the quality of life in rural areas are already integral to the Wales Rural Development Plan and, building on this, the successor plan will be shaped to further complement activities across the Welsh Government that have a positive impact on rural communities.

We also recognise that the economies and public services in rural and urban Wales are inseparably linked and we will ensure that the needs of both are met. This will include action to strengthen rural proofing of strategy and policy at the formative stage.

**Key actions the Welsh Government is undertaking to deliver improvements:**

**A thriving rural economy:**

- Publish a delivery plan to support the existing Food Strategy: Food for Wales, Food From Wales. We will also review this strategy to ensure that it remains fit for purpose.
- Support the food production industry by developing, promoting and marketing Welsh food, including the strengthening of supply chain linkages where appropriate.
- Apply best practice with the dairy, horticulture and fisheries sectors, taking a lead from the work of Hybu Cig Cymru (Meat Promotion Wales) in order to develop and strengthen the sector-based approach to develop these industries in Wales.
- Diversify and strengthen the rural economy by the promotion of new and innovative products and processing; the pursuit of new markets; the growth of cooperative marketing arrangements; and investment in new equipment and facilities.
- Invest in quality tourism business and more effectively market Wales’ visitor attractions, accommodation and food industry. We will seek to deliver a more holistic approach to marketing these opportunities.
- Ensure that the needs of Wales and Welsh farming are fully recognised within the UK negotiating position on future reform to the EU CAP and the Common Fisheries Policy.
- Promote sustainable agricultural, food and fisheries industries in discussions and negotiations with other UK Administrations and the European Commission.
- Maintain investment under the Wales Rural Development Plan to support the competitiveness of farming and forestry, promote sustainable land management and improve the quality of life in rural communities.
- Work with partners to support the economic, social and environmental sustainability of the Welsh Uplands.
- Invest in developing and promoting a sustainable fisheries industry under the Wales European Fisheries Fund.
- Ensure the CAP direct payments to farmers are made effectively, efficiently and in a timely manner.
- Review the regulation and administration associated with the agricultural industry. The first stage of this review will be published in early 2012.
• Work alongside the agricultural industry and the Department for Environment, Food and Rural Affairs to implement all the recommendations of the MacDonald Review that are relevant to Wales. We will also take forward the Williams process to further reduce red tape and to review the business of government in the sector.

• Take a science-led approach to evaluate and review the best way of tackling Bovine TB.

• Review and test contingency plans for animal disease emergencies.

• Ensure delivery against the requirement plan for animal health.

• Prioritisation of the National Transport Plan to improve access to key sites and settlements, particularly in rural areas, with an emphasis on improving the quality and provision of healthy and more sustainable travel choices.

Ensuring rural communities have access to faster broadband speeds and new digital services:

• Work with Ofcom to ensure that regulation is used as a tool to ensure that rural communities have acceptable access to broadband and new digital services.

• Implement the Next Generation Broadband for Wales project to ensure that all residential premises and all businesses in Wales will have access to high speed broadband by 2015, with the ambition that 50 per cent or more have access to 100Mbps roll-out schedule

• Ensure that as part of this, rural communities are not left behind in the development of fast broadband. We will continue to work to both eliminate “not-spots” and to ensure that there is fair and equal access to higher broadband speeds across the whole of Wales.

• Work to ensure wider access to mobile phone coverage in rural Wales by working with the communications regulator, Ofcom, and with the mobile industry, to identify mobile coverage gaps and the barriers that need to be overcome to address these gaps.

Improving public services for rural communities:

• Encourage the development of community transport schemes that meet the needs of those living in rural areas.

• Examine the best options for providing local bus services in rural areas that are both reliable and a viable means for travelling to work.

• Through the Rural Health Plan, ensure that all public services are delivered in ways that recognise the particular needs of rural Wales.

• Look to ensure that local health services are provided as close to people’s homes as possible, while acknowledging some specialist services will be located further afield in order to be most effective.

• Continue to improve access to care in rural areas through innovation such as telemedicine, mobile outreach services and building on community ownership and initiatives in line with the Rural Health Plan.

• Improve the TrawsCymru Network of Long Distance Bus Services.

• Explore options for bus services in rural areas, such as the Bwcabus pilot scheme.

• Continue to provide concessionary bus passes.

• Deliver an improved approach to “rural proofing” all Welsh Government strategies and policies.

• Monitor the use of the rural proofing tool kit throughout government.

• Share good practice in health services learnt from local innovation and development sites.

• Develop a model for rural health planning.

• Identify clinical leaders and develop infrastructure for telemedicine.

• Seek different ways of promoting social cohesion throughout rural and urban Wales.

• Examine how we can develop new models of service delivery in the deep rural areas.
How will we know that our actions are on track?

