

# Foreword

This is the first strategic plan of the National Assembly for Wales. It sets our plan to create fresh 'Made in Wales' policies for this new millennium and to get the maximum value for the people of Wales out of the money spent on your behalf.

This document is new and radical. Its vision and values have been endorsed by the Assembly as a whole to impart a real forward direction for Wales. For the first time we say in detail what we aim to deliver and by when. The plan has been developed in consultation with local government, business and the voluntary agencies and made full use of the opportunities provided by new technologies, with 17,000 visits to the special website.

I know only too well that the Assembly is a new institution which needs to win the confidence of the people of Wales. We have to show we are making a difference. This plan is a first step on that long road: a first not a last word. Over the coming year we aim to develop the plan to become more distinctive, more innovative and more effective. The additional resources flowing through to the National Assembly from Gordon Brown's budget are very timely in helping the Assembly maximise its impact.

This plan is a reminder of the breadth of the Assembly's responsibilities - education; health services; business support; local government; environment; housing; agriculture and transport all fall within its powers. These are powers which affect everyone's lives every day of the year and are the proof of devolution in action. And in the plan itself we point to new distinctive powers being created now for the Assembly in partnership with Westminster, such as the Children's Commissioner - the first amendment to UK legislation following representations to the Government by the Assembly.

I am immensely proud of the opportunity given to me to lead the Assembly and to deliver for the people of Wales. I commend this plan to you as the start of a new approach rooted in the needs of Wales. I hope we can work together to build a Better Wales for all.



Rhodri Morgan  
First Secretary  
The National Assembly for Wales



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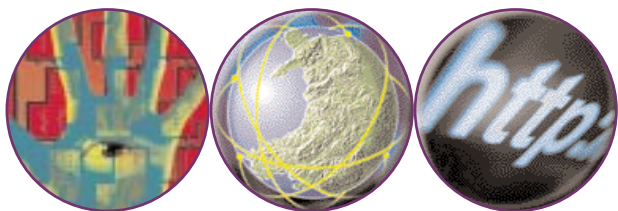
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# INTRODUCTION

## A Common Vision: Getting down to business



This plan sets out the long-term vision for a better Wales. The detailed programme is that of the Government of Wales and will be developed and tested in the Committees of the Assembly and in discussion with partners. This introduction provides the context for that detailed programme and has been endorsed by the Assembly as a whole. It sets out:

- the Assembly's values; and
- the Assembly's main commitments to a distinctive new `Made in Wales` agenda.


### Our vision

We want Wales to be:

- United, confident and creative;
- Committed to fostering its unique and diverse identity, and the benefits of bilingualism, while looking confidently outwards and welcoming new cultural influences;
- Prosperous, well-educated, skilled, healthy, environmentally and culturally rich;
- Served by modern, effective, efficient and accessible public services;
- Active in its local communities, where the voice of local people is heard;
- Fairer - a place where everyone is valued and given an opportunity to play a full part;
- A place which values its children and where young people want to live, work and enjoy a high quality of life.

### A Made in Wales Agenda

Although there are a wide range of views about the longer-term development of the powers and structures of the Assembly - issues to which we will want to return as we mature as an institution - the immediate task is to demonstrate that the Assembly can deliver Welsh policies and programmes



for the people of Wales. Below we have identified twenty specific actions which will help to set this new agenda.

### Creating team spirit and ownership

1. Each year, starting this summer, we will organise a series of conferences on the big issues of concern to Wales: economy, employment; society and environment; generating new ideas and confidence by tapping into home grown talent and best practice experience worldwide; and helping to inform our strategic direction.

### Creating wealth and good quality jobs

2. By December 2000, we will have set out a clear employment strategy for Wales including a Skills Action Plan, building on the findings of Future Skills Wales and the recommendations of the Skills Task Force; and we will have taken forward the Education and Training Action Plan.
3. We will develop, by October 2000, a widely-owned Information Age strategy for ensuring that Wales takes full advantage of the Information and Communications Technologies revolution, and will work with private and public sector partners to implement it as a matter of urgency.
4. By December 2000, we will have set up a Development Fund to stimulate the creation and growth of small- and medium-sized enterprises.

### Tackling social disadvantage

5. By no later than the autumn, the necessary funding for European Structural Funds will be agreed and we will have ensured that the Action Plan framework is in place and projects drawing down funds; and we will have the Rural Development Plan in place and supporting diversification in our rural economies.
6. *Communities First* - by December we will have identified with our partners and local people up to 100 communities to take part in a new, long-term `Team Wales` approach to locally-led regeneration with serious action on the ground starting from April 2001.
7. We will appoint a Children's Commissioner to promote children's rights.
8. We will develop greater choice in access to housing, drawing on the work of the Housing Strategy Task Groups.

### Investing for our future

9. By December 2000, we will have agreed a Made in Wales approach to supporting young people, based on listening to their views and aspirations and creating opportunities for them to make a positive contribution to our communities.

10. We will tackle the legacy of poor health in Wales by developing over the next 15 months clear and practical policies, tackling determinants of health, placing a greater emphasis on primary care, and helping the NHS develop its reputation for clinical excellence.
11. We will commission an early study of the way in which the concept of a Welsh baccalaureate can be developed and aligned with the overall framework for qualifications.

### Creating a new vision of the future

12. We will develop a new national spatial framework for planning, setting a clear context for sustainable development and environmental quality; and a single statement on the opportunities for sustainable development in energy, waste and clean technology.
13. We will set out a new transport policy which puts the emphasis on achieving accessibility and strengthens the Assembly's ability to support local and regional solutions.
14. We will develop a Wales and the World programme, with a stronger presence in Europe, an awareness programme, new links with the Welsh diaspora, and fresh opportunities for both business and our young people to engage with the wider world.

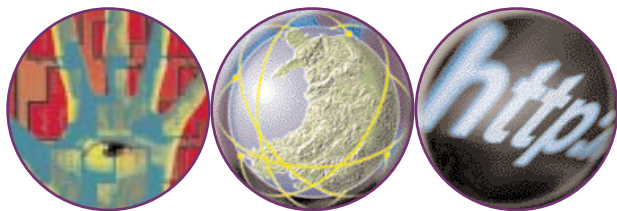
### New and better services

15. From April 2001, there will be a policy agreement with local government focusing on specific and measurable improvements required to achieve shared objectives.
16. We will offer free entrance to our museums for pensioners by April 2001 and introduce free bus fares for pensioners by April 2002.
17. By October 2000, we will have produced a fairer, clinically-based approach to the management and improvement of hospital waiting times.

### Better value for money

18. By April 2001, there will be a value-for-money programme covering all significant aspects of our budget, with clear targets for service improvements and efficiency gains.
19. There will be an accelerated programme for reviewing all the Assembly's Sponsored Bodies and the present framework for delivery, to be completed by March 2003.
20. Over the next two years, we will review the present funding formulae to ensure fairness and promote greater efficiency and co-operation.

# Guiding themes and values



The Assembly has adopted the following guiding themes and values for its work. A major challenge for the Assembly will be to bring these themes to influence the way in which it develops its policies, budgetary priorities and programmes over the coming years.

## Three major themes

- **Sustainable development** - meeting the needs of the present without compromising the ability of future generations to meet their own.
- **Tackling social disadvantage** - the development of an inclusive society where everyone has the chance to fulfil their potential.
- **Equal opportunities** - the promotion of a culture in which diversity is valued and equality of opportunity is a reality.

Section 4 'Priorities and budget' sets out how the Government of Wales sees its programme contributing to these themes.

One of the Assembly's first actions was to develop a set of guiding values and principles. These are important not only because they should inform policy-making and our ways of working, but also because they are benchmarks for others to judge whether we are living up to the high standards we have set.

Consultation demonstrated that there is widespread support for our values and principles. It also generated welcome suggestions for improvements, which we have taken into account. We shall publish what progress we are making in each area in our Annual Report.

Values	Tests
<p><b>Act strategically</b></p> <ul style="list-style-type: none"> <li>• Set clear frameworks within which others can work effectively and with appropriate discretion to develop local solutions.</li> <li>• Avoid direct management of delivery where others are better placed.</li> <li>• Continually challenge our performance and that of our partners and agencies against the targets set.</li> <li>• Tackle the root causes of problems, looking always for sustainable, long term solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback from partners and agencies.</li> <li>• Opportunities for cost-effective, alternative means of delivery are regularly reviewed.</li> <li>• Targets set in this plan are achieved.</li> <li>• There is broad agreement within Wales that this plan addresses the real issues.</li> </ul>
<p><b>Work in partnership</b></p> <ul style="list-style-type: none"> <li>• Aim for maximum agreement on issues within the Assembly.</li> <li>• Promote participation through openness and positive debate.</li> <li>• Build on Welsh values, including the importance of community.</li> <li>• Develop the profile and influence of Wales in Europe and internationally.</li> <li>• Use the partnerships with business, local government and the voluntary sector to get things done, with services being organised on the basis of "who does what best".</li> <li>• Promote active citizenship in every age group and all sections of society as part of the "active communities" in Wales.</li> <li>• Maintain good links with Whitehall and with the devolved administrations to keep us informed and best able to influence UK policy and programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing agreement within the Assembly on the values and priorities in this plan.</li> <li>• Positive feedback from partners.</li> <li>• Positive feedback from Assembly Members and partners.</li> <li>• More EU decisions reflect the special needs and circumstances of Wales.</li> <li>• There is wide agreement that the statutory schemes and duties are working well.</li> <li>• Turnout at elections, the level of volunteering and community action.</li> <li>• UK policies, including those for non-devolved functions, are tuned to the needs and circumstances of Wales, with the necessary discretion being given in primary legislation for us to develop and implement our own solutions.</li> </ul>
<p><b>Be inclusive</b></p> <ul style="list-style-type: none"> <li>• Promote equality of opportunity and tackle disadvantage.</li> <li>• Promote a tolerant society within which diversity is valued.</li> <li>• Address the needs of all social groups, particularly the young, older people, disabled people, black and ethnic minorities.</li> <li>• Children and young people to be treated as valued members of the community, whose voices are heard and needs considered across the range of policy-making.</li> <li>• Work for the whole of Wales, testing policies and programmes for their wider impact on each region.</li> <li>• Recognise the specific needs of rural areas and areas of social deprivation.</li> <li>• Focus effort and resources on the problems of those most in need.</li> </ul>	<ul style="list-style-type: none"> <li>• Targets set in this plan and the specific plans on these topics are achieved.</li> <li>• Minority groups report "a full voice in the policy-making process."</li> <li>• Targets set in this plan are achieved.</li> <li>• Young people report that they feel more engaged in society and the work of the Assembly and its partners.</li> <li>• Positive feedback from Regional Committees and partners.</li> <li>• Targets set in this plan are achieved.</li> <li>• Over time, our budget is brought fully into line with our priorities.</li> </ul>



Values	Tests
<p>Promote good government</p> <ul style="list-style-type: none"><li>• Insist on the highest standards of probity for all in public life.</li><li>• Constantly test the added value and effectiveness of our work and that of our partners against our values and priorities.</li><li>• Rationalise and simplify our programmes.</li><li>• Take decisions that command wide respect by basing them on discussion and the best evidence available.</li><li>• Tackle the big issues by working together across functional boundaries.</li><li>• Make full use of the statutory schemes and duties to test the consistency of work.</li><li>• Promote the participation of users and carers in the planning of services and the implementation of policies.</li></ul>	<ul style="list-style-type: none"><li>• Reports from independent watchdogs.</li><li>• Annual Report highlights progress made in improving the value for money achieved from our budget.</li><li>• Fewer and better programmes or initiatives, year on year.</li><li>• Positive feedback from partners and agencies.</li><li>• Service users report that the public services are working together well.</li><li>• Positive feedback from partners.</li><li>• Service users and carers report that they are influencing policies and service delivery.</li></ul>

# PROGRAMME FOR GOVERNMENT

## 1. A fresh programme for Wales




### Unique opportunities: unprecedented challenge

- 1.1 At the start of the new century, Wales has a brand new institution - the National Assembly - which is determined to transform the economy, create a fairer society and to protect and renew the environment for future generations. This Plan is the Government of Wales' programme for action to move towards these important goals. It provides a framework not only for the work of the Assembly but also for the wide range of organisations - private, public and voluntary - that make up *Team Wales*. It is the clearest possible sign of a resolve to get down to business.
- 1.2 Wales is in a period of exceptional change and unprecedented, but exciting, challenge. Global competition and ever-faster technological changes are reshaping our economy, altering the nature of work and having a powerful effect on our lives. Use of the Internet is growing at 90% a year. Families and communities are facing new and unexpected stresses. The existing gap in the quality of life between our least and most favoured communities is unacceptable and those at the foot of the league table will need help to close the gap. The pressures on our environment will increase unless positive action is taken by all to reduce them.
- 1.3 The job of the Assembly and its partners is to embrace change and to tackle these issues head-on for the benefit of everyone in Wales. Wales has the commitment, drive and talent to rise to the challenge and the ideas. The new political environment created by the Assembly and the European Structural Funds programmes provide us with a unique opportunity to make a real difference to people's lives.

### Developed and turned into action through partnership

- 1.4 This Plan follows wide-ranging consultation and discussion with the public, private and voluntary sectors and also with groups representing minority and equal opportunities interests, all of whose comments have been highly influential. The [betterwales.com](http://betterwales.com) site scored over 17,000 "hits", demonstrating the high level of interest in this pioneering and open approach to the development of a programme for government. The Assembly has drawn on the many ideas



received and listened carefully to what people have had to say on priorities to make better-informed judgements about the way ahead. A summary of the responses is on the [betterwales.com](http://betterwales.com) web site.

- 1.5** In Section 3 we set out the Government of Wales' present view of where we want Wales to be by 2010 - our 2010 benchmarks. To decide how Wales is going to get there it is essential to take a good look at what we as a country do well and where we need to improve: a summary of strengths and weaknesses is presented at Section 2.

