

Jeremy Miles
For Wales' Future

Our mission for Wales' future



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s Ddyfoo

Promoted by Deborah Davies on behalf of Jeremy Miles at Riverside House, Normandy Road, Swansea, SA1 2JA



Dear friend

I was brought up to believe that public service can make a difference.

When I was younger, there was something both inspiring and exciting to me in hearing my grandfather talk about the campaigns he had been a part of to get a new doctor's surgery, a library, to bring a Welsh medium primary school, alongside the English medium school, to our village.

I was never under any illusion: it was very hard work. But I was enthused by the sense that we can change people's lives for the better through practical political action.

We were brought up to believe that everyone was equal, whatever their background. I went to a Welsh medium comprehensive school in the 80s, in the days when you had to travel huge distances to make that choice. It drew in children from the top of the Swansea valley, to the tip of the Gower peninsula. The 80s were an incredibly tough time for lots of families, and plenty of children in school - their parents often striking miners - were struggling, and that left a deep mark on me.

And I grew up gay at a time when no part of my life told me it was ok to feel the way I did, and when I often felt on the outside and struggled to find my place in the world.

I say this, not because I think these are in themselves good reasons for you to support me to become the leader of Welsh Labour - after all, everyone has their own story. But so that, when I tell you about my commitment to equality, and to raising the aspirations of all our young people, about the need for public services which deliver the best for people and an economy that offers everyone a chance at prosperity - you know that it is deeply felt, long standing, and very personal.

In this manifesto you will see a lot of discussion about policy. Ideas are important, maybe particularly so in the challenging times we live in today. But for me, public service is about people. As we look for imaginative solutions to the pressing challenges we face, and to put ourselves now in the best position to flourish in the future - the creativity, the practical experience, the deeply rooted values which are essential to that task, are all there in the lives of people across Wales.

That is why I am hopeful for Wales' future.

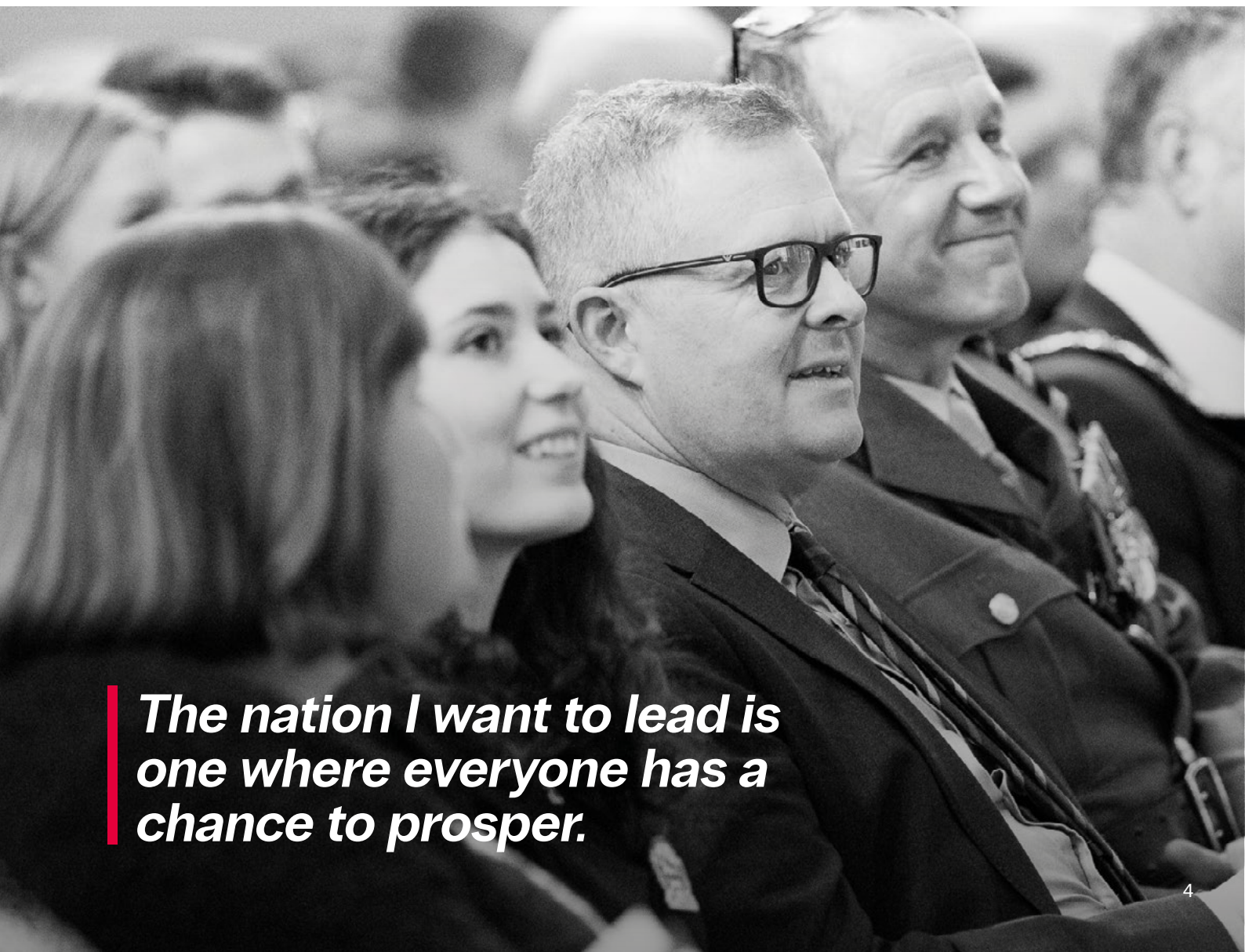
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My vision for Wales

I want a Wales where we can all live well, where our next generation inherits prosperity, and grows up in a just, inclusive, greener country where we all feel at home. Our public services, our economy and our wider society should give us all a fair chance to fulfil our potential and live the life we want. No one should be left behind.

I am deeply proud of how Welsh Labour has shaped Wales. We are a country of free and universal healthcare, lifelong learning and cultural institutions; a country which believes that tackling the climate and nature emergencies must be at the centre of everything we do.

I will build on these foundations with a commitment to prosperity and solidarity. Together we will achieve both greater equality and more wealth to share. Wales will be a nation where young, brilliant people want to come to live, work and raise families, and where citizens of all ages live in dignity and respect. Wales will look outwards confidently, celebrating the richness of its heritage and the diversity of its communities.



The nation I want to lead is one where everyone has a chance to prosper.

My key pledges



A green economy stimulus

Target all Welsh Government capital and procurement spending - alongside new funding models in partnership with local government - to create quality, sustainable jobs and tackle climate change.



Invest in education

Increase the percentage of the Welsh Government budget spent on schools, as the best investment in social justice and in a healthy economy.



Cut NHS waiting lists

Establish dedicated orthopaedic centres for knee and hip replacements to clear backlogs.



Decent housing in our communities

Expand cooperative housing and tackle barriers to providing social homes.



Fairer fares, better transport

Simpler, fairer bus fares to encourage travel as we re-regulate the bus network.



A stronger voice for the people of Wales

Strengthen the Senedd, devolve power within Wales, and secure a fairer deal for Wales in partnership with a UK Labour Government.

Immediate priorities, long-term ambition



From day one, I will bring a sense of urgency and purpose to taking forward the proposals in this manifesto. Some ideas can be taken forward quickly, others will be delivered over the longer term.

The current budget situation poses real limitations on new spending initiatives in the short term. All ministers across the government have had to take decisions on spending over the next year which they would not want to take, nor which reflect longer term preferences.

Nevertheless, this will not limit our ambitions nor detract from the need for radical and imaginative approaches.

The funding context means we will focus on the day-to-day priorities of people across Wales.