A thriving rural economy:
- Wales Rural Observatory tri-annual surveys of households, businesses and community councils.
- Monitoring and evaluation on indicators set out in the Wales Rural Development Plan.
- Monitoring and evaluation of the delivery plan under the Food Strategy.
- Monitoring and evaluation of support arrangements in the production and marketing of Welsh food produce and co-operative arrangements.
- % of Common Agricultural Policy direct payments made before Christmas each year.
- % of herds in Wales tested for Bovine TB.
- Evaluation reports on Contingency Planning Exercises.

Ensuring rural communities have access to faster broadband speeds and new digital services:
- Monitoring progress of the Broadband Support Scheme in addressing basic broadband access.
- Monitoring progress of the Next Generation Broadband for Wales project in rolling out high speed broadband.
- Tracking progress of mobile coverage.

Improving public services for rural communities:
- Number of passengers on TrawsCymru services.
- % of TrawsCymru services operating a reliable service.
- Number of passengers using Bwcabus services.
- Evaluation reports on telemedicine services.
- Evaluation reports on local innovation projects.
- Evaluation reports on development sites.
- Evaluation of effectiveness of rural proofing.

The big long-term challenges that our actions will contribute to meeting

A thriving rural economy:
- Household incomes in rural areas.
- The number of people employed and self-employed in rural areas.

Ensuring rural communities have access to faster broadband speeds and new digital services:
- % of rural premises with access to basic broadband.
- % of rural premises with access to high speed broadband.

Improving public services for rural communities:
- Welsh Bus Passenger Survey data on satisfaction levels for bus services in rural areas.
- User satisfaction data on access to health services in rural areas.
Who is accountable for ensuring delivery is on track?

• Minister for Business, Enterprise, Technology and Science.
• Deputy Minister for Agriculture, Food, Fisheries and European Programmes.
• Minister for Local Government and Communities.
• Minister for Health and Social Services.
• Minister for Education and Skills.
• Minister for Housing, Regeneration and Heritage.
• Minister for Environment and Sustainable Development.
• Minister for Finance and Leader of the House.

Who are our key partners in delivery?

• Department for Environment, Food and Rural Affairs.
• Farming, food, fisheries and forestry communities including environmental interests.
• Voluntary sector.
• Private sector.
• Scottish Government and Northern Ireland Executive on EU aspects.
• Regional Transport Consortia.
• Local authorities.
• National Farming Unions.
• Bus Operators.
• Community Transport Operators.
• Wales Transport Research Centre.
• Wales TUC.
Environment and Sustainability

Aim

To become a “one planet nation”, putting sustainable development at the heart of government.

The Dickinson family are helping Wales reduce its carbon footprint by installing a 1.05kW solar PV system in their home near Abergavenny. We are committed to improving the energy performance of homes in Wales to help communities find ways to reduce their reliance on fossil fuels.
Our goal is to ensure that we make the best possible use, in the wider public interest, of our ultimate resources as a nation: Welsh land, water and air. We will support this through measures to greatly increase the efficiency with which resources, including energy, are used. To achieve this we will improve and integrate the way in which we manage and regulate our use of land, sea, air and water, and will work with others across Wales to deliver our commitment to sustainable development as the central organising principle of Government.

This is a radical agenda that includes three major Bills in the legislative programme. It will demand significant change in the way we manage the environment and act as a society if we are truly to focus on long-term wellbeing. The continuing challenge is to sustain the underlying health of our environment, while ensuring the ways we use it meets society’s needs and are compliant with European legislation.

Key actions the Welsh Government is undertaking to deliver improvements:

Living within environmental limits and acting on climate change:

- Introduce the Environment Bill.
- Legislate to make sustainable development the central organising principle of the Welsh Government and public bodies in Wales.
- Create an independent sustainable development body for Wales.
- Reduce greenhouse gas emissions in areas of devolved competence and support effective adaptation to the impacts of climate change through implementation of the Climate Change Strategy.
- Continue to press the UK Government for responsibility for energy consents up to 100MW on both sea and land, and for the Renewables Obligation to support delivery of our low carbon energy agenda.
- Ensure effective implementation of European environmental legislation.
- Support waste reduction and re-use initiatives delivered in collaboration with local government and business.
- Continuing investment and procurement support for food waste and residual waste treatment, including energy from waste.
- Ensure local planning authorities adopt local development plans.
- Reduce the amount of biodegradable materials going to landfill.
- Develop Natural Resource Management Planning, (including national infrastructure planning for waste, energy and water) and Marine Planning.