### **An advanced economy and modern public services**

- 1.6** The Plan highlights what we need to do to create an advanced economy with a greater capacity to generate wealth and good quality jobs. The role of the private sector is central here and we are committed fully to engaging business in taking forward our programme and developing it over the coming years. The Plan also states our ambition of building a thoroughly modern and responsive public service sector in which improved performance is delivered, year on year.
- 1.7** Our aim is to fashion a business environment where job creators, innovators and entrepreneurs can flourish, where jobs are created in areas of most need and best use is made of the talents and motivation of a highly educated, skilled and adaptable workforce. We cannot allow the creation of a 'knowledge underclass': all our young people must be given every chance to fulfil their potential. The Plan is designed to take full advantage of the broader economic and tax measures proposed by the UK Government to promote a dynamic enterprise culture.

### **Communities First**

- 1.8** The Plan emphasises our deep commitment to developing better communities: places where people want to live, work and play; where people have access to economic opportunities, a pleasant and safe environment and active and inclusive social networks.
- 1.9** Everyone can help here. Voluntary and community organisations have a special role to play in encouraging community participation and voluntary action. Success also requires a lively and responsive local democracy with modern, innovative councils, committed to partnership and joint action.
- 1.10** Over recent years, the Welsh Office and now the Assembly have run programmes designed to channel resources into communities judged to be particularly disadvantaged. The Programme for the Valleys followed this model as did the Strategic Development Scheme, Capital Challenge, Valleys Health Group and, most recently, the People in the Communities Programme, Sure Start and the Children and Youth Partnership Fund.


- 1.11 Each of these initiatives has been of considerable value for the selected areas but there has been little attempt to co-ordinate central initiatives in ways which would maximise their impact or foster effective joint working at all levels. They have generally been of short duration and the way in which separate programmes are constructed often makes it more difficult than it should be for local communities to see quickly what opportunities are available, and how they can be accessed and brought together in ways which will have most impact locally.
- 1.12 We will improve on this. We want to construct with our partners and local people a long term commitment to combat social disadvantage. We will promote greater equality, create more jobs, reduce gaps in health, education and social care, improve housing and environments and encourage partnership and sustainability. We are also determined to achieve joined-up government, best value across the public sector and, more generally, better and simpler government. We want to create a framework which is sufficiently flexible to meet the needs of different communities and the priorities for action which are decided by them.

### Doing things better

- 1.13 Working as we always have will not be good enough. Our draft sustainable development scheme emphasises the need to learn to live differently. We must seize the opportunity offered by the Assembly to work in new ways: to deliver a distinctly Welsh approach; to make a reality of joint action; to work across party differences; to keep government simple; to focus on what can make a real difference; to emphasise the need for results not just plans or activity; to value actions more than words; to forge the links between different areas of our work; to consider long-term perspectives as well as immediate issues.
- 1.14 We must also create the right atmosphere for success. We must applaud achievement and act where performance is not good enough. In doing so, we acknowledge that progress and enterprise is not risk-less and that there will sometimes be mistakes. The aim must be to manage risk well and to learn quickly from any mistakes that are made.

### Making it happen - strategy into action

- 1.15 It is essential to understand what this Plan is and what it isn't. It is the Government of Wales' vision for our country and the vehicle for setting out what it believes success would look like both in the longer and shorter terms. The Plan includes in Section 4 the Government's Programme for Action made up of over 100 major areas where results are expected by 2003: the related targets and performance measures have been published on the betterwales.com web site, together with an explanation of why they have been chosen. It is not a business plan for Wales PLC with all the related actions spelt out in detail. This would require us to develop an unmanageable document which would cut across the accountabilities of a wide range of other bodies involved in helping us achieve a better Wales.

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- 1.16 Those who need the detail can find this information in the wide range of supporting strategies set out in Annex 1. The Internet version of this Plan includes links to a good number of these supporting documents.
- 1.17 In a recent world-wide survey, 80% of business directors said that they had good strategies, but only one in seven believed that they implemented them well. We are determined not to fall into this trap.
- 1.18 The 2003 targets will act as milestones on the way to our longer-term goals. In each action area, the lead organisation or sector is identified. The action areas are allowed for in our present budget, though naturally we have assumed that the resources will be in place to move ahead as planned on European Structural Funds.

### Moving forward with our partners

- 1.19 Achieving the ambitious agenda set out in this Plan will require active partnership with a modernising local government and the voluntary and business sectors. We shall need to work closely with the major professions and bodies such as NHS Wales and the Higher Education Funding Council. All have been given an opportunity to help us develop this Plan. All are critical to its success.
- 1.20 We have already established strong partnerships with local government and the voluntary and business sectors. We will use the Partnership Councils to help us keep track of progress and develop our collective thinking to inform the first review of the Plan.
- 1.21 We shall also maintain close liaison with the Equal Opportunities Commission, Commission for Racial Equality and Disability Rights Commission as well as with voluntary bodies working for equality of opportunity. This partnership will help us to ensure that we meet fully our statutory duty to promote equality of opportunity.
- 1.22 The Assembly sponsors a number of public sector bodies directly and we will ensure that their policy frameworks are consistent with our aims and objectives. High level performance measures for each of our main sponsored bodies are shown at Annex 3.
- 1.23 We shall review all our sponsored bodies to ensure that their activities remain relevant and focused. We are considering how these bodies can help us develop our thinking, ensuring that they grasp the opportunities for more effective joint working to achieve our major cross-cutting themes of sustainable development, equality and tackling social disadvantage. We have also begun work on a long term strategy for the health services so that they have a clear vision for the future and are working efficiently and effectively with social services, users, carers and voluntary groups to achieve it.

## Priorities

**1.24** While all our actions need to contribute to the overall vision, our strategy is presented under 5 key action areas:

- Better opportunities for learning;
- A better, stronger economy;
- Better health and well-being;
- Better quality of life;
- Better, simpler government.

**1.25** Not all the actions are of equal importance, of course. This is why we have highlighted at the beginning of the Plan the major early priorities for action. These priorities - our *Getting down to business* measures - have a wide measure of cross-party support within the Assembly. They should be seen as the clearest possible signal that the Assembly is committed to developing *Made in Wales* policies to meet the challenges that lie ahead of us. Updated editions of this Plan will build on these foundations.


## Progress so far

**1.26** Since 1 July 1999, we have taken important first steps to lay the foundations for this agenda, including:

- Creating partnerships with business, local government and the voluntary sector, establishing new formal relations with Whitehall and strong links with other devolved administrations and Brussels;
- Agreeing principles to inform our cross-cutting policies on equality, tackling social disadvantage, children and young people and consulting on our sustainable development responsibilities;
- Consulting on and agreeing our first budget, with every effort being made to ensure that policy drives the money;
- Using new technology to help us engage with people to develop our policies and priorities;
- Setting out our approach to the new European programmes.

## Annual reports

**1.27** Each year the Assembly will publish a detailed report on its progress and this will be given wide publicity. We want the people of Wales to judge our performance, including the results we have achieved and how well we have spent their money.

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- 1.28 We shall ask others how they think we have done in living up to our values, what progress we have made on our statutory schemes - equality, sustainable development, local government and the voluntary sector - and what we have done to meet our duty to consult the business community on our work and its impact.

### Commitment to learning, reviewing and improving

- 1.29 This plan is not an old-fashioned blueprint. The world is too complex and fast-moving for that. It will be monitored and kept under constant review. Over the next 12 months, we will refine it to take account of our initial reviews on what will need to change for all our programmes to reflect our commitment to tackling equality, sustainable development and poverty. It will also reflect the outcome of the year 2000 UK-wide Spending Review and the new ideas for progress and joint action that we are keen to agree with our partners.
- 1.30 The Assembly has unique statutory obligations to promote sustainable development, equality of opportunity and partnership. It also has a duty to observe the rights laid out in the European Convention on Human Rights. These are the tests for all work across the Assembly.
- 1.31 We can be fairly certain that our priorities - the "what" - will stand the test of time, but we will not hesitate to revise our actions - the "how" - if necessary. The true test will always be whether what we are doing is in the best interests of Wales. There is no room for dogma.

### The people's voice

- 1.32 We are determined that the views and experiences of the people of Wales are built into the process of developing policies and assessing performance. To inform policy, we have already conducted major surveys of people's health and experiences of the NHS. Together with local government, we are evaluating the merits of undertaking a large-scale survey of local services. Over the next 12 months, we will explore the benefits of strengthening Welsh representation on the UK-wide People's Panel and making this a resource for the public sector as a whole.

### Young Voice

- 1.33 We are about to begin a 12 to 18 month process of engaging and interacting with children and young people in a real, effective and dynamic way. The *Young Voice - Llais Ifanc* programme will help us to develop enduring ways of involving children and young people in the work of the Assembly.

## 2. State of Wales



- 2.1** This Plan is based on an honest and realistic assessment of Wales's comparative strengths and weaknesses. To help us to achieve our aims, it seeks to build on what we are good at and change what we do badly.

### Strengths

#### Our people

- 2.2** As a people, we have a reputation for resilience, hard work, tolerance and for seeing clearly the benefits of education. Three out of five of us are of working age.
- 2.3** We are one of the oldest nations in Europe with our own language and a rich and diverse cultural inheritance, both urban and rural. We have a strong sense of place from Hawarden to Haverfordwest; from the Nantlle to the Garw valleys and the increasingly cosmopolitan communities that make up our major towns and cities in the north and the south. Our National Eisteddfod is unique. We have a strong tradition of voluntary activity, mutuality and self-help. We have 25,000 voluntary and community organisations reflecting the diversity of people and interests and responding to a wide range of community needs.
- 2.4** There have always been people from Wales who have made a major contribution in all walks of life in the UK and internationally - in politics, business, the arts, the media and the professions. We have a passion for music and for sport. We have musicians with world-wide reputations in everything from opera to rock. As a nation of only 3 million people, we are more than pulling our weight.

#### Our country

- 2.5** National Parks cover a fifth of our land. Some 500 km of the Welsh coastline has been designated as Heritage Coast. Our landscape and historic environment are a major asset, making Wales not only a first-class place to visit but also an exceptional location for business. Our country is an essential ingredient in the quality of our daily lives.
- 2.6** We look after it. Four-fifths of our country is devoted to agriculture and about 14% to forest and woodland, more than half of which is freely available for public access. 10% of Wales consists of Sites of Special Scientific Interest and we have a rich historic landscape. Areas scarred by our industrial past are being repaired and restored to their former glory.

## Our institutions

- 2.7** We have one of the best developed institutional infrastructures in the UK. We have a directly elected Assembly with strong partnerships with the business, voluntary and local government sectors - the *Team Wales* phenomenon. We have unitary local government. We have development agencies that other parts of the UK rightly envy. In Cardiff, we have a thriving capital city with one of the most ambitious waterfront developments in Europe. Our Millennium Stadium is the best of its kind in the world.
- 2.8** Our universities have international reputations, provide us with a strong science base and are attracting record numbers of students from overseas. They are also developing strong links with the business community. Nationally, our schools are performing well, with the gap at GCSE between Wales and England having closed during the 1990s. Our NHS Wales is delivering record levels of treatment and care, year on year.

## Our economy

- 2.9** The last 20 years have seen an unprecedented though painful transformation of our economy from one dominated by heavy industries to one with a better, more modern, balance of activity. Although Wales has been establishing itself as one of Europe's most favoured investment locations there is currently a shortage of company headquarters with full-scale marketing, design and research and development departments. The positive factors have been the skills and flexibility of our workforce, excellent industrial relations and a cohesive approach to economic development - *Team Wales*. The threat to our present industrial structure arises from the arrival within the EU of low-wage east European countries.
- 2.10** Around 1 in 9 of our employed workforce is self employed. This provides a solid foundation on which to build an stronger entrepreneurial culture.

## Our communications

- 2.11** In both North and South Wales, our east-west road links have been transformed and our rail system is being revived after years of decline. In Cardiff Airport, we have a facility with real potential. We have a developing network of public transport that is beginning to offer a realistic alternative to the car for an increasing number of our local communities. We have more than 500,000 km of optical fibres installed in Wales on which to build a first-class broadband telecommunications infrastructure.

## Weaknesses

### Our economy

- 2.12** Wales has a small economic base with too few large home-grown companies. This limits our ability to generate growth from within. Our business supplier and customer networks do not support economic stability, growth and diversification to the extent that they do in the more prosperous areas of Europe. It is vital that we adopt an international and outward looking

approach to business. Although our position on the western side of the UK has sometimes been a disadvantage, the breathtaking rise in e-commerce will make our location far less of an issue in the future. Too few of our companies - large and small - make the most of the opportunities available to exploit world-class technologies, including Information Technology and e-commerce.


- 2.13 Although our service sector, including financial services, is growing rapidly, it is small and we continue to rely too heavily on the low value-added end of manufacturing. Our small and medium enterprise sector is relatively under-developed and relatively few of our small businesses make the crucial transition to larger, dynamic enterprises. Fewer still gain stock market status. The rate of new business start-ups is lower than that in England and Scotland.
- 2.14 We have a long-standing tradition of self-employment, but the innovation and entrepreneur culture required to create a truly dynamic small and medium enterprise sector is not as strong as we would wish. We are also under-represented in significant high added-value growth sectors such as Information Technology, pharmaceuticals and other science and knowledge-based activities. Within our company structure, there are too few decision-making departments, units and occupations in finance, research and development, marketing and product design.
- 2.15 Output per head in Wales remains well below the EU average - 18% below during the period 1994-96. Furthermore, prosperity is spread unevenly across Wales. In the west of Wales and the Valleys, output per head is nearly 30% below the EU average, although in East Wales it is actually slightly higher.
- 2.16 At the same time, nearly one third of our employers are experiencing skill shortages. Our stock of available skills is lower than that in most competitor countries. There are big challenges in overcoming weaknesses in school performance, barriers to training and learning post-16 and in lifting the research base of the higher education sector.

#### Our agriculture and rural economy

- 2.17 Agriculture, the traditional provider of rural jobs and income, is undergoing immense change with calls for greater integration between the sector and the wider rural economy.
- 2.18 Among the other challenges facing our rural communities are the risk of isolation, poor communication links, low incomes, a relatively old population, pockets of severe deprivation and high unemployment and more limited opportunities for training, high dependence on seasonal employment and the difficulties of finding opportunities for economic growth which strengthen the quality of the natural environment.