I am committed to delivering on the Welsh Labour 2021 election manifesto. I will make sure that we strengthen the Senedd to give us the representation that the Welsh people need and deserve.

At the same time, I will lead the fight in Wales for a UK Labour government, working with our candidates and activists across the country and then working together with that new government, so that Wales and the rest of the United Kingdom can look to a brighter future.

Beyond that, I will make sure that we as a party develop a visionary and exciting offer to present to the country in 2026. Our members' passion, ideas and creativity will be crucial in doing this and I will create more opportunities for you to contribute.

Wales in 2024: The state of our nation



The world is changing rapidly. As Wales embarks on the next quarter century, the context is very different from the last. But our Welsh Labour values endure.

The last twenty five years have laid the foundation for our future. We have found a confident sense of identity with a national Parliament. Welsh Labour has led the way in charting a progressive course, most notably with bold, inclusive leadership on the climate and nature emergencies, our globally respected Wellbeing of Future Generations Act and our commitment to social partnership. The percentage of women in work in Wales has made the biggest gains of all parts of the UK over the past years. Support for the Welsh language is now widespread – Welsh belongs to us all.

Over the years ahead, as the next Welsh Labour government builds on the foundations laid by its predecessors, new challenges will demand new approaches. We are still too poor a country. Our NHS is stretched

to breaking point, and the changes from an ageing society and scientific advances mean that, in order to protect it as a publicly owned service free at the point of care, we must put it on a footing of stable funding and work with our brilliant health workforce to make it a beacon of public service innovation. We face a decline in the working age population so we need to keep and attract young people to live, work and help us strengthen our economy across all of Wales. Work has become more uncertain even for those in a job, and the need for a highly skilled workforce has never been more urgent. On top of this, the constitutional future of the United Kingdom is increasingly fragile, threatened by the actions of a Tory government which is reckless about the future of the union. The Welsh budget, set by the UK Government has fallen dramatically in real terms and we can't expect that to be reversed overnight even with an incoming UK Labour government as it wrestles with a dreadful Tory economic inheritance.

Wales' ability to establish a leading position in science, technology and innovation will have a huge influence on our future prosperity, employment and living standards, and those of the next generation over the next 25 years. Three technologies in particular - AI, biotech and climate tech - are likely to play a defining role in humanity's future. Even where we may not lead the world's thinking on these technologies, we can and must create an environment that encourages the pursuit and application of science and technology, and be quick to adapt and adopt, in a way that larger, slower countries cannot. Artificial intelligence and technology can be part of the solution for a stronger economy, better paid jobs, public services which can go further to support our people, and in tackling the climate and nature emergencies. This will mean building AI-era infrastructure and data capabilities to help us address and mitigate the risks and take advantage of the benefits.

Against this backdrop, our aim should be nothing less than transformation as we start the next chapter in the story of Wales. People rightly expect us to prioritise the fundamentals of everyday life that they rely upon today – and we will do so – but, at the same time, we must prepare for the challenges and opportunities of tomorrow that we and future generations will face. How we transition to a way of life which protects our climate - we are seeing the terrifying pattern of flooding and extreme heat waves become more and more a part of everyday life - while making sure the burdens and opportunities of that transition are fairly shared and create a fairer society. How our lives are affected by developments in technology and artificial intelligence. Wales can't solve these challenges alone but they also create opportunities for small, nimble countries, if we choose to grasp them.

This won't be easy, but I am confident that we can do it. To succeed, we must summon a sense of mission, a spirit of collective solidarity and contribution. But Wales can do this in a way that many other nations could not – and this is why I know that we can take the bold, long-term decisions that will lead to a transformed tomorrow for our children and their children. It will need a sense of shared purpose from people across Wales: citizens, Welsh government, UK government and local government, trade unions, businesses, co-operatives and third sector organisations, all working together for our common vision of a Wales which is a great place to live and work.

In the following pages, you will find the route map we need for that journey - how we apply those enduring Welsh Labour values to new challenges and new opportunities on the path ahead of us to that prosperous, just and ambitious Wales.

I hope you will join me on that journey to Wales' future.

Our aim should be nothing less than transformation.

Our journey

Prosperity, decent jobs and truly sustainable growth

There is no route to the more compassionate country that we want to be which doesn't pass through the more prosperous country that we need to be.

My twin ambitions for the Welsh economy are to enhance our prosperity and increase solidarity between each of us. It is only by mutual support, public and private, government and business, trade unions and employers, communities and individuals, that we can succeed together and ensure our nation is successful. Since 2010, the Tory government in England has tried all it can to pit us against each other, trying to divide striking hospital workers against patients, railway workers against passengers, teachers against parents and pupils. We totally reject this, and the Wales I lead will reject it too.

Ending poverty, tackling the inequalities it causes and truly sustainable economic growth are the greatest legacies we can pass onto future generations. This is why unleashing the potential of the Welsh economy will be my top priority. And we can best do this by capitalising on the exciting opportunities that come with transforming our economy into a sustainable, green economy. This is the future.

Good businesses are a partner in delivering this vision and we will help them play their part. I know this from my own experience of working in businesses for almost two decades before I was elected. We can improve people's lives and wellbeing by building a more enterprising and globally competitive economy, nurturing sector clusters and local supply chains, strengthening our infrastructure, including

through pushing hard for reform of and investment in the national grid, and setting ourselves the goal of making Wales the most attractive place in the UK to invest.

Government at all levels, Welsh, UK and local will need to work together to make this happen, including building on successful cross-border co-operation such as the Mersey Dee Alliance, and exploring ways for the operation of the UK apprenticeship levy in Wales to be reformed to support delivery of apprenticeships in Wales as a devolved area.

We will look for every opportunity to take advantage of our relatively small size as a devolved nation to move more quickly and more boldly than others can: to use our powers and position to help create the right conditions for risk taking and invention, to make it easier to start and run a business, to establish and grow rooted companies and allow the spirit of Welsh enterprise to flourish. Widespread innovation and increased productivity will be essential to this vision, and raising public and private investment in research and development is a priority. This applies equally in our rural communities as it does in our cities and towns. We will bring a fresh focus on innovation in our rural economy.

We will do all of this in social partnership with unions and employers, working with further and higher education institutions - all with

the aim of helping create high quality, well-paid jobs in sustainable sectors. Fair work is at the heart of my vision for the Welsh economy, and we will promote employee ownership, and continue our commitment to the foundational economy which I have been proud to champion since I was first elected to the Senedd. Our industrial and technical sectors need to innovate and quickly transition to the industries that will shape tomorrow's world. There is a future for steelmaking in Port Talbot and Wales which we must work for, together. Wales and the UK needs an environmentally sustainable, strategic primary steel making capacity for our economic security, growing infrastructure needs, and for the thousands of good jobs it provides. Greener steel is a sector of the future which will deliver well paid jobs for many decades to come. We must ensure it is supported and invested in - and we will work in partnership with an incoming UK Labour government to protect our steel sector and steelmaking communities.

As we transition to a more sustainable economy, we need to help people see the chances it brings as well as the changes it demands: a just transition. We will build on our successes in the circular economy where the waste of the past is the crucial component of the future. We will make sure Wales gets its share of the opportunities from Labour's ambition for Britain as a Green Energy Superpower building on the strong foundations of our own national energy company Trydan Gwyrdd Cymru. Renewable energy will be at the heart of our economic policy, with a commitment to growing our share of the marine and onshore renewables sector, supported by a skills and business support policy which recognises the economic and employment potential this sector brings to this and future generations.

With the right approach to net zero and digital skills development and good workplace relations, our workforce can flourish as new technologies are adopted – there are already good examples of this in Wales in advanced manufacturing and other sectors. Retaining and growing Wales's high value manufacturing sector will be vital for job quality, our communities and wider supply chains. We will support Welsh businesses to adapt and pursue new innovations, learning from the best, encouraging innovation led by employees, and with a strategy for skills and training that builds on the Lusher review and is aligned to our economic strategy.