Protecting healthy eco-systems:

- Develop an integrated approach to eco-system health through implementation of A Living Wales, the Natural Environment Framework.
- Deliver Glastir, the new agri-environment scheme, in support of the Natural Environment Framework.
- Implement the commons legislation to ensure the improved management of common land in Wales.
- Put in place Marine Conservation Zones.
- Ensure that woodlands become sustainable through the Wales Woodland Strategy.
- Deliver effective and efficient implementation of EU Environmental Directives.
- Work towards bringing the Environment Agency, the Countryside Council for Wales and the Forestry Commission together as one organisation.
- Implement the actions set out in River Basin Management Plans to drive improvement in water quality.
- Take a science-led approach to evaluate and review the best way of tackling Bovine TB.
Creating sustainable places for people:
• Introduce the Sustainable Development Bill.
• Introduce the Planning Bill.
• Building on Tidy Towns, develop an integrated local environment improvement package for communities, drawing together all of our programmes and supporting the wider anti-poverty and regeneration agenda.
• Invest in flood and coastal erosion risk management across Wales.
• Introduce the Highways and Transport (Cycle Routes) Bill.
• Complete flood and coastal risk plans, including Catchment Flood Management Plans, Shoreline Management Plans and Local Flood Risk Management Strategies.
• Deliver the Nest programme and arbed phase 2 home energy efficiency schemes.
• Develop a Welsh Water Strategy.
• Facilitate the development of sustainable communities, ensuring that local planning authorities adopt appropriate local development plans.
• Improve public access to land and water with a particular focus on access for families and children.
• Deliver improvement in rights of way for cyclists and walkers, including legislation establishing duties to provide cycle routes and work to complete the development of the Wales Coast Path.
• Legislate on the amount of land available for allotments.
• Work to ensure we have a sustainable food and fisheries industry.
• Review resource and energy efficiency measures and the support available to individuals, communities, businesses and the public sector.

How will we know that our actions are on track?

Living within environmental limits and acting on climate change:
• Data from the annual progress report to the National Assembly for Wales on delivery of the Climate Change Strategy (required under the Climate Change Act).
• Data from the annual progress report on the Sustainable Development Scheme, including progress against the set of sustainable development indicators.
• Independent evaluation of the effectiveness of the Sustainable Development Scheme.
• Completion of new waste treatment infrastructure projects.

Protecting healthy eco-systems:
• % of eligible land under Glastir agreements.
• Hectares of agricultural land under Glastir contract.
• Annual report on the Woodland Strategy indicators and actions.
• Evaluation of the effect of marine conservation zones on healthy ecosystem functioning.

Creating sustainable places for people:
• Number of properties benefitting from enhanced flood or coastal protection.
• Number of communities with a community flood plan.
• Number of homes benefitting from improved domestic energy performance measures.
• % of people in fuel poverty.
• % of people identified as having water affordability issues.
• Number of green space improvement projects undertaken.
• % of journeys to work under 2 miles made on foot or by cycling.
• Levels of participation in outdoor recreation, and increased accessibility to the countryside and green space.
• Number of local development plans adopted.
Chapter 11: Environment and Sustainability

The big long-term challenges that our actions will contribute to meeting

Living within environmental limits and acting on climate change:
- Levels of greenhouse gas emissions.
- % of electricity consumed that is generated from renewable sources.
- % of municipal waste recycled or composted.
- Number of areas where there is pressure on water resources.

Supporting healthy eco-systems:
- % of habitats and species that are stable or improving.
- Number of lakes, rivers and coastlines achieving good ecological status.

Creating sustainable places for people:
- Amount of gas and electricity used in homes each year.
- % of homes at risk of flooding.
- % of water supplies that meet drinking water quality standards.

Who is accountable for ensuring delivery is on track?
- Minister for Environment and Sustainable Development.
- Minister for Business, Enterprise, Technology and Science.
- First Minister.

Who are our key partners in delivery?
- European Commission.
- Climate Change Commission.
- Department for Environment, Food and Rural Affairs.
- Energy Saving Trust, Carbon Trust.
- Ofwat, Drinking Water Inspectorate and the Consumer Council for Water.
- Ofgem.
- Forestry Commission Wales.
- Local authorities and the Welsh Local Government Association.
- Community Housing Cymru and Housing Associations.
- Farming unions.
- Third sector and the Wales Council for Voluntary Action.
- Internal Drainage Boards.
- Water and Sewerage Companies.
We are committed to securing a bright future for the Welsh language. The Welsh Language Measure along with our Welsh-medium Education Strategy and Welsh Language Strategy aim to increase the number of Welsh speakers and promote the use of Welsh across Wales.

The Culture and Heritage of Wales

Aim

Enrich the lives of individuals and communities through our culture and heritage.
We want to maximise participation in the arts and sport, and widen access to our museums, libraries and heritage sites, particularly by targeting low income families and children to access our services. We also have a particular responsibility to promote the Welsh language. Our language and culture help make Wales a special place to live and to visit. Broadcasting is a non-devolved matter but we also recognise its cultural contribution and the vital role it plays in a healthy democratic society.