#### Our health

- 2.19 Life expectancy in Wales is three to four years shorter than the best in Europe. The rate of infant mortality has declined but not enough; it remains higher than in most European countries. There are also disturbing inequalities in health within Wales. Life expectancy in certain communities is up to five years less than in others.

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- 2.20** Census information shows that a much higher proportion of our people report a limiting long-term illness compared with the average for UK as a whole. As elsewhere, unskilled manual workers are far more likely than professionals to suffer such illness. The latest information from sources such as the Labour Force Survey suggests that these disparities are not reducing.
- 2.21** About one third of adults smoke and the habit is on the increase among young women. About half of all adults are classed as overweight or obese and the numbers are increasing. Under-age drinking in Wales, already very high by European standards, continues to rise. Equally worrying, in 1998, over 40% of young people had experimented with at least one illicit drug – double the level reported 8 years earlier. There are about 20% more under-age conceptions in Wales than in England.

### Social disadvantage

- 2.22** Some of our communities and some of our people experience poverty and social exclusion: for them opportunities are few and services are difficult to access. Average household incomes in Wales are among the lowest in Great Britain as a whole, and the share of income made up of social security benefits is disproportionately high.
- 2.23** In our most disadvantaged communities, levels of health, educational achievement, economic activity and the quality of the built environment are often well below those experienced elsewhere. Levels of crime are often far higher. The gap between these communities and more prosperous areas is not closing as quickly as we would like.

### Our environment and our communities

- 2.24** We are continuing to remove the scars of our industrial past but some remain, particularly in the Valleys. In common with the rest of the UK, parts of our major towns and cities are in need of renewal.
- 2.25** Wales has a rich diversity of habitats and species. We need to continue with policies to promote bio-diversity directly in parallel with action to improve the quality of our air, water and land on which our bio-diversity depends. We will take a positive approach to the use of the planning system. Threats to our environment do not respect national boundaries and we will work with other administrations in the UK and overseas.

### Our public services

- 2.26** We already spend more per head on public services than the average for England but face far higher spending needs in important areas: economic development, social services, transport, education and health. There are significant backlogs of maintenance and capital work in vital areas, for example, our houses and our schools.
- 2.27** There continue to be wide variations in service standards within Wales; for example, levels of attainment in many secondary schools serving our most deprived communities remain well below those achieved elsewhere. The performance of the NHS and local government varies across Wales.

- 2.28 The challenge for our partners and for us is to raise standards everywhere using resources in the best ways possible. We can only do this by ensuring that resources are targeted on agreed priorities; that services are genuinely responsive to everyone's needs, are easier to access and are delivered in the most efficient way.
- 2.29 We are going to have to make some difficult choices to achieve services that are demonstrably efficient and effective. All our public services, including those provided directly by the Assembly itself, must show that they are top performers in terms of service delivery and value for money.

### 3. 2010: What success would look like



#### Our three major themes

- **Sustainable development** - meeting the needs of the present without compromising the ability of future generations to meet their own.
- **Tackling social disadvantage** - the development of an inclusive society where everyone has the chance to fulfil their potential.
- **Equal opportunities** - the promotion of a culture in which diversity is valued and equality of opportunity is a reality.

- 3.1** The main challenge facing Wales is to promote development that improves people's lives over the long term while sustaining the natural resources future generations will need. People across Wales are asking new questions about how best to improve the health of their communities, the natural surroundings that define so much of their lives and their opportunities to secure and keep good jobs. The 2010 benchmarks which follow set the standards against which progress and success in meeting these aspirations will be judged. The Assembly and its partners need to agree what long-term success would look like so that we can decide what needs to be done now.
- 3.2** None of the priority areas set out in our Plan - or indeed our 2010 benchmarks - can be looked at in isolation. They must all be seen as part of a broader effort to create the sustainable economy and fairer, more inclusive society we wish to see. The benchmarks could be called aspirational. In some senses they are. But they represent our best judgement at this moment in time of what success would look like. They form the long-term context for our short-term action. However, we live in an ever-changing world and the benchmarks should not be viewed as rigid, inflexible predictions. We will review their relevance regularly and refine them in the light of better information and to accommodate the views of our partners and the people of Wales.
- 3.3** In areas such as the economy and health, it will take longer than 10 years to raise performance to the levels we really want. But by 2010 we must be well along the road to securing the transformation that we were set up to achieve.

- 3.4 By 2010 it is likely that the population of Wales will have grown by over 50,000 in comparison with the late 1990s and life expectancy for both women and men will have increased by about 2 years to 81 and 77. The sharpest growth in population is projected to be in the number of people over the age of 60 and there are likely to be about 1000 centenarians. The ratio of working age people to pensioners is likely to fall from about 3 to 1 to 2.8 to 1.

## 'Wales 2010' benchmarks

### Learning and active citizenship

1. *Provision should be available for all pre-school children aged 3 to 4 to promote quality child care and early learning. New parents must possess the skills needed to help their children learn and develop as rounded individuals. There should be high standards and expectations for every child at school. The increase in overall pupil attainment must have outstripped that achieved during the 1990s. No schools should be assessed as having unsatisfactory or poor standards. Over 90% of pupils must be entered for public examinations; attendance should exceed 95%; and the attainment of boys so improved that the gap between girls and boys will have been more than halved. Provision for Welsh medium education will be in balance with demand.*
2. *There must be a strong extra-curricular prospectus for every child covering cultural, volunteering and enterprise activity. Excellent services should be available for children and young people with special needs or at risk of social exclusion. On average, looked-after children should achieve at least 5 GCSEs. Local authorities and the voluntary sector will have integrated and well-developed youth services.*
3. *Wales should be recognised as an outstanding place in which to teach as well as learn. Robust quality assurance and professional development systems must have led to higher standards in classes and further and higher education courses than in the rest of the UK.*
4. *All school buildings must be in good physical shape and properly maintained. Affordable and universal access to the Internet, with links to the resources of our museums and libraries, must have been a central feature of school life for many years. All pupils leaving school must be confident users of new information and communication technology.*
5. *Access to and participation in education and training should have increased markedly. All pupils leaving school should enter further and higher education or take up training in employment. Virtually all 16 to 18-year-olds should have GCSE or equivalent vocational qualifications. There must be no important skill bottlenecks; most members of the workforce, including those excluded today, must have the basic competencies required to prosper in a knowledge-based economy and the opportunity to refresh them regularly through life-long learning.*
6. *Further and higher education must make a greater contribution to the creation of wealth, community and cultural development and the achievement of an inclusive society. Higher*

*education should command research funding twice as large as the average for the 1990s. Graduates and others with higher education qualifications should make up at least the same share of the workforce as in the rest of the UK.*

- 7. More people should be actively participating in voluntary and community action. Turnout at local and Assembly elections should typically exceed 50%. As a result of greater awareness and wider opportunities, more of our young people will pursue self-employment and entrepreneurship.*

#### **The economy**

- 8. Output per head must have risen from around 83% of the UK average in the mid-1990s to at least 90%, generating an additional £5 billion at 1997 prices. With the assistance of Objective 1 resources, output per head in the Valleys and the west of Wales should have increased from about 73% of the UK average during the mid-1990s to over 80%. Our energy sector must have been encouraged to make greater use of clean energy production technology and our businesses' environmental management performance must be second to none.*
- 9. The total number of new businesses should have risen by 35,000 and the number of jobs should have grown by 135,000. 110,000 of these additional jobs should be located in the Valleys and West Wales. The percentage of people of working age who are in employment must have increased, reducing the gap between Wales and the UK; and in the west of Wales and the Valleys the percentage should have caught up with the rate in the rest of Wales and the UK as a whole. The proportion of the population aged 50 to 59 (in the case of women) and 50 to 64 (in the case of men) who are economically inactive should have fallen from around 40% in 1999 to less than 30%.*
- 10. Inward investment should have been maintained at late 1990 levels. Welsh companies must make full use of a world class telecommunications infrastructure. Welsh representation in the knowledge-based sectors must be far higher. Business R&D should have grown faster than in the UK as a whole over the decade. The level of innovation throughout the diversified Welsh economy must be amongst the best in the UK.*
- 11. Excluding direct subsidies, the added value for every person employed in agriculture should have risen faster than productivity in the economy as a whole and the number of jobs in the dairy, lamb and beef processing sectors should have grown by at least 10%. The area of agricultural land covered by an agri-environmental scheme, registered as organic or in conversion to organic status must have increased significantly.*
- 12. We must be far more international in outlook. Wales must have a higher profile, clearer national identity and greater influence than today. The tourist industry must attract a much higher share of overseas visitors and more students coming to the UK should attend our higher education institutions. The number of Welsh companies exporting and having links with businesses worldwide must have grown. EU and UK policies must be better tuned to our needs and surveys of opinion makers and the business community abroad must show that our*

*market profile is higher. Made in Wales branded products must be associated in the international marketplace with high quality, advanced technology, reliability and good design.*


13. *Wales must be able to retain a far higher proportion of its young people. It must be a place where the young want to live, work and enjoy a high quality of life. Spreading prosperity throughout our country should make it possible for more young people to secure a reasonable choice of rewarding work within reasonable reach of their communities.*

#### **Better health and well-being**

14. *People should accept even greater responsibility for their own health and our lifestyles must be healthier, particularly in the poorest communities: 75% of adults should be non-smokers; the growth in the number of overweight people and obesity should have levelled off as must the level of substance misuse by young people. Under-age pregnancies should ideally not exceed the UK rate.*
15. *Fewer people should die prematurely: the years of potential life lost before the age of 65 should have fallen by about 14%, with the largest proportionate reduction being in our most disadvantaged communities. Infant mortality should be far closer to good performance in Europe, and should not exceed 5 per 1000 live births, with the largest reduction being in our most deprived communities.*
16. *Five year survival rates for serious cardiac disease and cancers must be far closer to the best in Europe. Long waiting times for serious, painful, disabling or progressive conditions that can be treated effectively should have been tackled.*
17. *Everyone who can realistically be expected to live independently - irrespective of age or impairment - should be able to do so with appropriate support.*
18. *Effective and significant joint working with social services must have long been the norm.*
19. *We must have an NHS which is better attuned to the needs of people by ensuring that more decisions are taken locally and that better informed citizens more actively engage in planning their health services. The demand for services must be far better understood and managed. There should be less emphasis on buildings and more on genuinely effective interventions, particularly in areas where genetic science has begun to have an impact on the prevention and management of disease. Full use must be made of 'e-health' (telemedicine). Continuing improvements in the NHS's efficiency should have added to the Service's spending power by releasing resources for investment in priority areas.*

#### **Quality of life**

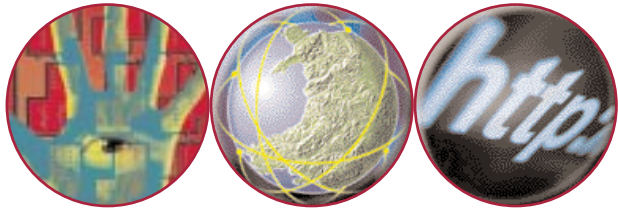
20. *The number of days when air falls below national quality standards should have fallen sharply from the 60-70 days a year typically experienced now. The quality of drinking, river and bathing water must meet EU standards. Households in Wales should recycle at least 25% of their waste compared to about 3% today. The populations of wild birds that are now in decline must have stabilised or started to rise.*

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21. *Much improved public transport and cycleway provision, including community transport, should enable about a quarter of commuting to work to take place by these means rather than by car, compared to about a fifth in the late 1990s. A higher proportion of freight should be carried by rail.*
  22. *The quality of life in our most disadvantaged communities, as judged by their residents, must have improved sharply. Most communities across Wales should have worked out what they want, and many more people should be taking action in their communities to meet those needs.*
  23. *High-quality social housing must be readily available for those who cannot afford to buy. A flourishing private rented sector should enhance choice and labour mobility, but must be effectively regulated to prevent serious risk to health and safety. The need for people to sleep rough must have been eliminated. There should be better leisure facilities for children and young people, particularly in our most deprived communities. Access to the benefits of up to date information and communications technologies and systems must be available to all. People must feel safer on the streets and in their homes.*
  24. *International knowledge and appreciation of Welsh music, film, art, drama and sport should have increased substantially. The proportion of the total population who can speak Welsh should have grown, with the sharpest rise having been among young people.*

#### **Government**

25. *Independent assessments must show that the Assembly and all major public bodies have achieved service and efficiency improvements which at least match those secured by comparable organisations elsewhere in the UK. Satisfaction with the services provided by the Assembly, its sponsored bodies, local government and the NHS should exceed 90%, compared with typical satisfaction rates of 75-90% today.*
26. *We should have a local government that has adopted the most modern management practices, gives the highest priorities to the principles of best value, has simple and transparent decision-making structures and engages closely with local communities and businesses. Councils must enforce stringently compliance with codes of conduct and the number of complaints upheld independently by the Commission for Local Administration in Wales will have fallen significantly.*
27. *The policies and actions of all public sector bodies, including the Assembly, its sponsored bodies and agencies and local government must take full account of the needs and views of all parts of society. As organisations and at all levels they must be as diverse as the populations they serve. The result should be better decision-making and better use of the talents of the people of Wales, with all this implies in terms of economic benefit and greater social justice.*

## 4. Priorities and budget



- 4.1 Below we set out over 100 results we want to achieve, with our partners, by the end of the present Assembly. This is the detailed Programme for Government. It is an enormously ambitious agenda. But it is essential that we make progress across the range of our functions if we are to move confidently towards achieving our longer-term goals.
- 4.2 All the results shown in the detailed Programme for Government are affordable within our current budget, though naturally we have assumed that the resources will be in place for us to move ahead as planned with Objective 1. The outcome of the UK-wide Spending Review should enable us to accelerate some of the programmes, increase the scale of others or to develop new programmes or do things differently. This is why we are committed to reviewing this Plan in the coming year.
- 4.3 All the results we are seeking will be implemented through a set of supporting strategies - either existing or planned. These range from the flagship National Economic Development Strategy to the proposed Corporate Plan for the NHS. These supporting strategies and plans are set out in Annex 1. We also present at Annex 3 a range of high-level performance measures for each of our major sponsored bodies. In each case we identify how further information on these organisations and their work can be obtained, often by accessing their web sites.