My priorities

- Growing the economy sustainably and increasing our prosperity as a nation will be my main priority in government, using all our levers to tackle poverty and spread wealth. We will refocus our Economic Mission over time, to help deliver this.
- Create a new National Economic Council to advise the government on strategic policies to deliver sustainable economic prosperity and solidarity.
- Make the case for Wales to have enhanced borrowing powers, and seek to negotiate joint funding partnerships with local government, to support our economic ambitions.
- Refocus our capital investment and procurement spend into a Good Green Growth economic stimulus package.
- Draw on recent international evidence and experience to consider the case for economic development - focused on sustainable growth, investment, entrepreneurship, productivity support and creating good jobs - to be delivered at arms length from government, and extend the Development Bank for Wales' remit for supporting green investment.
- Support deeper cross-border economic co-operation in particular in north east Wales, and capitalise on the investment in the Heads of the Valleys.
- Ensure that our universities and colleges, the investor community, businesses, entrepreneurs and the Welsh Government are closely aligned on national economic priorities, including innovation.
- Encourage our successful medium sized firms to stay rooted in their communities.
- A "Make it in Wales" campaign to attract talent to Wales and bring Welsh diaspora home, including exploring new financial incentives for our new and recent graduates to set up businesses and work in Wales.
- Help businesses navigate the regulatory environment to support compliance, and build planning capacity across Wales to speed up decision-making.
- Introduce Marcora-inspired legislation and guidance that supports employee ownership to the full extent of our devolved powers, to bring about a step change.



A healthier and caring Wales

A life free of the fear of both untreated illness and unmet care needs should be the most fundamental aim of a decent society.

In order to make sure that the NHS is there to care for future generations, we must help it better withstand the enormous pressures it faces. Like all public services, it faces funding challenges, but this is about more than that. The best way to maintain a public NHS, free at the point of care for the next 75 years - as we will under my leadership, and as we have for the last 75 - is to bring the same level of fresh thinking that led to its founding by our party in 1948. I will reject any proposals to privatise provision, and focus on positive change within a public service. This will mean making rapid, short-term improvements summoning the mindset and urgency from the pandemic response and tackling barriers to progress and co-operation, at the same time as laying the foundations for the longer-term changes we need.

We will articulate a fresh, clear vision and strategy for health and care in Wales, which defines the system and outcomes we aspire to, as well as a plan for how we get there. This will include parity for mental and physical health, reflecting the reality that mental health problems are now at unprecedented levels and that addressing them is an urgent priority. Against this, we will set a limited number of priorities and throw the full weight of the Welsh Government behind them across Wales. Patient outcomes and patient experience should be paramount. Metrics and targets will be simplified and focus on fewer, purposeful measures of the patient experience and outcomes that we expect.

The Welsh NHS should be an acknowledged beacon of innovation and sustainability, where

this is embedded in all it does, everywhere. Patients and our health workforce deserve the most efficient systems and the best technology to ensure our workforce's time is productive and spent where it makes the biggest difference - directly supporting patients. To do this, we must learn from the best approaches from other countries, sectors and services, coupling this with the creativity and first-hand insights of our workforce. This is already happening in parts of the NHS and we will expect, and find ways to ensure, that the best innovations are adopted quickly and widely.

We will work in social partnership with unions and employers to address staff pay and conditions. It is a reasonable expectation by staff to be fairly paid, and we will always do our utmost within the resources we have available to ensure that. I will make the case to an incoming UK Labour government that funding for pay settlements in England should lead to consequential funding to Wales.

The future of health will be data-rich, personalised and preventative: we owe it to our citizens to get there quickly. We will continue to shift power to you as patients, who are so often experts in your own conditions, with health professionals there to partner with you and advise. We will progressively increase the health service's focus on digital services and personalised data-driven prevention, moving it towards being a holistic mental and physical wellbeing service rather than an illness service.

A good society is one which helps people make responsible decisions as well as one which meets their healthcare needs, and so

we will look for ways to incentivise positive behaviours and prioritise a joint cross-government and local government effort to improve Wales' public health over a generation. We must also use data and technology to focus as never before on improving the quality and safety of patient care.

We want to see an extension of NHS dentistry, building on the work already underway to extend NHS provision including changes to the contract, the North Wales Dental Academy and mobile dentist pilot. We will explore how we can encourage social enterprises such as community benefit societies as alternatives to private practices for NHS dental services.

We will bear down on persistent and pernicious health inequalities by strengthening the relationship between general practice and other public services. I will establish a dedicated sub-committee of the Cabinet which I would chair as First Minister to focus on cross-government work to address health inequalities, with representation from relevant ministers. Health inequalities are not simply a matter for the NHS - recognising the effects of deprivation, housing conditions, employment, education and access to services are fundamental to our approach and by tackling health inequalities this will improve the quality of life and wellbeing of people but will also save the NHS money which can be spent on other services. Physical and mental health inequalities will be equal priorities in this work. We will recognise the particular challenges of mental health in rural and agricultural communities.

Using data we will scrutinise where services are not adequately meeting the needs of women, disabled people, black, Asian and

minority ethnic people, and LGBT+ people. We will act rapidly with health boards to address identified inequalities. We will refocus our approach to women's health, informed by the voices of women. We will look to provide a guaranteed menopause consultation at your local surgery at the age of 40.

Our NHS could not function without our social care system. Under my leadership, we will continue our work to establish a National Care and Support Service for Wales, with parity of esteem with the NHS and we will expedite the integration of social care and health, exploring innovative relationships between the NHS and local authorities to deliver this. Exploring models for funding social care will be an early priority on the journey to a National Care and Support Service for Wales. I have long advocated for an increasing focus on care tech. Under my leadership, we will deliver this, to support carers and service users, and integration with health services. Our NHS and care system must be employers of choice and we will do all we can to support them, committed to compassionate leadership as the best way to deliver for staff and ultimately, for patients. We will create an independently verified long-term workforce plan for health and care in Wales, with clear accountability for delivering it. As well as raising the professional status and esteem of social care, we will build on our support for unpaid carers, including involving them more closely in the design and delivery of services. We will continue our progress towards eliminating profit from the care of looked after children.

In all this, we will increase the transparency and accountability of our health system's structures to deliver. This includes clarifying the role of the centre and local bodies, candour at all levels of the service, and ongoing active dialogue with citizens nationally and locally. Citizens must be given the tools to understand how to navigate and shape the NHS that they rightly hold so dearly.

My priorities

- A fairly funded Welsh NHS that remains in public hands, free at the point of use.
- Parity of esteem for mental and physical health.
- Develop a new approach to women's health, informed by the voices of women.
- A fresh, clear, long-term vision and strategy set centrally for the next decade as *A Healthier Wales* is refreshed, with a focussed number of priorities and targets for mental and physical health, and a workforce plan to deliver this.
- Work with health boards and local authorities to develop models to rapidly establish new priority elective orthopaedic surgery centres to help clear the backlog and speed up hospital discharge.
- A new deal for Betsi Cadwaladr University Health Board that aims to fast-track innovation and reform as part of rebuilding trust and engaging the North Wales public on future health delivery.
- Strengthen accountability in the NHS, looking at the roles of the Welsh Government, NHS Wales Executive and health boards, informed by the findings of the Accountability Task and Finish group.
- Develop mechanisms to encourage, identify, drive and accelerate the adoption of effective innovation, building on the good practice we see already.
- Support the NHS to be an exemplar employer, with the most effective workforce relations and staff development practice.
- Continue to identify and seek to address barriers to GP's working time commitments and encourage salaried GPs as an option to strengthen the resilience of services.
- Strengthen collaboration between health boards, GP practices and local authorities both strategically and operationally, to improve public health and drive down health inequalities.
- Work with national governing bodies for sports to harness the mental and physical health benefits of participation.
- Take forward the development of the National Care and Support Service for Wales in the interests of service users and the workforce, building on the Rebalancing Care and Support Programme and work of the Fair Work Forum on sector collective bargaining.
- Support local authorities to extend direct public provision and co-operative care, over time.
- Maintain and progress work on our commitment to eliminating profit from the care of looked after children.