**Key actions the Welsh Government is undertaking to deliver improvements:**

**Widening access to our culture, heritage and sport, and encouraging greater participation:**

- Introduce the Heritage Bill with supporting policy activity and public engagement.
- Through the Arts Council of Wales, develop a vibrant and high quality arts sector accessible to all communities in Wales.
- Through Sport Wales, widen participation in sport and programmes targeted at increasing physical activity.
- Increase the number of sports coaches and elite athletes in Wales.
- Work with national, UK and international sports federations to ensure that more major sporting events are hosted in Wales in the future.
- Work with Cardiff County Council to look at the feasibility of bidding to host the 2026 Commonwealth Games.
- Extend our free swimming scheme to veterans and serving armed forces personnel on leave.
- Implement Cadw’s Heritage Tourism Project.
- Deliver Cadw’s pan-Wales Interpretation Plan, Lifelong Learning Strategy and Heritage & Arts Framework.
- Deliver Cadw’s conservation programme for monuments in state care, alongside the designation of further heritage assets.
- Further develop St Fagans as a significant cultural attraction and visitor gateway to Wales.
- Maintain free admission to Amgueddfa Cymru (National Museum Wales) and National Library of Wales in order to maximise their impact.

- Strengthen regional collaboration in the delivery of library, museum and archive services and ensure that local authorities meet national standards of public library provision.
- Develop the potential of digital media to promote culture through Casgliad y Werin (People’s Collection Wales) and other on-line initiatives.
- Press for S4C’s new partnership with the BBC to retain editorial and operational independence for the channel.
- Work to maintain, and wherever possible strengthen, BBC and ITV services aimed at Welsh viewers.
- Continue to press for plurality to be maintained in television news directed at Welsh audiences.
- Strengthen creative industries in Wales and increase the number of Welsh productions on the main television networks.

**Strengthen the place of the Welsh language in everyday life:**

- Publish a five-year Welsh Language Strategy and Action Plan.
- Deliver the provisions of the Welsh Language (Wales) Measure 2011.
- Increase the number of people speaking and using Welsh in our education system, and encourage the informal use of Welsh by young people outside the classroom.
- Ensure that students can continue to study through the medium of Welsh outside the school environment through post-16 provision.
- Expand the opportunities for people to use Welsh across public services.
How will we know that our actions are on track?

Widening access to our culture, heritage and sport, and encouraging greater participation:

- % of people attending arts events from under-represented groups.
- Arts Council of Wales and Sport Wales evaluation programmes.
- % of visitors to Cadw sites who are from under-represented groups.
- Evaluation of Cadw’s Heritage Tourism Project.
- % of annual conservation and maintenance programmes on monuments in state care completed.
- Evaluation by CyMAL of the strategic delivery plans for the museum, library and archive sectors.
- Number of visits to national museum sites.
- Feasibility study for bidding to host the 2026 Commonwealth Games.
- Number of free public swims and number of free structured aquatic activities made by children and young people aged 16 and under, and those aged over 60.
- Number of adults actively involved in coaching and volunteering.

Strengthen the place of Welsh language in everyday life:

- Number of schools operating specific projects to include informal use of Welsh outside the classroom.
- Number of students studying all or part of their course through the medium of Welsh at Welsh Higher and Further Education institutions.

The big long-term challenges that our actions will contribute to meeting

Widening access to our culture, heritage and sport, and encouraging greater participation:

- % of people participating in arts activities.
- Number of visits to heritage sites in state care across Wales.
- % of historic environment assets in stable or improved condition.
- Number of visits to local and national museums and libraries.
- % of people participating in sport or active recreation.
- % of adults actively involved in volunteering in sport (including coaching).

Strengthen the use of Welsh language in everyday life:

- % of six year olds who speak Welsh at home.
- % of people able to speak and write Welsh.
Who is accountable for ensuring delivery is on track?

- Minister for Housing, Regeneration and Heritage.
- Minister for Education and Skills.
- Minister for Business, Enterprise, Technology and Science.

Who are our key partners in delivery?

- Arts Council of Wales.
- Sport Wales.
- National Museum Wales.
- National Library of Wales.
- Welsh Books Council.
- Local authorities and the Welsh Local Government Association.
- Schools, Further and Higher Education institutions, and work-based learning providers.
- Employers and employer organisations.
- Wales TUC.
- Third Sector including Urdd Gobaith Cymru, Eisteddfod Genedlaethol, Mudiad Meithrin and the Mentrau Iaith.
- S4C and BBC Cymru-Wales.
- Welsh Language Board until 31/3/2012
  Welsh Language Commissioner from 1/4/2012.
You can download this document and the annex at:
www.wales.gov.uk/programmeforgovernment