### Better opportunities for learning

- 4.4 Learning - for both children and adults - is at the top of the Assembly's agenda. A sound education is essential to becoming a responsible and active citizen and gaining a good job. Indeed, the only way in which we can achieve enduring success as a nation is for life-long learning - in the literal sense - to be embedded in the cultures of the diverse communities and organisations that make up modern Wales.
- 4.5 If we are to succeed in a knowledge-driven world we must ensure that everyone has the skills and the knowledge to fulfil their potential at all stages of their lives. It would be an unforgiveable waste of talent and potential for us to do otherwise. We want Wales to be recognised as a Learning Country. As in other areas, such as the economy and health, this will call for action across the board and not just by those involved directly in education and training. As well as schools, higher and further education and the business community will have pivotal roles to play.

## A better, stronger economy

- 4.6 The aim is an advanced, dynamic and more diverse economy in which everyone has a chance to prosper. Welsh companies need to deliver high-quality, high-value products and services by being innovative and using technology to the full. Those which have not already geared themselves up to take advantage of the global marketplace must be encouraged to do so.
- 4.7 As many of our businesses as possible must transform themselves into knowledge-based companies - those which depend for their competitive advantage on the exploitation of know-how and creativity. It is essential that we foster and value an entrepreneurial culture and work with business to promote a higher birth rate of high-quality indigenous enterprises, whether in the private or social economy. We want Wales to be at the forefront of the new economy and for e-commerce to be the norm within the shortest possible time.
- 4.8 We will strive to ensure that everyone is able to participate in the new economy by acquiring skills in information and communication technologies. Employment opportunities in the not-for-profit and mutual organisations contributing to our social economy will be expanded.
- 4.9 Full use will be made of the unique opportunity provided by European funding to improve the economic performance of the west of Wales and the Valleys and bring it up to that of the rest of Wales and Western Europe.

## Better health and well-being

- 4.10 A country's public health is closely linked to its standard of living and the strength of its economy. What applies to countries tends to apply to its local communities. On average, the health of the people of Wales is well below the EU norm and health levels in our most deprived communities are at the bottom of the European league table. This is unacceptable.
- 4.11 We are determined to tackle the root causes of ill-health, including poor housing, unemployment and the stresses and strains that are often linked to living in rundown, threatening communities with high levels of crime. We can build on the well-regarded, multi-sectoral *Better Health, Better Wales* programme here.
- 4.12 We will work to transform the performance and quality of our health and care services. We will increase fairness, effectiveness, efficiency and financial management, particularly through health improvement programme planning and greater collaboration in the commissioning and provision of services.

## Better quality of life

- 4.13 We have set out clearly what we plan to do, with our partners, to achieve greater success in terms of the economy, health and education. But there are other important elements of the quality of life, though in some areas, including the environment, not everything is within our power.
- 4.14 The improvements we are seeking range from the promotion of greater access to our cultural inheritance to the benefits of sport. They include a promise to develop and maintain transport

networks and infrastructure to widen choice and opportunity for affordable and convenient transport options for individuals, businesses and communities. They involve a commitment to work with local people to transform our most disadvantaged communities into places where everyone would want to live – to provide decent homes, good facilities and a safe and healthy environment which is free of crime – our *Communities First* programme.

**4.15** This is not a short-term agenda. Of course, we must improve the quality of life of everyone living in Wales today. But we must also ensure that our actions over the coming years bequeath to future generations an inheritance they will value and build on to achieve further, lasting improvements. This is at the very heart of our drive to promote equality and sustainable development and to tackle social disadvantage.

### Better, simpler government

**4.16** Government, whether local, national or international, earns respect only if it demonstrates that it is working well for the people it serves - that it adds value. It must accept responsibility for delivering results and its conduct must be beyond reproach.

**4.17** We believe there is a place for government action, but government must act in partnership with all the key players in our society, not ride roughshod over them. Our values demonstrate our determination to become the model of modern, effective, open and enabling government.

**4.18** But the Assembly forms only one element of the governance of Wales. Our ambition, and that of our partners in local government, is to improve government nationally and locally. So action to modernise the public sector in Wales from top to bottom is a high priority

**4.19** Good government means using resources wisely and efficiently and in line with the principles of sustainable development. It means listening to people, including the users of our public services, and building and simplifying services by working back from their needs, wishes and aspirations. Only in this way will we be able to improve effectiveness while also reducing the complexity of our current style of operation.

### Lead partners

**4.20** We will only achieve our vision for a better Wales by working in partnership with local government, business, the voluntary sector and all our sponsored bodies. In the tables which follow, we have indicated next to each 2003 action point, where possible, which partner is going to take the lead role. A glossary of terms and acronyms is at page 54.

### Detailed programme of action

The 5 sets of tables overleaf each set out the results we want in the 5 main action areas. The first table in each section presents the key priorities and the results we require. The second table outlines the way in which our programme will contribute to the achievement of our 3 guiding themes - sustainable development, tackling social disadvantage and promoting equal opportunities.

## BETTER OPPORTUNITIES FOR LEARNING

LEAD PARTNER	RESULTS WANTED BY MARCH 2003
	Give our youngest children, including those in our most deprived communities a flying start to life
Assembly All Partners	<ul style="list-style-type: none"> <li>The Family Literacy and Numeracy Programme to be expanded so that 2300 parents and children are involved.</li> <li>22,000 new National Lottery-funded childcare places to be created through the Early Years and Child Care Development Plans.</li> </ul>
	Drive up standards of teaching and attainment in all our schools, particularly those serving our most deprived communities
Assembly	<ul style="list-style-type: none"> <li>A new framework for improving education provision for pre-school children; no infant classes with over 30 pupils, by September 2001 and through general increases in school funding to cut the size of junior classes.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>Higher standards of teaching through improved in-service training, a sharper focus on the professional development of Heads, a new framework to recognise teachers' performance and the establishment the General Teaching Council for Wales.</li> </ul>
ACCAC/ Assembly All Partners	<ul style="list-style-type: none"> <li>A more rounded and flexible curriculum, with a greater emphasis on improving the quality of personal and social education - with a strong start made on transforming teaching and learning through the National Grid for Learning.</li> <li>The attainment outcomes sought under the Education and Training Action Plan to be achieved, including:               <ul style="list-style-type: none"> <li>70-80% of 11 &amp; 14-year-olds to achieve expected standards; some 55% of 15-year-olds to get at least 5 GCSEs at A*-C or equivalent;</li> <li>The number of pupils leaving school without qualifications to be cut by one-third;</li> <li>School absences to be reduced to below 8% and exclusions to fall by one-third.</li> </ul> </li> </ul>
Loc. Gov.	<ul style="list-style-type: none"> <li>Local authorities to have made a significant investment in the repair, renewal and replacement of school buildings and all local authorities to have effective school improvement policies and strategic plans approved by the Assembly.</li> </ul>
Assembly/ Loc. Gov.	<ul style="list-style-type: none"> <li>To achieve a significant improvement in the quality of education for children with special needs, driven by the completion of the current 3 year action plan and the introduction of a new Special Educational Needs Code.</li> </ul>
	Put more of our investment in people and lifelong learning so that everyone, and particularly our youth, can gain the range of knowledge and skills required to fulfil their potential and prosper in the new economy
Assembly	<ul style="list-style-type: none"> <li>Careers Wales to be established as an all age service providing information and advice on learning and careers with a capacity for 80,000 people a year to use its telephone help-line; and the Youth Gateway Scheme to offer all young people who need it a service which assesses their requirements and an agreed career action plan.</li> </ul>
CETW	<ul style="list-style-type: none"> <li>Further education and training, formal and informal, to be driven by a new National Council for Education and Training with a key role in implementing the Education and Training Action Plan with substantial input from the business community at national, regional and local levels: agreed recommendations made in the Future Skills Wales Study to have been implemented, including the establishment of a skills unit.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>The attainment outcomes sought under the Education and Training Action Plan to be achieved, including:               <ul style="list-style-type: none"> <li>A reduction in the number of 16 - 18-year-olds without qualifications to some 1 in 20;</li> <li>A reduction in the proportion of adults of working age without qualifications to fewer than 1 in 7;</li> <li>The proportion of adults with functional basic skills in literacy and numeracy to increase sharply.</li> </ul> </li> </ul>
Assembly HEFCW/ FEFCW CETW/ HEFCW Assembly	<ul style="list-style-type: none"> <li>An expanded Modern Apprenticeship Programme to provide places for up to 14,000 young people.</li> <li>An additional 36,000 students to have been attracted into higher and further education helped by the substantial new provision for Access Funds: 50,000 Individual Learning Accounts to have been created.</li> <li>15% of further education courses to reach the highest standard (Grade 1); 80% to reach Grade 1 or 2; top-level research ratings in higher education to increase by a third and student retention rates to improve markedly.</li> <li>75% of large businesses to be committed to achieving Investors in People status.</li> </ul>
	Promote active citizenship, creativity and entrepreneurship
Voluntary/ Assembly	<ul style="list-style-type: none"> <li>Increased participation in voluntary and community action: in particular, more of our young people to be engaged in the life of our communities as a result of an Internet-based, interactive network of youth councils, the establishment of a "Youth Voice" to advise the Assembly and by ensuring that all schools place a greater emphasis on active citizenship.</li> </ul>
Loc. Gov.	<ul style="list-style-type: none"> <li>More young people learn about business and entrepreneurship while at school with all schools being connected to the Internet.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>A new framework to be developed to tackle youth exclusion on the basis of an integrated approach to supporting young people and engaging them as citizens.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>Further support for the development of bilingual and other linguistic skills for more of our children and young people.</li> </ul>

## SOME OF THE THINGS WE WILL DO TO PURSUE OUR MAJOR THEMES

### Give our youngest children, including those in our most deprived communities, a flying start to life

#### Social disadvantage:

- Give children from disadvantaged backgrounds a better start to life through the Family Literacy and Numeracy Programme and the extension of childcare provision.

#### Equal opportunities:

- Enable more people with young families to work, if they wish, whilst giving their children the care and development opportunities they need through our child care strategy.

### Drive up standards of teaching and attainment in all our schools particularly those serving our most deprived communities

#### Sustainable development:

- Improve the awareness of environmental and sustainability issues amongst the new generation through a rounded and flexible curriculum.

#### Social disadvantage:

- Ensure that more children leaving care have at least 1 GCSE or GNVQ, that school absences and exclusions are reduced and that all excluded pupils have full time education provision.
- The quality of education for children with special educational needs will be improved.
- Narrow the performance gap between our schools by ensuring that 95% of classes have at least satisfactory standards and all schools are making progressive improvements in pupil outcomes year by year.
- Ensure that schools which serve deprived communities are able to work effectively with other agencies to tackle any underlying social problems that limit attainment.
- Local initiatives to raise youngsters' educational achievement using the £25 million Children and Youth Partnership Fund.

#### Equal opportunities:

- Raise the attainment of pupils whose first language is not English or Welsh.
- Ensure that the curriculum reflects the diversity of our communities, tackling sex and race stereotyping.

### Put more of our investment in people and lifelong learning so that everyone, and particularly our youth, can gain the range of knowledge and skills required to fulfil their potential and prosper in the new economy

#### Sustainable development:

- Build the foundations for a diversifying, less exposed economy by continually upgrading skills and knowledge.

#### Social disadvantage:

- Open up opportunities for everyone, whatever their age and wherever they live, by encouraging lifelong learning and more flexible ways of formal and informal learning.
- Increase access to quality careers advice by establishing an easy to use national careers service.

#### Equal opportunities:

- Increase Student Access Funds to help individuals who would otherwise be excluded from higher education.

### Promote active citizenship, creativity and entrepreneurship

#### Social disadvantage:

- Encourage young people and people from excluded backgrounds to participate more and have their voices heard, through initiatives such as Youth Voice, increased consultation on the internet and the development of our framework for youth inclusion.
- Increase participation in voluntary and community action through our *Active Communities* programme.
- Boost volunteering by young people through the *Millennium Volunteers* programme.

#### Equal opportunities:

- Increase the participation of under represented groups in the management of public bodies, particularly disabled people and those from ethnic minorities.
- Our youth inclusion framework will open up new opportunities for young people from a wide variety of backgrounds.