Learning throughout life

A good education is the most precious asset we can give anybody in today's world. Investment in education is the best economic policy and it is the best social justice policy.

Every child's capacity to aspire is equal. So we will do our all to give each child the best start in life, whatever their background – because it is the right thing to do, and the best investment in our future as a nation. This means starting with the maternity experience and then making early years a bigger priority than ever before. Our aim over the long term is that all young children, wherever they live, can benefit from access to high quality child care and support, with parenting support. We will build towards this ambitious goal by extending the Childcare Offer and Flying Start provision progressively towards the goal of universal provision, starting by accelerating our provision to two year olds as quickly as resources allow.

We will have unapologetically high expectations in education. We will drive up standards of literacy and numeracy as the best way to access the richness of our new curriculum, and opportunities in life. We will make sure each school has an acknowledged expert in literacy and numeracy techniques. Our schools must be places both of excellence and inclusion. We will prioritise investment in education. We can drive up standards by driving down unnecessary workload as I have done as Minister together with unions and councils, freeing and supporting teachers and teaching assistants to do what they excel at - focussing on the needs of their learners and delivering excellent teaching.

We will build on our inclusive curriculum to ensure that every pupil in Wales feels safe, that they belong and feel at home in

school and will continue our work to address the pressures girls in particular face from harassment in society.

We will take forward our multi-agency work to respond to the challenge of absence in schools, with a focus on working with families and putting all schools on a path to becoming community-focussed. Our plan to close the attainment gap in schools will be developed further, recognising - alongside our commitment to gender equality - that the evidence for the attainment challenges facing some working class boys in particular argues for fresh, bespoke approaches. We are midway through a huge transformation in additional learning needs education and will take forward the work already underway to ensure a consistency of approach, appropriate training, and a funding review.

We will bring forward an updated education technology strategy, taking into account the expansion of investment in school technology, and developments in artificial intelligence

A Welsh medium education should be available for anyone who chooses it, and will ensure it is promoted by local authorities as an attractive and practical option. Every pupil should have access to music, through the National Music Service and our aim should be that they are each able to experience a live performance before leaving school.

We will extend the reach of the Robert Owen programme which I was proud to introduce in schools so that more young people learn about cooperatives and the role they have played in

Wales' history, and will play in our nation's future, and extend our innovative Unions and the World of Work programme.

As education minister, I delivered our universal primary free school meals programme together with local authorities, expanded our Schools Essentials Grant, and brought in rules for cheaper school uniforms. I also increased Education Maintenance Allowance - Wales is the only nation in the United Kingdom to do so. Under my leadership, we will maintain our commitment to the principle that means should never be a bar to study.

I also brought in the most far reaching reforms to post-16 education – further education, higher education, apprenticeships, workplace and adult community learning - in a generation, putting my vision for a vibrant sector, with a commitment to lifelong learning at its heart, into law for the first time. We will build on our strong commitment to further education, delivering reform of vocational qualifications with improved progression pathways, informed by a new vocational education and training plan, and an ongoing national assessment of future skills needs aligned to our economic policy.

We will seek to extend apprenticeships provision and prioritise this as resources become available, and take forward the work to improve the links between schools, colleges and employers.

Wales must be a nation of second chances, where it is never too late to learn. Extending access to adult community learning, and the development of a Citizen's Curriculum is a key part of this, but we must also improve access to adult and numeracy support and build on the forthcoming extension of post-16 provision, over time. Every Welsh citizen should have the chance to re-boot their

career at any stage in life, knowing that as we move in and out of different types of work, requiring new skills which we may not yet have, the state is ensuring that we have the support we need along that path. To deliver this, we will increase funding to support lifelong learning over time as resources allow, and develop a right to lifelong learning.

Our universities play a huge role in our educational, economic and cultural landscape. We will encourage greater collaboration between higher education and further education to ensure flexible, accessible provision for learners. We will maintain our commitment to a progressive student support regime, so that university is accessible to all who can benefit. And we will support our universities to access research funding both in the UK and internationally, and to take advantage of access to the world's largest research collaboration programme, Horizon Europe, following the UK's official re-entry this year.



My priorities

- Progressively increase the share of the Welsh Government budget spent on schools
- Expand the Childcare Offer and Flying Start provision progressively towards the goal of universal provision over time, starting by accelerating our provision to two year olds as quickly as resources allow.
- Support the work of the newly established multi-agency National Attendance Taskforce to improve attendance in schools and maintain our support for family liaison officers and improved parental engagement
- Progress the review underway of additional learning needs reforms implementation
- Expand further routes into teaching to ensure the widest possible pool of talent
- Simplify and strengthen further our professional learning offer to education professionals
- Following the recent review, streamline and refocus school improvement services across Wales, with more school to school working, local partnerships and a strong national framework.
- Align our economic policy, skills policy and vocational qualifications reforms in one coherent continuum focussed on the sectors of the future
- Work towards an Adult Literacy and Numeracy Guarantee, backed up with funded basic skills provision
- Restore funding to our apprenticeship programme, and expand degree and higher apprenticeship provision, as soon as resources allow.
- Maintain our commitment to the most progressive student support programme in the UK and explore reform to post-16 student support to underpin access to flexible lifelong learning across all levels, including modular provision.
- Foster greater collaboration between universities and further education institutions.



Tackling the climate and nature emergencies

As First Minister I will ensure that Wales continues its leadership in tackling the climate and nature emergencies on the local and global stage during this decade of action.

We see all around us the devastating consequences of climate change – extreme heat waves, storms and flooding. They affect us all, but those with fewest resources are the most badly affected. So playing a leadership role in tackling the climate emergency is fundamental to our sense of justice and our responsibility to future generations.

To succeed, we must take people with us on this journey. We can do that by letting people see the chances it offers alongside the changes it demands, so the burdens and opportunities of this huge change are fairly shared – by delivering a just transition. I will engage with the work of the Net Zero 2035 challenge group who are looking at the impact on society and sectors of our economy and how any adverse effects may be mitigated, including how the costs and benefits are distributed fairly. We will use all our economic levers to support new green jobs and we will expand the benefits to communities of having renewable energy production and transmission on your doorstep. We will explore routes to extend community shareholding in all renewable energy projects, emphasise accessible community green spaces and make housing greener, expanding innovative housing and optimised retrofit programmes.

In all of this, we will focus our efforts on the best ways that Wales can contribute to urgent global efforts with the most impact,

drawing on the comparative advantage of our geography. We have been a global centre for energy before – and we can be again. This time with renewable energy. In particular, Wales is a coastal nation, and we must harness the power and richness of our marine economy – we will rapidly explore new forms of hydro, tidal and wave energy and offshore wind with a proactive and focussed offer for investors in renewables. Our coast and the Severn estuary offer particular opportunities, and we will support our Welsh ports to capitalise on the opportunities the Celtic Sea offers, as well as ensuring that Wales is well placed to host the new global industry for floating wind. Our science and research work holds the potential to multiply our impact by transferring our discoveries and innovations for free to the world. All of these actions bring with them opportunities for satisfying, sustainable employment and new skill development.

This is a nature as well as a climate emergency, and nature is our ally in tackling climate change. I am proud of the work we have done to look at how Wales can implement the target to protect 30% of the land, freshwater and ocean by 2030. We will drive forward actions to halt and reverse biodiversity decline, including ensuring the introduction of a Bill into the Senedd that will embed environmental principles into Welsh law, strengthen environmental governance in Wales by establishing a new body to oversee

compliance with environmental law by Welsh public authorities, and introduce a new and ambitious biodiversity targets framework. We will continue the water quality summit process including implementing the outcome of the Source to Sea Teifi river improvement project and ensure the lessons learned are applied at scale.

We have undertaken good work as a government in addressing the risks from coal tips, despite an abdication of responsibility by the UK Conservative government. We will work with our Valleys communities to build on this good work.

Our rural economy is crucial to our future, our economy and the Welsh language. We recognise the particular challenges it faces in a time of change, as it responds to the climate and nature emergency and adjusts to a new reality outside the European Union. We will deliver a modern, sustainable model for agriculture and rural life, harnessing technology to increase productivity and strengthen local, sustainable farm-to-fork

food supply for Wales. Extending existing work on clusters and networks is an important part of this. We will encourage local supply of food to schools, hospitals and other public services and grasp the benefits for local people and producers. There is already good practice in parts of Wales and beyond – we must spread it widely. We will work with farmers and rural communities to support the transition to more sustainable and ecologically friendly forms of land use, bringing forward the next stages of the Sustainable Farming Scheme as soon as is feasible.

Our compassion as a country must be reflected in our commitment to the welfare of animals. We will review dog licensing to help fund greater enforcement capacity, and will bring in a progressive ban on greyhound racing. We will maintain our opposition to the barbaric persecution of wild animals and look to work with the next UK Labour government to strengthen the Hunting Act and Dangerous Dogs Act.



To succeed, we must take people with us on this journey.

✓ My priorities

- Maintain the ban on fossil fuel extraction and fracking in Wales and support the divestment of public pension funds from investments in these sectors.
- Introduce a statutory target to reverse the decline in biodiversity with an improvement in the status of species and ecosystems by 2030 and their clear recovery by 2050.
- Maintain our commitment that at least 30% of our land, our rivers and seas are protected, connected, recovering, and positively managed to enable nature's recovery in line with Wales' international obligations.
- Maintain and expand our globally recognised peatland restoration and seagrass restoration projects.
- Establish a new environmental governance body and introduce a Bill to embed environmental protections into Welsh law.
- Engage with the work of the net zero 2035 climate challenge Group.
- Recommit to implementing the current and next carbon budgets.
- Extend community shareholding in renewable energy projects.
- Expand energy efficient retrofit for existing homes and buildings.
- Apply the lessons from the source to sea Teifi river pilot, and work with our local authority partners on flood alleviation.
- Take forward our vital work on coal tip safety, including passing and implementing a new governance and legislative framework, working with an incoming UK Labour government, and continuing to support councils on safety and restoration work.
- Bring forward the remaining tiers of the Sustainable Farming Scheme as soon as feasible.
- Encourage technological innovation in the rural economy.
- Reform dog licensing and bring in a phased end to greyhound racing.



A place to live and work

A decent home in a well-connected community should be a fundamental expectation of modern life.

Everyone should have access to good-quality housing in their local communities, as a basic right. Delivering social rented housing for people in the greatest housing need must be a priority, to reduce poverty, improve health and drive sustainable economic growth. A huge programme of work is underway already. We will bring new momentum to our commitment to deliver 20,000 homes for rent in the social sector, with all new builds being low carbon, deploying innovative housing methods. We will urgently remove barriers that stand in the way of social housing building capacity, including increasing local planning capacity and allowing pre-approved building designs on land allocated for housing. We will stimulate innovative thinking on community ownership of land and assets in Wales by establishing a community asset commission and three community land trusts by the end of this Senedd term. We will take forward the work programme underway on leasehold reform and commonhold. I am proud of the work we have done to make renting a positive choice in Wales: now we must ensure rents are fair, and I will examine new approaches to affordable rents for local people alongside our work on a right to adequate housing.

During the pandemic, Wales adopted an “everyone in” policy, providing accommodation for everyone who was homeless to help keep people safe. Unlike the Tories in England, we have never turned our back on this policy. We will redouble our efforts to end homelessness in Wales and protect vital housing support services,

recognising the disproportionate impact on vulnerable women and young people in particular.

Wales should be a nation of thriving communities, where people can afford to live and work. This means strengthening our town centres, drawing in people living, working and retiring, with public services, and shared office spaces – crucial footfall for independent businesses. In our rural areas, it means supporting young people to continue living in - or return to - their rural communities by making it easier for them to find a place to live. For older people experiencing loneliness, one of the biggest societal challenges of our time, it means services and community assets which are affordable, intergenerational and well-connected via public transport. With an ageing population, we must consider how to draw generations together.

Thriving communities require an integrated transport network that allows people to travel conveniently, affordably and comfortably, supporting both our prosperity and sustainability goals. We will build on the work that we have done to deliver affordable public transport while pressing ahead quickly with plans to meet the particular challenges we have in north east and south east Wales. One of the biggest obstacles to integrated transport is the privatised bus network. We will put people before profit by implementing in law a new model for re-regulating bus services in Wales, which will allow us to work with local authorities to design the bus

networks their communities need and put the contracts we need in place to deliver them. We will ensure fares on our buses are fair, to encourage more passengers onto buses. Alongside this, we will seek to agree a devolved transport infrastructure fund for integrated rail and bus services with an incoming UK Labour government, making use of Wales' fair share of HS2 investment at long last. We will build on our existing commitments to encourage the deployment of more green buses. We will act to ensure our strategy for electric vehicle charging infrastructure remains fit for purpose.

The Welsh Labour government has made great strides in encouraging walking, cycling and scooting as part of an ambitious active transport policy. I love cycling myself. These principles are at the heart of the Llwybr Newydd strategy and a government I lead will redouble efforts to extend active travel opportunities, in the interests of the environment and personal wellbeing.

The new default 20mph limit on roads in Wales will lead to safer roads, it will support our climate change ambitions and will reduce pressures on the NHS. We will press forward with the review of implementation to ensure the right guidance is in place to reflect the national framework, and enable feedback from the public on designations in their local areas to be taken into account.



My priorities

- Introduce simpler, fairer bus fares to encourage travel as we re-regulate the bus network, to improve transport connections across Wales and support including rural communities where bus services are in decline.
- Reaffirm the commitment to deliver 20,000 homes for rent in the social sector, with all new builds being low carbon.
- Redouble our efforts to bring empty homes back into beneficial use.
- Explore a new Rent to Own scheme.
- Unblock obstacles to delivering more cooperative housing.
- Speed up planning decisions that are right for communities by building capacity in our planning departments and introducing pattern books for faster approvals.
- Establish a community asset commission and three community land trusts before the end of this Senedd term to support community housebuilding.
- Continue to work towards a right to adequate housing as well as a national set of terms and conditions for homelessness prevention and housing support sector workers, agreed through collective bargaining.
- Continue our efforts to make homelessness in Wales rare, brief and unrepeated and work with Cymorth Cymru to ensure our vital housing support services are adequately funded.
- Explore support to help people buy their own home in areas where second homes are prevalent.
- Expedite the delivery of Metro and Burns Commission proposals to relieve pressure on the M4 around Newport and the North Wales corridor.
- Take forward our plans for integrated bus and rail such as the Swansea project across Wales.
- Keep our electric vehicle charging infrastructure strategy under review to ensure it remains sufficiently ambitious to meet future needs.
- Support people proactively to choose active travel wherever possible.



Making Wales fairer

We want a Wales of justice and kindness, where everyone has an equal chance whatever their background, and where each of us can live the life we want to live, free of fear.