## A BETTER STRONGER ECONOMY

LEAD PARTNER	RESULTS WANTED BY MARCH 2003
	<b>Build an advanced, competitive and more diverse economy, with a dynamic small and medium enterprise sector</b>
All Partners	<ul style="list-style-type: none"> <li>The rate of business start-ups to be closer to the UK level; more sole traders to employ people; a stronger presence of service and knowledge-based businesses.</li> </ul>
Assembly/ WDA	<ul style="list-style-type: none"> <li>Inward investment projects to generate an average of 7000 jobs a year and expansion of the home-grown sector of industry to receive a higher priority from public agencies.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>The number of exporting companies to have increased by 10% as a result of our new Overseas Trade Operation and Strategy.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>The percentage of UK R&amp;D spending in Wales to have doubled; the number of top level research ratings in Welsh higher education to have risen by one third and to have drawn on the Knowledge Exploitation Fund to encourage spin-off companies from higher and further education, more college-company collaborations: targets for the Fund will be set by October 2001.</li> </ul>
Business	<ul style="list-style-type: none"> <li>At least 50% of companies to use e-commerce.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>An independent Development 'Bank' or Fund to be launched to help stimulate development among small and medium enterprises.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>Creation of a business development fieldforce of the highest possible quality.</li> </ul>
	<b>Increase the number and quality of jobs and reduce economic inactivity, particularly in less prosperous areas</b>
All Partners	<ul style="list-style-type: none"> <li>40,000 net additional jobs to be created, 34,000 of which should be in the west of Wales and the Valleys (20,000 filled by people over the age of 50), by implementing our Objective 1 plans and targeting a greater proportion of Assembly and WDA development programmes and support on companies in the west of Wales and the Valleys.</li> </ul>
ES	<ul style="list-style-type: none"> <li>The New Deal to help 30,000 under 25s leave benefit for work or training and also to target inactivity amongst older age groups, lone parents and disabled people.</li> </ul>
ES	<ul style="list-style-type: none"> <li>At least 3,000 adults unemployed for more than 18 months to be given innovative support in 2 Employment Zones covering North West Wales and Merthyr Tydfil, Caerphilly and Blaenau Gwent.</li> </ul>
Wales Co-op Centre	<ul style="list-style-type: none"> <li>A more effective Credit Union movement to become a major contributor to economic growth and tackling disadvantage as part of the Objective 1 programme.</li> </ul>
	<b>Promote a sustainable future for agriculture and forestry within a modern rural economy</b>
Assembly/ WDA	<ul style="list-style-type: none"> <li>The value added per person employed in agriculture to grow at least as fast as productivity in the economy as a whole; and the number of jobs in the dairy, lamb and beef processing industries to increase by about 5%.</li> </ul>
Assembly/ WDA	<ul style="list-style-type: none"> <li>Updated action plans for the lamb, beef, dairy and organic sectors to be agreed with the Agri-Food Partnership.</li> </ul>
Assembly/ WDA	<ul style="list-style-type: none"> <li>An action plan for strengthening training, information and advisory services to help farms adapt to be agreed with the Agri-Food Partnership, by December 2000.</li> </ul>
CCW	<ul style="list-style-type: none"> <li>The proportion of agricultural land covered by an agri-environmental agreement, or which is registered as organic, or is being converted to organic status, to reach nearly 25%.</li> </ul>
FW	<ul style="list-style-type: none"> <li>The added-value of forestry to Wales to increase by developing small-scale sawmills, biofuels and increasing by 10% the area of woodlands brought into active management on farms.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>To achieve a better balance of employment between sectors in rural areas and lower levels of out-migration of young people by implementing the Rural Development Plan.</li> </ul>
	<b>Raise the international profile and influence of Wales and establish it as a first class place to live, study, visit and do business</b>
Assembly HEFCW	<ul style="list-style-type: none"> <li>A state of the art communication and promotion strategy to be agreed and implemented, by 2001.</li> <li>The number of overseas students a year attending higher education courses in Wales to increase by some 3,000 by supporting the UK Government's Overseas Students Initiative.</li> </ul>
WTB	<ul style="list-style-type: none"> <li>The number of tourism trips to Wales to rise to 12.2 million per year by implementing the Tourism Strategy for Wales.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>Greater influence in Europe through an effective Assembly representation office in Brussels, membership of the Wales European Centre and twice as many secondments of Assembly staff to UKREP and European institutions as in 1999.</li> </ul>
	<b>Stimulate development that conserves natural resources and respects the environment</b>
Assembly	<ul style="list-style-type: none"> <li>500 Welsh businesses to be encouraged to introduce an environmental management system.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>We are well on the way to having 5% of Welsh electricity generated from renewable sources.</li> </ul>

## SOME OF THE THINGS WE WILL DO TO PURSUE OUR MAJOR THEMES

### Build an advanced, competitive and more diverse economy, with a dynamic small and medium enterprise sector

#### Sustainable development:

- Assist the shift towards environmentally-friendly economic growth, by encouraging service and knowledge-based businesses and encouraging best practice, including greater energy efficiency within industry.
- Pursue a course of developing Wales as a global showcase for clean energy production.
- Encourage the development of strong environmental goods, services and renewables industrial sectors.

#### Social disadvantage:

- Break down some of the barriers to starting up businesses with growth potential by establishing the Development 'Bank' or Fund.
- Target our economic development effort so that job opportunities are improved for those in deprived areas.
- Encourage people, including those in disadvantaged areas, to be creative and turn good ideas into new businesses through the implementation of the agreed elements of the Wales Entrepreneurship Action Plan.
- Encourage the formation of more business in the social economy sector.

#### Equal opportunities:

- Encourage more flexible human resource practices and job opportunities through the development of more service and knowledge-based businesses and exploiting the potential of information and communication technology.
- Ensure the widespread provision of quality childcare to enable parents to train and work.

### Increase the number and quality of jobs and reduce economic inactivity, particularly in less prosperous areas

#### Sustainable development:

- Take account of the likely impact on the environment of new companies and projects when making grants and agreeing schemes under Objective 1.

#### Social disadvantage:

- Implement Objective 1 programme, which will be of particular benefit to deprived communities in the Valleys and the west of Wales: the strengthening of Credit Unions will also contribute.
- Increase the proportion of Assembly financial assistance to companies in relatively deprived areas, such as the west of Wales and the Valleys, to offer new opportunities to those who currently experience social exclusion.
- Reduce unemployment and inactivity amongst groups which have traditionally experienced high unemployment, such as young people, lone parents, black and ethnic minorities, disabled people and the over 50s.
- Increase opportunities for people and communities who are disadvantaged by giving a stronger emphasis to the social economy in our economic development strategies.

#### Equal opportunities:

- Implement action on equality of opportunity as a cornerstone of all European Structural Funds.

### Promote a sustainable future for agriculture and forestry within a modern rural economy

#### Sustainable development:

- Encourage sustainable farming through an increased emphasis on agri-environment measures and organic production.

#### Social disadvantage:

- Regenerate rural communities by encouraging new forms of rural enterprise, including forestry, and assisting farming families to diversify through the Rural Development Plan.

### Raise the international profile and influence of Wales and establish it as a first class place to live, study, visit and do business

#### Sustainable development and social disadvantage:

- Encourage a Tourism Strategy which will help benefit rural areas and create a wider range of job opportunities.

### Stimulate development that conserves natural resources and respects the environment

#### Sustainable development:

- Intensify our Business and Environment campaign activities.
- Develop a strategic framework for energy matters in Wales.

## BETTER HEALTH AND WELL-BEING

LEAD PARTNER	RESULTS WANTED BY MARCH 2003
	<b>Improve health and reduce health inequalities by tackling the underlying causes of ill health and improving access</b>
Assembly	<ul style="list-style-type: none"> <li>• A better targeted and more community-based health strategy to be developed by early 2000 with a greater emphasis on tackling the determinants of ill-health and the promotion of personal responsibility for health.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• Substance misuse to be tackled by implementing the Welsh Substance Misuse Strategy: we will publish the strategy in 2000 and develop a range of supporting targets.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• A measurable improvement in health in key areas, by the continued implementation of the <i>Better Health, Better Wales</i> Programme and related Action Plan.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>• In partnership with others, to halt the increasing trend in health inequalities within Wales by focusing health programmes more sharply on those in our most deprived communities.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• Launch Sustainable Health Actions Research Programmes.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• To achieve an equitable distribution of health resources in line with the best evidence on needs and to ensure that all health authorities have Health Improvement Plans in place which allocate resources in line with health and service needs.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>• Local Action plans under the Sure Start programme, which supports parents and pre-school children in disadvantaged areas, to be fully implemented by 2000.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• For health impact assessments to ensure that all Assembly decisions take account of the implications for health.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• To have implemented new Welsh strategies on the mental health of children, adolescents and adults.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• The Food Standards Agency to have been set up by April 2000 to ensure that the food we consume is safe.</li> </ul>
	<b>Through financially sustainable organisations improve the quality and responsiveness of health and social services</b>
Assembly	<ul style="list-style-type: none"> <li>• To have developed a clearer sense of purpose and direction for the NHS in Wales, based on strategic health improvement programmes, in partnership with all key stakeholders and users through the publication of a Corporate Strategy, by 2001.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• To achieve a primary care focus in the planning and delivery of healthcare with primary care pilots being worked up in 2000-01.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>• To deliver joined up and more efficient services for users and carers by making full use of the flexibilities available under the Health Act 1999 to improve joint working between health and social services, including the use of pooled budgets, integrated provision and lead commissioning of services.</li> </ul>
NHS	<ul style="list-style-type: none"> <li>• To improve the effectiveness of cancer treatment by continuing with the existing all Wales programme of action, a particular effort being made to reduce the mortality rate for breast cancer in women aged 50 to 74 to no more than 59 per 100,000 women by the end of 2002 and the rate at which invasive cervical cancer occurs to no more than 11 per 100,000 women, by the same date.</li> </ul>
NHS	<ul style="list-style-type: none"> <li>• To begin to reduce the mortality from coronary heart disease by implementing a National Service Framework and models of delivery for the prevention and treatment of disease, beginning Spring 2000.</li> </ul>
NHS	<ul style="list-style-type: none"> <li>• To have developed over the next 12 months a programme for improving hospital waiting times, based on a clearer understanding of demand and a sound, widely owned, framework for deciding priorities.</li> </ul>
NHS	<ul style="list-style-type: none"> <li>• To reduce the in-year net operating deficit of NHS Wales bodies to zero by implementing a financial recovery programme, consistent with the new Health Improvement Programmes.</li> </ul>
NHS	<ul style="list-style-type: none"> <li>• Through better prescribing practice, deliver by 2002 at least 50% of the potential savings in prescription costs identified by the Audit Commission.</li> </ul>
NHS	<ul style="list-style-type: none"> <li>• For the efficiency of NHS and social services to match UK averages at least, with new performance frameworks and key indicators having been published for these services: for the NHS by April 2000 and for social services by December 2000.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• A human resources strategy for the NHS to be developed to support continuous service improvement through better recruitment, management and employment practices and effective training and development.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• To improve social and long term health care by setting up a Care Standards Inspectorate, a new registration system for social and health care services, producing guidance on fair access to care and forging good working relations with the disability rights commission.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• A Health and Social Care Charter with patient and user rights and responsibilities defined in the provision of services.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• To champion the rights of children by appointing a Children's Commissioner.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>• To improve the well-being and educational attainment of all children in need, including those looked after by local authorities, by implementing our Children First Programme, which will also protect children in care from abuse and neglect.</li> </ul>
Loc. Gov.	<ul style="list-style-type: none"> <li>• At least 90% of those assessed as needing community care to receive support to allow them to live at home.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>• No more than 250 people to be resident in long stay learning disability hospitals.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• To improve the health and well-being of Wales' 350,000 carers, by implementing the Carers' Strategy.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>• To re-establish a capital programme for the NHS, including maximisation of capital receipts and better management of the estate.</li> </ul>

## SOME OF THE THINGS WE WILL DO TO PURSUE OUR MAJOR THEMES

### Improve health and reduce health inequalities by tackling the underlying causes of ill health and improving access

#### Social disadvantage:

- Target resources and health promotion on the most disadvantaged communities to help reduce health inequalities and assist individuals who are currently excluded to participate more fully in society.
- Give children from disadvantaged backgrounds a better start to life through the £25 million Sure Start programme.
- Ensure that NHS services are better targeted on those most in need by reviewing the formula for allocating resources to health authorities.

#### Equal opportunities:

- Make the particular needs of black and ethnic minority groups and disabled people a priority for the NHS and social services.

### Through financially sustainable organisations improve the quality and responsiveness of health and social services

#### Social disadvantage:

- Reduce the incidence of heart disease and cancers to help those who live in our most deprived communities and suffer most from these illnesses.
- Raise standards of social care and appoint a Children's Commissioner, to help protect the most vulnerable in our society.
- Improve mental health by achieving quality and equity in the delivery of services across Wales.
- Help the elderly and those with disabilities to live independently, and support their carers.
- Improve the access to health services for those sleeping rough and the homeless.
- Ensure that the needs of disadvantaged groups are better met by involving patients, users, carers and voluntary organisations in the planning and review of health and social services programme.

#### Equal opportunities:

- Ensure better access to health and social services in our most deprived communities, to broaden the opportunities available to those who live there and improve the quality and appropriateness of that care.

## BETTER QUALITY OF LIFE

LEAD PARTNER	RESULTS WANTED BY MARCH 2003
	<b>Achieve high standards in the management of our environment</b>
Assembly	<ul style="list-style-type: none"> <li>A reduction in the number of days which fall below air quality standards by developing a National Air Quality Strategy in 2000 and ensuring that local authorities introduce air quality plans, where necessary, to respond to local conditions.</li> </ul>
EAW	<ul style="list-style-type: none"> <li>Virtually all our bathing, drinking and river water to meet existing EU quality standards and more of our beaches to achieve Blue Flag status.</li> </ul>
NP	<ul style="list-style-type: none"> <li>Raise the quality of and access to our National Parks by launching a Sustainable Parks Scheme, by April 2000.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>Complete Wales' contribution to the Natura 2000 network of sites of international nature conservation importance.</li> </ul>
Assembly (Cadw)	<ul style="list-style-type: none"> <li>To have assessed for listing 90% of the buildings in Wales and, by September 2000, all chapels in Wales.</li> </ul>
EAW	<ul style="list-style-type: none"> <li>By working with the Environment Agency and other partners to have achieved national agreement on targets for flood defence, in 2000.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>To develop a strategy for achieving the sustainable management of waste in 2000 and implementation of the Landfill Directive, with a Welsh strategy to be produced, following consultation, in 2001-02.</li> </ul>
	<b>Develop a better co-ordinated and sustainable transport system to support local communities and the creation of a prosperous economy</b>
Loc. Gov.	<ul style="list-style-type: none"> <li>For all local authorities to have local transport plans, by August 2000, and bus strategies by 2003, and for more people to have ready access to facilities and more people use public transport.</li> </ul>
Loc. Gov.	<ul style="list-style-type: none"> <li>Improved local co-ordination of services through the support of Integrated transport consortia.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>Better public and community transport for excluded groups by increasing subsidised, socially necessary, bus services by 60%, extending the bus network, ensuring free bus travel for pensioners and encouraging community transport schemes, by 2002.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>A better deal for Wales by developing a rail strategy, including better north-south links, and influencing franchise negotiations.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>A national information service for all public transport, by April 2000.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>Improved road safety through our new Road Safety Strategy and developing safer neighbourhoods.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>70% of the National Cycle Network to be completed.</li> </ul>
	<b>Help local people, particularly those living in disadvantaged areas, develop confident communities, with decent housing, good local facilities and high quality environment, which is non-threatening and free from crime</b>
All Partners	<ul style="list-style-type: none"> <li><i>Communities First</i> - community-led action to improve our most deprived communities.</li> </ul>
All Partners	<ul style="list-style-type: none"> <li>A reduction in the proportion of people who feel very worried about safety on the streets to below the 1998 figure of 11%, by supporting local Crime and Disorder Partnerships, the Crime Reduction Programme and other community development strategies.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>A reduction in the temptation for young people to engage in anti-social behaviour by using the £25 million Children and Youth Partnership Fund to provide constructive activities.</li> </ul>
Loc. Gov. / Voluntary	<ul style="list-style-type: none"> <li>To reduce the number of occupied houses in serious disrepair to less than 4% of the stock, by 2002, and to extend the Care and Repair scheme to all parts of Wales.</li> </ul>
Loc. Gov.	<ul style="list-style-type: none"> <li>To use more private funding to improve poor quality housing estates; for all new social housing to be of good quality, with high standards of safety and energy efficiency and located in attractive, non-threatening environments designed to reduce crime.</li> </ul>
Loc. Gov. / Voluntary	<ul style="list-style-type: none"> <li>The proportion of vacant social housing to be cut to less than 3%, the number of homeless families living in temporary housing to be below 500 and the need for rough sleeping to be eliminated.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>30,000 "fuel poor" households, receiving income or disability benefits, to be covered by the new Home Energy Efficiency scheme.</li> </ul>
	<b>Extend access to and awareness of the Welsh language, our culture, heritage and sporting opportunities</b>
All Partners	<ul style="list-style-type: none"> <li>To stabilise the proportion of Welsh speakers; sustain the growth in the number of young people who speak the language and support adult learners.</li> </ul>
NMGW/NLW/ ACW/Cadw	<ul style="list-style-type: none"> <li>To increase the number of visitors to museums, art galleries, the National Library, theatres and heritage sites by 3% by supporting the work of the Arts Council and the National Museums, Libraries and Galleries of Wales.</li> </ul>
Assembly (Cadw)	<ul style="list-style-type: none"> <li>130 heritage monuments in our care to be regularly open to the public.</li> </ul>
SCW	<ul style="list-style-type: none"> <li>To increase the number of adults taking part in sporting activities by 4% by supporting the work of the Sports Council.</li> </ul>