Abolition of poverty must be at the heart of our national mission. The defining injustice in today's society is the effect of poverty and economic insecurity. Nearly 30% of children in Wales live in poverty despite the repeated efforts of successive governments. This is the direct result of Conservative policies in Westminster. There is no more urgent moral and practical challenge for us today than to break this pattern.

Many of the levers we need in order to seriously reduce poverty are not in our hands, so we will seek to negotiate with an incoming UK Labour Government an agreement for each partner to pursue the policies we need in order to realise this ambition. We will also define the necessities that citizens need not just to survive but to flourish in today's world, and look for ways to make them – from school uniforms to nutritious food to housing – affordable and accessible for all, using our regulatory powers and economic leverage. In all of this, decent jobs and increased sustainable economic productivity are still the most dependable routes to eliminate, rather than mitigate poverty, and they must be our focus if we are to break the link between deprivation and destiny. Without this, social policy, however progressive, can never be enough.

We will explore the establishment of a national youth leadership programme to encourage young people who otherwise would not have the opportunity to develop leadership skills.

Fair work is central to our vision for the Welsh economy. We need coherence in approach that minimises the risk of pushing people into unfair work. We will build on the Fair Work Commission input and explore the possibility of devolving benefits administration to support this. I will appoint a Minister for Work in the Welsh Government.

We are committed to the human rights of people in Wales and we will look to reflect this in law. We are all equal. We will always stand with those facing struggles to be free from discrimination or suffering of any kind - whether on the basis of race, disability, age, sex, religion, gender identity, or sexual orientation. We will continue to deliver our ambitious LGBTQ+ Action Plan, including acting to ban conversion practices to the extent of our powers. We will maintain the Welsh Government's support for equality for trans people and in support of self-identification. Our Anti-Racist Wales Action Plan is an act of collective leadership with black, Asian and minority ethnic communities and we will build on it, developing stretching new targets as we work towards that goal over the years ahead. And informed by the work of the Disability Rights Taskforce, we will work to narrow the disability employment gap and take forward our plans to incorporate the UNCRDP into Welsh law.

I will appoint a government where at least half the ministers are women. We will build on the pioneering work of the Welsh Labour Government to tackle Violence Against Women, Domestic Abuse and Sexual Violence, recognising that this is cross-cutting and

requires action in other policy areas, such as housing support. We have seen a number of egregious examples in public bodies recently of cultures which do not reflect our commitment to women's equality. Discriminatory behaviour must not be tolerated and we will work with public bodies to change this.

My priorities

- Develop a "freedom from poverty" plan alongside an incoming UK Labour government, with a particular focus on child poverty.
- Develop a Human Rights in Wales Bill, with a view to protecting human rights in Wales as they apply to our devolved powers.
- Work with public bodies in Wales to ensure a culture of respect and equality for women.
- Following the successful roll out of universal free school meals in our primary schools, we will work to encourage take-up and, when resources allow, will review the eligibility criteria for free school meals in secondary schools.
- Take all steps within our powers to ban conversion practices and develop ambitious new targets for the LGBTQ+ Action Plan.
- Co-develop a stretching next set of targets for the Anti-Racist Wales Action Plan and expedite work to ensure public appointments in Wales are more representative of our black, Asian and minority ethnic communities.
- Building on the success of the Diversity and Anti-Racist Professional Learning programme we have launched for schools, we will look to develop equivalent programmes to support other areas of inclusive practice.
- Incorporate the United Nations Convention of the Rights of Disabled People into Welsh law and redouble our efforts to close the disability employment gap.
- Work to increase digital inclusion informed by the principles of a minimum digital living standard.



Strengthening our community, our democracy, and our global reach

Community and solidarity are at the heart of what it means to be Welsh, both at home and overseas.

Our Welsh view of society is that we all have a contribution to make in our communities, and that we should do all we can to play our part.

We will build on the work we have already done to strengthen communities by expanding community use of local assets and supporting community ownership initiatives where the wealth created is retained and shared locally. We will continue to develop plans for a community banking service.

We will build on the positive partnership with local government, working to deepen the collaborative and constructive approach which best delivers for people in Wales. We will do our utmost to ensure that local government funding is set at a level which enables councils to be resilient and to deliver the local services people depend on so much, fully recognising the immense pressures that councils are under at the moment due to the extraordinary budget constraints. We will aim to simplify grants across the board, as we have done this year with education grants. We will work to ensure that Wales benefits from the commitment of a UK Labour government to support a large scale programme of insourcing of services. We will undertake a review of funding for fire and rescue services.

I will make the case passionately for the devolution of further powers to Wales, motivated by a commitment to better outcomes, rather than constitutional abstraction. The Thomas Commission on Justice in Wales makes a compelling case

for the devolution of justice, in the interests of better outcomes for people in Wales. Control over how benefits are administered, would enable us to alleviate poverty and integrate support with housing and employability programmes. This is fundamental to my vision of the future for Wales as a flourishing nation. I will make the case strongly for fair funding for Wales through reform of the Barnett formula, and prudential borrowing powers to invest in projects to improve people's lives. We will press for reform of the Sewel convention, with a basis in law that the UK Parliament will never legislate in devolved areas, without the express consent of the Senedd. This is at the heart of our positive vision for the future of Welsh democracy.

And as we look to the future of devolution, it is as important for us to argue for devolution of powers *within* Wales as *to* Wales, as I pledged when I launched my campaign. We know from the OECD and others how important regionally-based decision making over economic development can be, for example. We will work with local government and others across Wales to co-develop a streamlined model which satisfies the clear appetite for more localised decision-making, by devolving more powers to local government. We will begin our discussions with colleagues in North Wales.

We will take forward reform of the Senedd for 2026, so that the people of Wales get the stronger democracy they deserve – and we will work to ensure the Senedd reflects the diversity of modern Wales.

Our creativity as a nation is an important part of our national identity - our arts, culture and creative industries are a great asset to us, to our wellbeing and our economy. As education minister, I have been proud to give all primary school children in Wales the opportunity to learn a musical instrument for free, and we will work hard to broaden the chances our young people have to develop a lifelong love for our arts and culture. We will continue our National Music Service, which I was proud to launch.

We will complete the work to develop a fresh culture strategy, ensuring our cultural institutions in all parts of Wales play their part in delivering our vision for Wales' future. We will support Creative Wales to develop our creative industries, supporting new and emerging talent to showcase Wales as a land of song and creativity on stage and screen. The children and young people of today and our future generations should have a deep appreciation of our nation's history so we will continue to support the work of Cadw to preserve and protect Wales' heritage.

I will work with an incoming UK Labour government to transform how Wales is marketed to the world, both as a nation in our own right but also as part of a stronger and more united Visit Britain brand.

Wales is a proud sporting nation. So we will continue to invest in our sports facilities, to help develop the next generation of elite athletes and encourage greater participation in grassroots sport.

Our Welsh language is also a part of what makes us Welsh - whether we can say just a word or two, or speak it confidently, it belongs to us all, and helps us all belong. Being a Welsh speaker is important to me and I encourage anyone who wants to, to learn. You will have a warm "croeso".

We are proud of the ambition we have set for a million Welsh speakers by 2050, to increase the use of Welsh every day and the plans we have to expand Welsh in education. The Welsh language is an asset and we will work hard to encourage people to learn and use Welsh.

I believe Wales can be a force for good in the world, and within the UK. We are proud of being a Nation of Sanctuary. We have a strong tradition of internationalism and solidarity with those fighting for justice and freedom across the globe. In 2006 Wales and Africa was launched in response to the Make Poverty History campaign. In 2008, Wales became the world's first Fair Trade Nation. People in Wales care deeply about global poverty and our rich history of solidarity with oppressed people at home and overseas will continue under my leadership. Our actions to create a fairer world can't stop at our borders if we are to hold ourselves to the ambition of being a globally responsible nation. We will continue working with marginalised people in countries in which we have built shared histories. The world is becoming more unstable and, like our friends in other small countries, we in Wales have a moral duty to help achieve the UN Sustainable Development Goals.