## SOME OF THE THINGS WE WILL DO TO PURSUE OUR MAJOR THEMES

### Achieve high standards in the management of our environment

#### Sustainable development:

- Increase the emphasis on energy efficiency, use of clean energy, recycling, waste minimisation and better management of landfill sites.
- Require water companies to invest in the protection and improvement of drinking, river and bathing water to benefit the environment, public health, tourism and the economy as a whole.
- Achieve flood and coastal defence strategies which are flexible and cost-effective.

#### Social disadvantage:

- Schemes that benefit the environment can improve the quality of life for disadvantaged communities and also generate local jobs.

### Develop a better co-ordinated and sustainable transport system to support local communities and the creation of a prosperous economy

#### Sustainable development:

- Reduce the pressure on the environment by improving public transport and offering alternatives to travelling by car.
- Support healthy lifestyles and green tourism by developing the National Cycle Network.

#### Social disadvantage:

- Extend the bus and rail networks and achieve better co-ordination of public transport to increase the opportunities for those without cars to find work and live actively.
- Open up opportunities for pensioners by ensuring free bus travel.

### Help local people, particularly those living in disadvantaged areas, develop confident communities, with decent housing, good local facilities and high quality environment, which is non-threatening and free from crime

#### Sustainable development:

- Reduce pressure on natural resources by ensuring all new houses have high standards of energy efficiency.
- Invest in community buildings as focal points for local activity through the Village Hall and Community Centres scheme and European programmes.

#### Social disadvantage:

- Emphasis will be given to supporting community-led initiatives in our most disadvantaged communities.
- Support voluntary organisations in their work with the socially excluded.
- Reduce the number of occupied houses in serious disrepair.
- The Home Energy Efficiency Scheme will target "fuel poor" households in Wales on benefits.

#### Equal opportunities:

- Adapt homes for disabled people and help many to continue to live independently.

### Extend access to and awareness of the Welsh language, our culture, heritage and sporting opportunities

#### Social disadvantage:

- Ensure that cultural and sporting bodies take active steps to involve those who are currently excluded.

#### Equal opportunities:

- Ensure that our public cultural facilities, services and information are fully accessible.

## BETTER, SIMPLER GOVERNMENT

LEAD PARTNER	RESULTS WANTED BY MARCH 2003
	<p>Deliver value for money for the people of Wales, with better and more efficient services</p>
Assembly	<ul style="list-style-type: none"> <li>All significant aspects of our budget to have been reviewed to ensure that resources are used wisely and in the right areas, over the next 5 years.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>All our major sponsored bodies to have been reviewed so that we can be sure they are working in the best interests of the public and making good use of the funds they receive.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>Procurement savings of at least 5% (about £80 million at today's prices) to be secured by agreeing state of the art practice and benchmarking across the public sector as a whole in Wales.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>To achieve better value for money from our capital assets by ensuring that all public bodies in Wales have Asset Management Plans in place, by April 2002.</li> </ul>
Loc. Gov.	<ul style="list-style-type: none"> <li>To improve the accountability, responsiveness and decision-making of local councils, by working with the Welsh Local Government Association on the development of new political management arrangements, by April 2001.</li> </ul>
Assembly/ Loc. Gov.	<ul style="list-style-type: none"> <li>To develop, and put in place by April 2001, the first Policy Agreement between the Assembly and all local authorities, within a national framework developed in partnership with the Welsh Local Government Association: the Agreements to focus on the specific and measurable improvements required to achieve shared policy objectives.</li> </ul>
Loc. Gov.	<ul style="list-style-type: none"> <li>50% of local authority services to have been subject to best value reviews with best value inspections demonstrating improvements in the standards of services. No local authority directly provided services to run at a deficit, by March 2002.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>A fairer formula for distributing revenue support grant to local authorities, from April 2001.</li> </ul>
	<p>Streamline our work and give far greater weight to the needs and views of our partners and the public, including under-represented groups</p>
Assembly	<ul style="list-style-type: none"> <li>A reduction in the number of spending programmes and initiatives and to strengthen the links with our priorities and themes.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>A comprehensive framework for services for children and young people, removing gaps and duplication in provision.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>A rolling programme of policy evaluations to be developed by May 2000, so that we are not doing things just because they have always been done and to reflect best practice: the results of these to be published promptly.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>To explore the benefit for policy development of boosting Welsh representation on the UK People's Panel, in 2000.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>To fill any important gaps in the information needed to inform policy and set robust targets.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>A new national spatial development framework, linked to Assembly policies, which is updated regularly with the help of those affected.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>For the membership of the boards of public bodies and advisory committees appointed by the Assembly to be of the highest calibre and at the same time more representative of the diversity of the population of Wales.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>The role of the Commission for Local Administration in Wales to be extended to include that of a Housing Ombudsman for registered social landlords and a Standards Board for local government, by 2001.</li> </ul>
Loc. Gov.	<ul style="list-style-type: none"> <li>Better co-ordination of local services by working with the Welsh Local Government Association to agree a framework for community planning (compatible with their Local Agenda 21 strategies), by April 2001, with a review being completed, within the same timescale, of the requirement on councils to produce plans.</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>The effectiveness of our public services, the competitiveness of our businesses and the information and communication technology skills of our people to be increased by developing and then implementing an Information Age strategic framework, built on the work so far of the Wales Information Society.</li> </ul>
	<p>Develop as an organisation</p>
Assembly	<ul style="list-style-type: none"> <li>By April 2000, within our management and staff, to have developed a programme to enhance leadership, diversity, skills, policy planning capacity, business processes and performance management. The programme will also promote a more outward looking way of working and mechanisms to meet more effectively the needs and aspirations of staff. It will maintain our high standards of training and development as an Investor in People.</li> </ul>

## SOME OF THE THINGS WE WILL DO TO PURSUE OUR MAJOR THEMES

### Deliver value for money for the people of Wales, with better and more efficient services

#### Sustainable development:

- To test all elements of our budget against the requirements of sustainable development.
- The purchasing muscle of the public sector in Wales will be used to promote the use of environmentally-friendly goods and services.
- Good management of the public sector's capital assets will result in energy efficiency savings.

#### Social disadvantage:

- To test all elements of our budget for their contribution to the development of a more inclusive society.
- Modernised local government will be even more responsive and effective in meeting the needs and aspirations of those who are currently excluded.
- The more equitable funding formula we are developing with local government will ensure that more resources go to those authorities with the greatest spending needs.

#### Equal opportunities:

- The review of our sponsored bodies will include their performance in making progress with equal opportunities.
- The development of Asset Management Plans will highlight facilities where access for disabled people needs to be improved.
- We will set the rules for best value to ensure that local authorities take full account of equality issues when planning and delivering services.

### Streamline our work and give far greater weight to the needs and views of our partners and the public, including under-represented groups

#### Sustainable development:

- Streamlining our programmes and initiatives will help to ensure that resources are better targeted and co-ordinated, with their contribution to sustainable development being clearer to all.
- Our programme of policy reviews will test all our policies for their contribution to sustainable development.
- Planning guidance will be reviewed to ensure that it matches Welsh needs and the principles of sustainability.
- Local authorities' community plans should have at their heart a commitment to sustainable development.

#### Social disadvantage:

- One of the tests we will apply when streamlining our programmes and reviewing our policies will be the contribution they make to achieving an inclusive society.
- Any strengthened People's Panel would include those who currently feel themselves to be socially excluded, and so their views and experiences will be drawn on, together with the contributions of representative bodies, to inform our policies and improve the targeting and delivery of services.
- Implementing the agreed recommendations of our Information Age strategy will open up new opportunities for those who currently feel themselves to be socially excluded.

#### Equal opportunities:

- Our determination to achieve greater diversity among those holding public appointments will improve the breadth of perspective and sensitivity to equality of opportunity issues in the public bodies concerned.
- Our planned Information Age strategy will open up new opportunities for those with physical or sensory impairments and those from ethnic minorities.

### Develop as an organisation

#### Sustainable development:

- All our house-keeping practices are now tested for their Green credentials.

#### Social development and social disadvantage:

- Our staff will develop policies and plan services in a joined-up way that takes account of potential impacts on other policy and service areas to ensure that our actions promote sustainable development and the drive to tackle social disadvantage.

#### Equal opportunities:

- All our staff are aware of the need to take account of the impact of policies on different groups in the community and on how to involve those groups when planning policy development, implementation and service delivery so as to take account of their views and needs. The organisation as a whole more closely reflects the diversity of the population it serves.
- We are committed to implementing family-friendly policies and supporting employees with caring responsibilities.

## The Assembly's budget

4.21 When we consulted last summer on *A Better Wales*, we emphasised that success in many priority areas will not always be dependent on the level of resources allocated to an organisation or function. Better value can be achieved through:

- developing more sharply-focused policies and priorities;
- making connections between policies, so that they reinforce one another;
- focusing on results rather than activity;
- working in partnership with all levels of government and with the private and voluntary sectors;
- targeting areas where the evidence shows that improvements can be made;
- continually looking for ways of doing things better;
- achieving efficiencies, year on year;
- making maintenance a priority;
- not investing in new facilities unless the money is there to run them.

4.22 The Assembly has a budget of about £8 billion a year. It is essential that we allocate and manage it well to achieve maximum benefit for all our people by focusing spending on agreed priorities.

4.23 The Assembly has fixed its budget for 2000-01. The budget for 2001-02 and later years will be subject to review in the UK-wide Spending Review. The Spending Review will take into account the financial implications for Wales of the structural funds programmes agreed with the EU. This means that the budget figures underpinning the strategic plan - and therefore the plan itself - will be revised for 2001-02 and later years.

## Policy drives the money

4.24 The nature of our budget, and the spending commitments made in earlier years, have afforded limited scope this year to improve the alignment of our resources with the policy priorities we have set. Nevertheless, we have made some important changes and signalled our determination that in Wales policy will drive the allocation of resources. Our budget will enable the programme of action set out in Section 4 to be implemented. The Assembly has increased the budget plans inherited from the Welsh Office in the following key areas:

- **Education and training** - our top priorities - an extra £59 million to increase schools' budgets, reduce class sizes, tackle poor school buildings and promote lifelong learning.
- **Health** - an extra £266 million over the next 2 years to allow the NHS to achieve record levels of activity, develop a coherent investment strategy, promote joint working between health and social services and to assist financial recovery.

- **Social services** - an extra 8½%, for councils (£48 million); we expect at least one third of this increase to be used for targeted improvements to services for children. We are also making extra provision to strengthen regulation and to promote the well-being of carers.
- **Economic development** - an extra £17.9 million over the next 2 years.
- **Sustainable communities** - an extra £0.75 million next year; we are also making a one off allocation to local councils to tackle the problem of rough sleeping and homelessness.
- **Transport** - an extra £17.4 million from April 2001 to develop a range of projects, including: safer transport in communities; developing the trunk roads programme; paying for the Bus Fuel Duty Rebate; the development of integrated transport projects; a public transport SMARTCARD Scheme; and support for the National Cycle Network.
- **Agriculture and rural development** - an extra £5.9 million next year to support the Tir Gofal agri-environment scheme, organic farming, the marketing of Welsh produce and the activities of the Countryside Council for Wales and the National Parks.
- **Voluntary sector** - an extra £0.5 million a year towards their central costs.

## Broad allocation between objectives

**4.25** Full details of our budget for the period to 2001-02 are at Annex 2. The table below shows how our budget supports our 5 key areas. Support for local authority expenditure has been allocated on a notional basis to each of the main components, based on previous years' spending patterns.

Major objective <sup>(1)</sup> <sup>(2)</sup>	2000-01	£ million
	New Plans	2001-02 Indicative Plans
A better, stronger economy	597	655
Better opportunities for learning	1,579	1,633
Better health and well-being	3,540	3,649
Better quality of life	2,099	2,150
Better, simpler government	126	131

<sup>(1)</sup> Expenditure can serve more than one key objective. The table assigns expenditure to key objectives by considering activity and the primary objective that this serves.

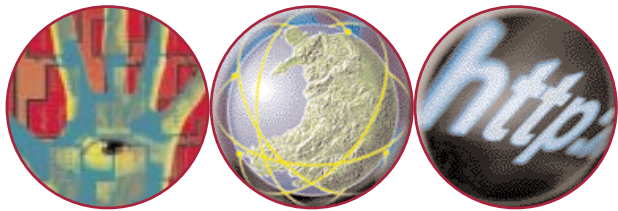
<sup>(2)</sup> The table does not include budgets for the Auditor General for Wales, Welsh Administration Ombudsman, Assembly costs, Central Administration and the Capital Modernisation Fund/Invest to Save Budget.



## European Structural Funds

- 4.26** From now and until 2006, Wales will receive up to £1.4 billion from the European Union to fund a variety of programmes. These include Objective 1 for the west of Wales and the Valleys and Objectives 2 and 3 in East Wales. This money will be allocated in line with plans which we shall agree with the European Commission shortly. They will be aimed at developing a stronger, more sustainable economy (especially with an expanded small and medium-sized company sector), better infrastructure, a more highly-skilled workforce, and securing the regeneration of our urban and rural communities.
- 4.27** To achieve maximum impact our policies will need to be integrated with developments supported by European funds. The UK Government's Spending Review will provide the opportunity for the Assembly to press its case for the additional resources needed to make best use of the opportunities these funds present.

## 5. How you can help



- 5.1 As an Assembly, we accept responsibility for providing strategic leadership in developing a better Wales and for delivering results. We recognise the need to tackle the big issues on a partnership basis with local government, the voluntary and business sectors. But it is all too easy to forget that the public sector, including the Assembly, cannot and should not be expected to do it all. Individuals, communities and the many organisations and businesses - large and small - that make up modern Wales have a critical part to play in helping us as a nation to be one of the success stories of the new millennium.
- 5.2 True partnership must extend beyond the Assembly, Town Hall and big business to involve everyone in Wales. We stand the best chance of succeeding if we all accept this challenge and rise to it.

### Better opportunities for learning

#### Parents

- Support your children's schools, helping with reading and getting involved in parent teacher associations: Contact Parent Teacher Associations of Wales @ 01267 238344: e-mail [ptawales@alandodd.nascr.net](mailto:ptawales@alandodd.nascr.net)
- Help with homework and reading and make sure that your children attend school.

#### Individuals

- Consider becoming a school governor: Contact Governors Wales @ 029 2048 7858: e-mail [governorswales@btconnect.com](mailto:governorswales@btconnect.com) or contact your local education authority.
- Gain the skills and knowledge required to prosper in the new economy and take advantage of the many opportunities for lifelong learning: Contact learndirect @ 0800 100 900.
- Learn through volunteering: Contact the Wales Council for Voluntary Action @ 029 2085 5100.

#### Employers

- Invest in your own people, they are your future: Contact your local TEC or the Council of Welsh TECs @ 029 2048 5388 or e-mail them at [cwt.1@virgin.net](mailto:cwt.1@virgin.net)
- Offer work experience for students and other young people: Contact your local TEC or the Council of Welsh TECs @ 029 2048 5388 or e-mail them at [cwt.1@virgin.net](mailto:cwt.1@virgin.net)

- Make full use of the New Deal to help people into work: Contact the New Deal Helpline @ 0845 606 2626 or visit their website [www.newdeal.gov.uk](http://www.newdeal.gov.uk)
- Use all the talent available, including the skills of ethnic minorities and disabled people.

#### Communities

- Take advantage of community learning opportunities: Contact your local county voluntary council or volunteer bureau (details from Wales Council for Voluntary Action @ 029 2085 5100).

### A Better, stronger economy

#### Individuals

- Go for decent jobs when they are available: Contact Employment Service Direct @ 0845 606 0234 (English) or 0845 606 7890 (Welsh) or visit their website [www.employmentservice.gov.uk](http://www.employmentservice.gov.uk)
- Think about the advantages of setting up on your own: Contact Business Connect @ 0845 7 969798.
- Make an effort to buy good value Welsh products and services.

#### Businesses and other employers

- Upgrade your technology and know-how and invest in e-commerce: Contact Business Connect @ 0845 7 969798.
- Try your hand at international trade: Contact Business Connect @ 0845 7 969798.
- Support the local economy by buying good value local products and services: Contact Business Connect @ 0845 7 969798.
- Identify and adopt best management practice: Contact Business Connect @ 0845 7 969798.
- Network extensively with your community and other businesses in Wales to your mutual advantage: Contact Business Connect @ 0845 7 969798.
- Help entrepreneurs eager to start out on their own: Contact Business Connect @ 0845 7 969798.
- Consider the competitive advantages of gaining environmental accreditation: Contact Wales Environment Centre @ 01443 844001 or visit their website [www.arenanetwork.org](http://www.arenanetwork.org)

#### Communities

- Get involved in local community businesses: Contact Community Enterprise Wales @ 01685 376490, Wales Co-operative Development and Training Centre @ 029 2055 4995.
- Support local Credit Unions: Contact Community Enterprise Wales @ 01685 376490, Wales Co-operative Development and Training Centre @ 029 2055 4995.

## Better health and well-being

### Individuals, parents and children

- Take full responsibility for your health: Contact Health Information Wales @ 0800 665544 (from June 2000) or NHS Direct @ 08 45 46 47.
- If a parent, take responsibility for the health of your children: Contact Parentline @ 0808 800 2222 or National Family and Parenting Institute @ 020 7278 1920 or FPA Cymru @ 029 2034 2766.
- The NHS is under enormous pressure and always will be: make every effort to use it only when you are sure that you really need its help.

### Employers

- Remember that employees need to balance their home and working lives and support family friendly policies and those with caring responsibilities.
- Secure the business benefits of a healthy workplace: Contact the Assembly's Health Promotion Division @ 029 2068 1212 or visit its website [www.hpw.wales.gov.uk](http://www.hpw.wales.gov.uk)
- Invest in the health of your workforce: Contact The National Co-ordinating Office for Workplace Health Promotion @ 029 2068 1258 or visit the health promotion website [www.hpw.wales.gov.uk](http://www.hpw.wales.gov.uk)

### Communities

- Contribute to Local Health Alliances aimed at tackling the causes of ill health: Contact the Assembly's Health Promotion Division @ 029 2068 1212 or visit its website - [www.hpw.wales.gov.uk](http://www.hpw.wales.gov.uk)

### Schools and colleges

- Become a health promoting school or college: Contact the Assembly's Health Promotion Division @ 029 2068 1212 or visit its website [www.hpw.wales.gov.uk](http://www.hpw.wales.gov.uk)

## Better quality of life

### Individuals

- Offer older neighbours help when they need it.
- Why not get involved in neighbourhood activities and local voluntary groups, including Neighbourhood Watch: Contact your local county voluntary council or volunteer bureau (details from Wales Council for Voluntary Action @ 029 2085 5100).
- If you are a victim of crime or have information that could help the police, please report it.
- If it would make more sense to walk, cycle or use public transport, don't use your car.

- Take part in local Clean Up Campaigns: Contact Keep Wales Tidy Campaign/Going for Green @ 029 2025 6767.

#### Schools and colleges

- Consider drawing up travel plans and developing safe routes to school to encourage the use of walking, cycling and public transport options.

#### Employers

- Involve your organisation in the life of your local community, including its schools.

#### Communities

- Support local environmental community groups and Local Agenda 21 activity: Contact Wales Wildlife and Countryside Link @ 01970 611621 or your local county voluntary council or volunteer bureau (details from Wales Council for Voluntary Action @ 029 2085 5100).
- As tenants of social housing, get involved in tenants and residents forums and groups: Contact The Tenant Participation Advisory Service @ 029 2023 7303 or e-mail them @ enquiries@tpascymru.demon.co or visit their website [www.tpas.org.uk](http://www.tpas.org.uk) or contact the Welsh Tenants Federation @ 029 2064 5768.
- Get involved in users and carers schemes: Contact your local county voluntary council (details from Wales Council for Voluntary Action @ 029 2085 5100).

### Better, simpler government

#### Individuals

- Remember to register and vote - many don't.
- Consider whether you could contribute more widely by applying for a public appointment on one of the bodies that we sponsor - we are always on the look out for fresh talent, particularly from under-represented groups: Contact the National Assembly @ 029 2082 3068 or e-mail [PublicAppointments@wales.gsi.gov.uk](mailto:PublicAppointments@wales.gsi.gov.uk)

#### Employers and voters

- Take a keen interest in the performance of all of us in the public sector and don't hesitate to come forward with ideas for improvements - most public bodies these days have websites where you can find out more about their aims and performance.

# ANNEX 1

## Our major strategies

1. In developing our Plan, we have taken advantage of the first-class work that has pre-dated the creation of the Assembly, including strategies such as *Pathway to Prosperity*, *Building Excellent Schools Together*, *Better Health, Better Wales*, and the Social Services White Paper, *Building for the Future*. The draft *National Development Strategy* (NEDS - task force version) has been developed in tandem with *A Better Wales*. Our scheme for promoting *sustainable development* and the Action Plans for *Equal Opportunities* and *Tackling Social Disadvantage* will be finalised over the next few months. *A Better Wales* provides the framework within which existing strategies and plans such as these will be reviewed and revised and will inform the development of future strategies. In concept, it sets out the main results we are looking for in the long and short term. The supporting strategies amplify our policies and set out in detail how they are to be achieved, using which resources and which organisation will lead in key areas.
2. It is important for everyone to know what major strategies and policy documents remain valid; when they will be reviewed and revised; and what other strategies are being commissioned. In all cases progress reports on their implementation will be made to the relevant Assembly Committee.

## Our major themes

Schemes and action plans	Published	Reviewed
Equal Opportunities Action Plan	Mid-2000	Annually
Sustainable Development Scheme	Mid-2000	Annually
Social Disadvantage Action Plan	Mid-2000	Annually

## Priority areas

Strategies and action plans	Published	Reviewed
Better, stronger economy:		
Pathway to Prosperity	July 1998	To be replaced by NEDS
National Economic Development Strategy (NEDS):		
Assembly edition	Mid-2000	Annually, at least
Information Age Strategy	October 2000	Annually
Energy Framework Strategy	2000-01	Annually
Farming for the Future (consultation document)	July 1999	To be picked up by the Rural Development Plan

Strategies and action plans	Published	Reviewed
<b>Better opportunities for learning:</b>		
Building Excellent Schools Together	July 1997	} Strategic statements for review within 2 to 4 years
The BEST for Special Education	October 1997	
Learning is for Everyone	April 1998	
Shaping the Future for Special Education: an Action Programme for Wales	January 1999	
The BEST for Teaching and Learning	January 1999	
The Education and Training Action Plan for Wales	Spring 1999	
<b>Better health and well-being:</b>		
Better Health, Better Wales	October 1998	Every 2 years
Putting Patients First	January 1998	White Paper
Quality Care and Clinical Excellence	July 1998	Annually
NHS Human Resources Strategy	June 2000	Annually
NHS Corporate Plan	End 2000	Annually
Primary Care Strategy	End 2000	Annually
Smoking Kills, Tobacco White Paper	December 1998	Annually
Developing the use of health impact assessment in Wales	November 1999	On going development
Sexual Health Strategy (consultation document)	January 2000	Annually
Promoting Health and well-being (consultation document)	March 2000	Annually
Building for the Future	March 1999	White Paper
The Carers Strategy in Wales	June 2000	Annually
Review of all Wales Mental Health Strategy	Spring 2000	Annually
Child and Adolescent Mental Health Strategy	Spring 2000	Annually
Refocused Substance Misuse Strategy	May 2000	Annually
Better Information, Better Health	March 1999	Annually
Realising the Potential - Strategic framework for Nursing Midwifery and Health Visiting	August 1999	Annually
<b>Better quality of life:</b>		
Transporting Wales into the Future	July 1998	Annually
Driving Wales Forward	1998	2002
Draft Welsh Climate Change Programme	April 2000	Not yet decided
The Air Quality Strategy for England, Scotland, Wales and Northern Ireland	January 2000	As necessary
A new Waste Management Strategy	April 2000	As necessary
Woodland for Wales	Mid-2000	Not yet decided
<b>Better, simpler government:</b>		
Delivering Better Government	March 2000	Annually
Children's and Young People's Strategy	Autumn 2000	Annually
Planning Guidance (Wales) Planning Policy (1st Revision)	April 1999	2000-2001

# ANNEX 2

## Budget analysis

The National Assembly for Wales budgets 1999-2000 to 2001-2002: breakdown by main and sub expenditure groups (figures relate to budgets as ratified by the National Assembly for Wales on 12 April 2000).

	1999-2000	2000-2001	Emillion 2001-2002
	Plans	Plans	Indicative Plans
<b>HEALTH AND SOCIAL SERVICES</b>			
Health authorities and NHS trusts	2,216.4	2,427.2	2,474.6
Education and training	82.6	90.8	96.3
Family Health Services	276.6	317.2	335.2
Health improvement	6.4	27.6	24.2
Health promotion	1.8	2.8	3.0
Food standards	0.6	0.8	0.8
Welfare food	12.9	12.9	12.9
Children	8.8	18.3	18.3
People in Communities	1.8	1.8	1.8
Tackling Social Disadvantage	8.4	11.2	31.5
Support for the voluntary sector <sup>(1)</sup>	5.0	4.9	4.6
Other Health and Social Services	52.1	59.3	58.0
Personal social services credit approvals	6.5	6.5	6.5
Social Services Inspectorate	4.9	5.4	5.3
<b>Total</b>	<b>2,684.7</b>	<b>2,986.7</b>	<b>3,073.0</b>
<b>LOCAL GOVERNMENT</b>			
Local authority revenue	2,570.2	2,706.8	2,815.6
Non domestic rates collection costs	5.2	5.2	5.2
<b>Total</b>	<b>2,575.4</b>	<b>2,712.0</b>	<b>2,820.7</b>

<sup>(1)</sup> The budgets for 1999-00 and 2000-01 include £350,000 of Windfall Tax resources for the Millennium Volunteers Programme.