In today's highly competitive world, we must strengthen our international profile further still, not only through global solidarity but through ethical business, imports and exports nurturing relations with key regions of the European Union and beyond and drawing on the network of Welsh people overseas, to reinvigorate our international connections and the opportunities they bring.

We must work with diaspora communities living in Wales who are our ambassadors and remain connected to their countries of origin; fostering informal connections and cultural exchange.

We must foster international learning and exchange through institutions like universities and the NHS. We must not 'off-shore' our carbon footprint, making our consumer choices another country's carbon problem. We will resolve to make sure the global responsibility aspects of the Well-being of Future Generations Act are embedded throughout Welsh Government and the services we provide and the institutions we work with. I will appoint a minister with responsibility for a "Wales in the World" diaspora engagement programme, working with the British Council and UK Government, and taking the work of Global Wales to the next level.

My priorities

- Complete Senedd reform in time for the 2026 election.
- Devolve powers down to every part of Wales and ensure the Cabinet spends more time outside Cardiff Bay.
- Do all we can to ensure local government funding is set at levels which enable local services to be delivered well, recognising the significant pressures on budgets and review the approach to funding fire and rescue services.
- Pursue full implementation of the Gordon Brown Report on the constitution as the next stage in the devolution journey encompassing the devolution of policing and justice, the courts, the administration of benefits, and the Crown Estate; and make the case powerfully for greater borrowing powers, a replacement to the Barnett formula and strengthening of the Sewel convention.
- Lead a discussion with Welsh civic society on the recommendations from the Independent Commission on the Constitutional Future of Wales which strengthen the voice of Wales within the union of the United Kingdom.
- Continue to build on our relations with regions within the European Union and beyond to foster economic, educational and cultural opportunities and make the case for a closer relationship between the United Kingdom and the EU.
- Review our milestones towards achieving our goals in Cymraeg 2050, to ensure they are able to deliver our ambition, in light of census and other data available to us and take forward legislation to expand Welsh in education so all our young people can learn the language, whether they choose a Welsh medium or English medium school.
- Work towards the introduction of free Welsh language lessons for parents of children in Welsh medium education.

Helping you flourish at work

Trade unions have an essential role to play in all sectors in our modern economy and in a time of technological change, to help workers flourish and to deliver our ambition of fair work.

We know that unions can help increase the share of our national income that goes to our workforce, and can improve the quality of working life for us all, particularly those on the lowest wages. Strong trade unions are critical for a healthy economy and a fair labour market.

Young workers are less likely to be in a union than older workers and there are low membership rates in large parts of our private sector. Workers in the gig economy are the least likely to be union members. We must tackle this.

I want to help unions in Wales to adapt to the challenges and opportunities facing workers in the digital and technological revolution

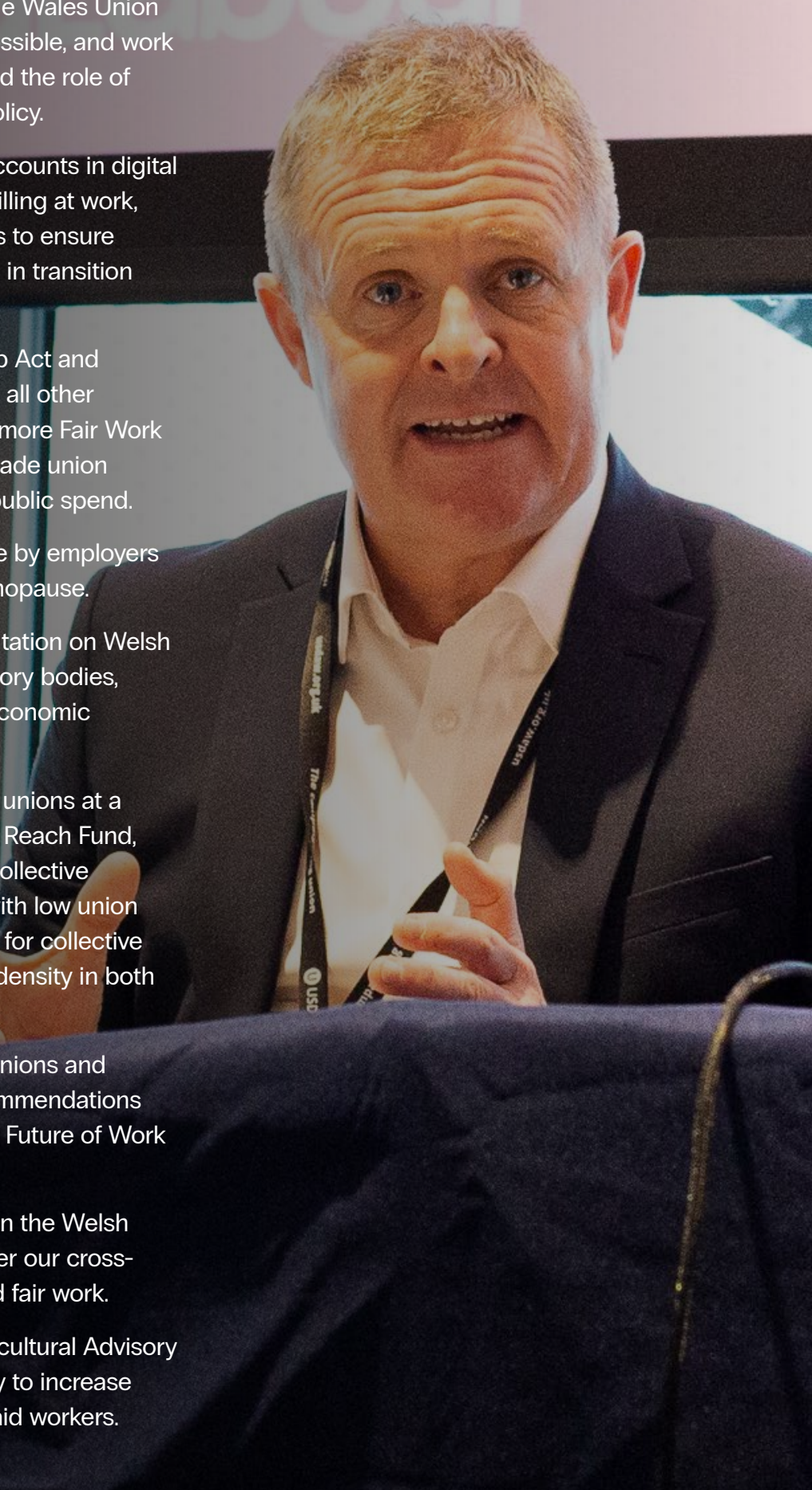
that is upon us. And I want more workers to benefit from trade union membership. By the end of this decade, we will want to see a clear step change in the percentage of workers whose pay, terms and conditions are set by collective bargaining in the private and voluntary sectors.

So we must build on the good work we have done over many years and, as well as supporting unions and setting goals for wider union membership, we should also reward businesses which recognise unions – to help create a mutually beneficial culture of social partnership across our economy – as well as use our leverage as government to develop an economy in which recognising unions and collective bargaining is the norm.