	1999-2000	2000-2001	£million 2001-2002
	Plans	Plans	Indicative Plans
<b>HOUSING</b>			
Social Housing Grant	68.4	56.4	56.4
Supported Housing Revenue Grant	11.3	11.3	11.6
Other housing revenue	7.6	15.5	17.8
Housing general capital funding	201.2	194.2	194.2
Housing Revenue Account Subsidy	185.0	188.3	188.3
Local Regeneration Fund	36.0	36.0	36.7
Regeneration and other Local Services general capital funding	17.8	17.8	17.8
Other Regeneration	0.4	0.4	0.4
Valuation Office Services etc	9.4	10.5	10.2
<b>Total</b>	<b>537.1</b>	<b>530.4</b>	<b>533.4</b>
<b>TRANSPORT</b>			
Motorway and trunk roads	112.5	117.3	123.9
Transport Grant & other local authority capital grants	35.5	48.2	37.1
Bus Partnership Fund	5.0	5.0	5.0
Roads general capital funding	19.8	19.8	19.8
<b>Total</b>	<b>172.8</b>	<b>190.3</b>	<b>185.7</b>
<b>ENVIRONMENT</b>			
Environment protection and improvement	1.0	1.0	1.0
Planning	1.9	2.1	2.0
Flood and coast protection	7.5	7.3	7.3
Other environmental services	2.3	2.7	2.7
Environment Agency	10.9	11.4	11.4
Cadw	10.7	10.8	10.9
Regeneration and other Local Services	18.3	18.3	18.3
<b>Total</b>	<b>52.6</b>	<b>53.6</b>	<b>53.7</b>

£million

	1999-2000 Plans	2000-2001 Plans	2001-2002 Indicative Plans
<b>AGRICULTURE AND RURAL DEVELOPMENT</b>			
Market support schemes	154.7	175.7	214.6
Agri-environmental schemes (EC element)	4.0	3.6	4.0
Hill Livestock Compensatory Allowances (non-assigned budget)	26.8	26.8	26.8
Rural Development Programme	4.0	3.7	3.8
Agri-environmental schemes (UK Element) and Capital Grants	5.2	5.9	5.1
Tir Gofal	1.4	7.5	10.9
Other agriculture services	10.5	10.4	10.4
National Parks	6.7	7.2	7.2
Countryside Council for Wales	23.7	24.7	23.9
Sustainable Development	0	0.1	0.1
<b>Total</b>	<b>237.0</b>	<b>265.6</b>	<b>306.8</b>
<b>ECONOMIC DEVELOPMENT</b>			
Regional Selective Assistance and other business support	70.2	67.2	67.2
Pathway to Prosperity Fund	0	10.4	25.2
Welsh Development Agency <sup>(1)</sup>	131.5	128.0	120.8
Cardiff Bay Development Corporation	35.4	16.8	23.3
Wales Tourist Board	15.4	15.4	15.4
European Regional Development Fund <sup>(2)</sup>	9.0	19.0	19.0
Other economic development	0.1	3.8	3.5
<b>Total</b>	<b>261.6</b>	<b>260.6</b>	<b>274.4</b>

<sup>(1)</sup> Reduction in the Agency's programme takes account of the unwinding of commitments relating to the ex LG plant at Newport.

<sup>(2)</sup> Figures exclude provision from resources carried forward from previous years.

	1999-2000	2000-2001	£million 2001-2002
	Plans	Plans	Indicative Plans
<b>EDUCATION AND TRAINING</b>			
Training and Enterprise Support	126.9	133.8	134.4
Youth and Adult Guidance	19.8	20.4	20.5
Further Education Funding Council	199.6	213.6	228.6
Higher Education Funding Council	268.7	292.7	313.2
Student Access Funds	6.0	8.7	11.5
Promotion of lifelong learning	3.0	4.4	8.8
Research Development Fund	1.5	4.0	10.0
National Museums and Galleries of Wales	13.5	14.3	14.6
National Library for Wales	6.2	7.0	6.7
Arts Council of Wales	14.8	15.5	15.8
Millennium Centre for Wales	0	3.0	3.0
Sports Council for Wales	6.8	7.0	7.2
Welsh language	6.5	6.9	7.0
Other arts and libraries	0.6	0.6	0.6
Royal Commission of Ancient and Historical Monuments	1.2	1.3	1.3
<b>Sub-Total</b>			
<b>POST 16 EDUCATION AND TRAINING</b>	<b>675.0</b>	<b>733.2</b>	<b>783.2</b>
Teaching: restructuring	2.0	16.4	8.1
Grants for Education Support and Training	32.9	63.2	39.0
Grant Maintained/Voluntary Aided Schools	8.9	10.3	9.2
Schools Capital (Welfare to Work)	13.9	15.4	14.6
Other Education	18.6	23.0	24.6
Education Credit Approvals	49.1	71.5	54.9
<b>Sub-Total</b>			
<b>PRE 16 EDUCATION AND CHILDREN</b>	<b>125.4</b>	<b>199.8</b>	<b>150.4</b>
<b>EDUCATION AND TRAINING – TOTAL</b>	<b>800.4</b>	<b>933.0</b>	<b>933.6</b>

	1999-2000 Plans	2000-2001 Plans	£million 2001-2002 Indicative Plans
ESTYN	9.2	9.7	10.7
ASSEMBLY COSTS	34.2	29.8	37.5
AUDITOR GENERAL FOR WALES	0.4	2.7	2.9
CENTRAL ADMINISTRATION	87.1	99.7	94.2
CAPITAL MODERNISATION FUND	1.0	0.7	0.3
UNALLOCATED (MARCH UK BUDGET INCREASES) <sup>(1)</sup>	0	0	154.1
<b>TOTAL ASSEMBLY EXPENDITURE</b>	<b>7,453.6</b>	<b>8,074.9</b>	<b>8,481.0</b>
OFFICE OF THE SECRETARY OF STATE FOR WALES	2.3	2.9	3.1
<b>TOTAL WELSH BUDGET</b>	<b>7,456.0</b>	<b>8,077.8</b>	<b>8,484.1</b>

*(Totals allow for roundings)*

<sup>(1)</sup> These resources will be allocated during the 2000 budget setting round.

## ANNEX 3

# Headline targets for our major sponsored public bodies

These targets have been selected from the corporate plans produced by each body. Many of the bodies have a wider range of targets. For further information please see the full corporate plans of each body.

### 1. Welsh Development Agency - Corporate Plan 2000-2003

The table below indicates the Welsh Development Agency's targets for the impact it will make each year on Welsh turnover, earnings in new inward investment and jobs generally - excluding jobs through inward investment. These 3 year forward targets are those published in the Agency's corporate plan which can be found on its website: [www.wda.co.uk](http://www.wda.co.uk) Targets are separately agreed on a year-by-year basis with the Assembly.

Performance Measures and Targets	2000-01	2001-02	2002-03
Turnover	+£300m	+£500m	+£800m
Earnings in new inward investment	Wales + 10%	Wales + 10%	Wales + 10%
Jobs	10,000	12,000	14,000

### 2. Wales Tourist Board - Draft Corporate Plan 2001-02 - 2002-03

At the time of printing this document the Assembly was in the process of considering priorities and targets for the Wales Tourist Board; these will be reflected in the Board's final Corporate Plan. For further information you can visit the Wales Tourist Board's website: [www.tourism.wales.gov.uk](http://www.tourism.wales.gov.uk)

Performance Measures	Target 1999-2000
UK tourism trips (m)	10.5
Private sector investment generated	12 million
Tourism related employment (k)	105

### 3. The Environment Agency Wales - Corporate Plan 2000-01

The Environment Agency Wales is jointly sponsored by the Assembly and the Department of the Environment, Transport and the Regions. For further information you can visit the Environment Agency Wales' website: [www.environment-agency.wales.gov.uk](http://www.environment-agency.wales.gov.uk)

Theme	Key targets for the next 10 years
Addressing Climate Change	Contribute to the UK Government's target to reduce emissions of 6 greenhouse gases by 12.5% below 1990 levels between 2008-12
Managing freshwater fisheries	By 2003, restore 100km of degraded bankside habitats
Managing Waste	By 2001 review and modify waste licences By 2010 encourage the development of an integrated waste management system emphasising recycling and recovery
Integrated river basin management	By 2005, improve compliance with river water quality objectives to greater than 90% and bathing water compliance to at least 97%

### 4. National Museums and Galleries of Wales<sup>(1)</sup> - Corporate Plan 2000-01 - 2002-03

For further information you can visit the National Museums and Galleries of Wales' website: [www.cf.ac.uk/nmgw](http://www.cf.ac.uk/nmgw)

Target	1999-00	2000-01	2001-02	2002-03
Number of visitors in education related parties (000's)	160	168	175	185
Total number of days open for all sites	2,359	2,632	2,430	2,791
Visitor Numbers (000's)	720	808	823	838

<sup>(1)</sup> A recent review of museums and galleries by the Department of Culture Media and Sport has suggested a variety of new performance indicators. The National Museum is currently considering these and it is likely that the targets set out above will be replaced.

### 5. Countryside Council for Wales - Corporate Plan 1999-2002

For further information you can visit the Countryside Council for Wales' website: [www.ccw.gov.uk](http://www.ccw.gov.uk)

Performance Measures	1999-00 estimated output	2000-01	2001-02
Tir Gofal - holdings recruited	470	c930	c600
Notification of Sites of Special Scientific Interest	40	40	55
Intertidal Survey, % of coastline	48%	61%	74%
Land Authorities undertaking LANDMAP assessment (cumulative)	13	15	18
Undertake audits of National Nature Reserves	20	20	20
New length of public rights of way to be defined (km)	1,200	750	750

## 6. Arts Council of Wales - Corporate Plan 1999-02

For further information you can visit the Art Council's website: [www.ccc-acw.org.uk](http://www.ccc-acw.org.uk)

Target	1998-99	1999-00	2000-01	2001-02
Turnover of revenue funded arts organisations	£40.5m	£41.5m	£42.3m	£43.9m
Arts attendances and sales	2.1m	2.4m	2.49m	2.55m
Attendances at art workshops	320,000	352,000	380,000	420,000
% population attending arts events	40.5%	42%	43%	43.5%

## 7. The Sports Council for Wales - Corporate Plan 2000-01 - 2002-03

For further information you can visit the Sports Council's website:

[www.btwebservices.co.uk/sportscouncil/](http://www.btwebservices.co.uk/sportscouncil/)

Target	1999-00	2000-01	2001-02	2002-03
% Adults participating in sport	52		52	
% Children taking part in extra curricular activities:				
Aged 7-11	40	45		55
Aged 11-16	53	55		57
No. of individuals achieving British representation	305		310	
Halve the gap between men's and women's participation in sport by 2005				
Halve the gap in sports participation between the highest and lowest participating regions of Wales by 2005				

## 8. The National Library of Wales - Corporate Plan 2000-01 - 2002-03

For further information you can visit the National Library of Wales' website: [www.llgc.org.uk](http://www.llgc.org.uk)

Performance Measures	2000-01	2001-02	2002-03
Site based services: increase in number of physical users	52,500	54,000	55,600
Internet based services	99,000 users	114,000 users	131,000 users
Increase in number of virtual users	1.8 million hits	2.1 million hits	2.4 million hits
Web publication: increase in data available	20%	20%	20%

## 9. Qualifications, Curriculum and Assessment Authority for Wales

For further information and to view the rest of the Qualifications, Curriculum and Assessment Authority for Wales' targets, its corporate plan can be found at its website: [www.accac.org.uk](http://www.accac.org.uk)

Targets	2000-01	2001-02	2002-03
Ensure a specific % schools receive material by a target date, to be set one week before the latest date for receipt	96%	97%	98%
Implement revised post-accreditation monitoring procedures, and produce reports on post-accreditation work outcomes annually	Procedure reports on a minimum of 10 activities	Procedure reports on a minimum of 10 activities	Procedure reports on a minimum of 10 activities
Maintain gross sales figures of commissioned materials at a level of over	£400,000	£425,000	£450,000
Develop/distribute statutory assessment (task and test) materials and Assessment Arrangements Booklets for the 4 core subjects (as appropriate) at Key Stages 1, 2 and 3 for use with approx. 100,000 pupils	Tasks and Assessment Arrangements Booklets: November Tests: May	Tasks and Assessment Arrangements Booklets: November Tests: May	Tasks and Assessment Arrangements Booklets: November Tests: May

## 10. Welsh Language Board

For further information, you can visit the Welsh Language Board's website: [www.netwales.co.uk/byig](http://www.netwales.co.uk/byig)

Key Target	2000-01	2001-02	2002-03
Number of new statutory notices issued	10	10	10
Number of performance reports to be received from bodies with schemes	97	139	184
Welsh language education schemes approved for Local Education Authorities (cumulative)	19	22	22
Number of performance reports to be received from Local Education Authorities	11	19	22
Number of new co-operative partnerships established in the private sector	20	20	20

## 11. The Higher Education Funding Council For Wales

For further information, you can visit the Higher Education Funding Council for Wales' website: [www.wfc.ac.uk](http://www.wfc.ac.uk)

Performance Measures	2000-01	2001-02	2002-03
Total fundable full-time equivalent numbers (including continuing education award-bearing provision)	68,300	70,000	70,600
2-year full-time/sandwich fundable undergraduate numbers	4,100	4,200	4,300
Science/technology full-time/sandwich fundable undergraduate numbers	16,600	17,000	17,000
Initial teacher-training secondary shortage subject intake numbers	802	802	802

# Glossary

ACCAC	- Qualification, Curriculum and Assessment Authority for Wales
ACW	- Arts Council of Wales
All Partners	- All partners will play a major role in achieving this result
Assembly	- The National Assembly for Wales
Assembly (Cadw)	- Cadw ( <i>which is an executive agency of the National Assembly</i> )
Business	- Business Partnership
CCW	- Countryside Council for Wales
CETW	- Council for Education and Training for Wales
EAW	- Environment Agency Wales
ES	- Employment Service
FEFCW	- Further Education Funding Council for Wales
FW	- Forestry Wales
HEFCW	- Higher Education Funding Council for Wales
Loc. Gov.	- Local Government
NLW	- National Library of Wales
NMGW	- National Museums and Galleries of Wales
NP	- National Parks
SCW	- Sports Council for Wales
Voluntary	- Voluntary Sector
WDA	- Welsh Development Agency
WLB	- Welsh Language Board
WTB	- Wales Tourist Board

## Your thoughts and ideas

We are committed to producing a revised plan next year and to ensure that it is a success we need to make the best of everyone's thoughts and ideas. To facilitate this, the plan is available on the Internet at [www.betterwales.com](http://www.betterwales.com) where there is an electronic response form you can use to send us your comments. If you don't have access to the Internet and would like to send us your ideas, you can write to us at:

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