My priorities

- We will restore funding for the Wales Union Learning Fund as soon as possible, and work with social partners to expand the role of union-led learning in skills policy.
- Expand Personal Learning Accounts in digital and net zero sectors for reskilling at work, and work with social partners to ensure these opportunities are used in transition agreements.
- Embed the Social Partnership Act and use ethical procurement and all other government levers to create more Fair Work in Wales, including making trade union access a requirement of all public spend.
- Encourage flexibility and care by employers for women experiencing menopause.
- Include trade union representation on Welsh Government economic advisory bodies, including the new National Economic Council.
- Support organising for trade unions at a Wales level, through a Union Reach Fund, with an explicit aim to raise collective bargaining rates in sectors with low union membership, and set targets for collective bargaining reach and union density in both public and private sectors.
- Engage constructively with unions and others in relation to the recommendations in the Wales TUC report *The Future of Work and Devolution in Wales*.
- Appoint a Minister for Work in the Welsh Government, to bring together our cross-government efforts to embed fair work.
- Instigate a review of the Agricultural Advisory Panel, to strengthen its ability to increase wage levels for our lowest paid workers.



Our party, rooted in our communities

We are the inheritors of the radical tradition. Our task is to apply our enduring values to the changing world we live in.

Welsh Labour has achieved so much. This is because our party is home to good-hearted people of passion and talent - and commitment to our cause. I want a culture of inclusion and kindness to be our hallmark as a movement. We must not let up on our mission to remove barriers to women participating and representing the party at all levels, and I was proud to be an active supporter of the Welsh Labour Charter for Women from its foundation a decade ago. Women within our movement continue to speak out with strength about the obstacles they face and it is obvious to us all these challenges exist. We are yet to have a woman as First Minister, a Labour woman as permanent leader of the UK party or as Prime Minister. In England there is only one Labour woman serving as a Metro Mayor. The facts are stark and, under my leadership, I would like Welsh Labour to be a role model. We have achieved so much in appointing a 50/50 cabinet, but we must drive forward and it will be an absolute priority to ensure future leadership represents our progressive values.

Welsh Labour must reflect our nation in all its wonderful diversity, in our organisation and in our representation. We must reflect all parts of our country too - north, south, urban, rural - and embrace our national commitment to the Welsh language in all that we do as a party.

But we must recognise that in large parts of Wales, as elsewhere, the nature of political activism is changing, and in many areas our local campaigning has dwindled. We must embrace the latest campaign techniques and encourage activists to develop the latest campaign organisation skills. After all, our members are our biggest asset. Your dedication, energy, and ideas are why we succeed.

Our approach should always be distinctively and confidently Welsh - not for the sake of it, but because Welsh Labour is rooted in pride for our country and care for our people.



✓ My priorities

- Ensure that Welsh Labour provides the full range of modern campaign support to our UK Parliamentary candidates to secure the best possible set of results at the forthcoming UK general election, so that we play our full part in delivering the UK Labour government people in Wales desperately need.
- Bring Welsh Labour closer to our members by establishing a continuing policy network for party members to submit policy ideas.
- Support women's leadership in the party, supporting equal representation on shortlists and implementing the campaign objectives of the Welsh Labour Charter for Women.
- Support continuation of OMOV for all internal elections in Wales.
- Work with trade unions to make sure that workers' interests are at the heart of our party's mission, including setting up a policy advisory group to consider the devolved implications of - and opportunities from - UK Labour's New Deal for Working People.
- Proactively support local parties to search for talented candidates for the 2026 Senedd selections, ensuring better representation in particular of women, Black Asian and minority ethnic candidates, disabled candidates and LGBT+ candidates and work with trade unions to encourage and support candidates from their membership.
- Set up Welsh Labour for Communities, a party activist organising academy to spread the latest campaign techniques.
- Ensure Welsh Labour in all its work, and its support for election candidates, always reflects our ambitions for increasing the use of Welsh.

Jeremy Miles

For Wales' Future
Dros Ddyfodol Cymru



How we will get things done

The “how” matters as much as the “what”. We must think afresh about how we run our government to respond to the challenges we will face.

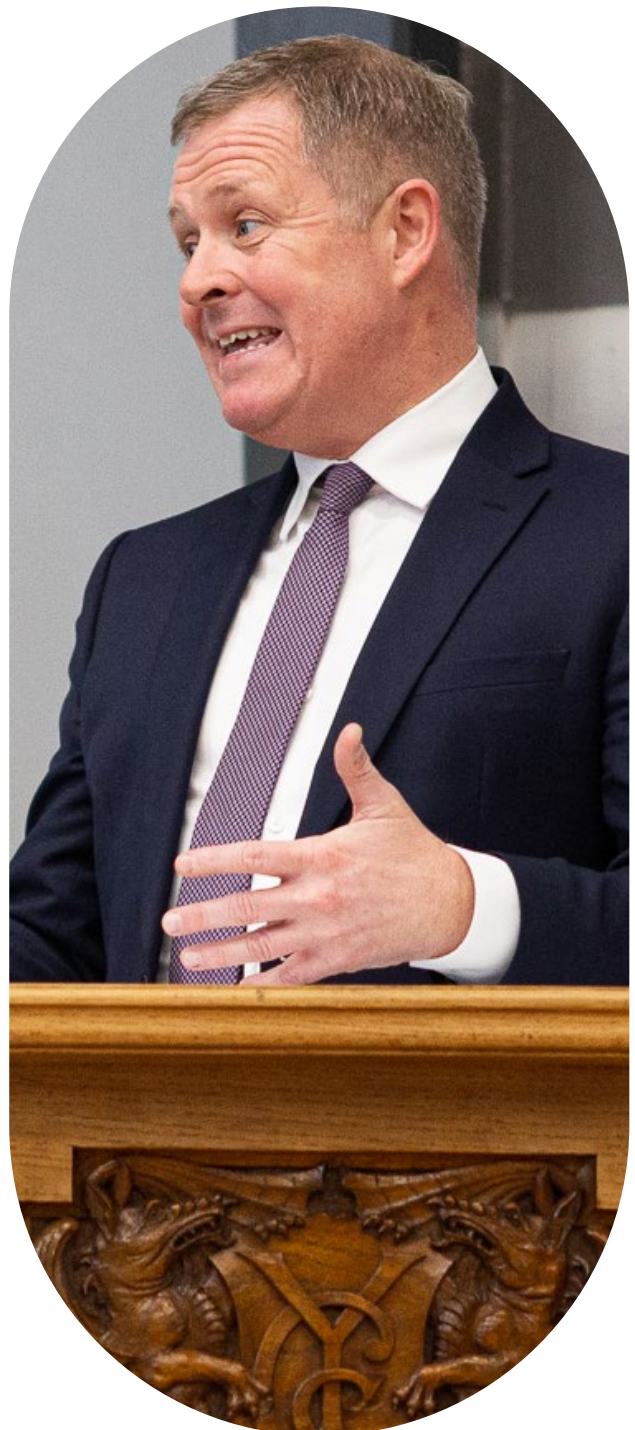
A more enterprising, start-up economy will need a government to match. In an era of extreme budget pressures, it is even more important that we improve the effectiveness and performance of government. A new strategy or a new piece of legislation is rarely the answer to every problem: a relentless focus on delivery and effective implementation is absolutely crucial.

To do this, we need a smart, enabling state – a government which leads confidently but which also listens. This is our vision for devolved government and we will make this a source of competitive advantage for Wales. Our approach will be inspired by everything we know about how successful organisations work and get things done, so that we can best serve citizens in Wales.

In order to future proof the work of the government, we will deliver on our pledge to set up a Welsh Government Delivery Unit dedicated to long-term strategic thinking, delivery, and talent. We will also build a dedicated data science and Artificial Intelligence capability within the government.

We will set bold goals and empower others on the front line to help us meet them. We will aim to ensure decision-making is faster, and that dealing with the Welsh state is simpler. Our focus will be on outcomes more than inputs, and I want us to be measured on our results not our rhetoric. We will encourage the best talent, the best behaviours and the best ideas.

We will embrace the principles of openness and accountability, and reflect this in both our policies and our practice – and we will expect the same of others.





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