



HM Government



PLAN FOR CHANGE

Milestones for mission-led government

5 December 2024

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HM Government

Plan for Change

Milestones for mission-led government

**Presented to Parliament by the Prime Minister
by Command of His Majesty**

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Foreword from the Prime Minister

Keir Starmer

Prime Minister of the
United Kingdom



This Government was elected to deliver change. To strengthen our country, in an increasingly volatile world, with a decade of national renewal.

It is an ambition that will demand stability, investment, far-reaching public service reform, and a relentless focus on the priorities of working people. It requires a new approach to wealth creation, unlocking the pride and potential of every nation and region across these islands. And it will demand, from Whitehall and Westminster, a profound cultural shift away from a declinist mentality, which has become so comfortable with failure, that it risks breaking a precious contract with the British people. In short, the UK needs a state that can prioritise long-term change, drive innovation across the public sector and work in partnership with all the country – businesses, civil society and the British people, all galvanised towards the same goals.

Economic stability

Secure borders

National security

Plan for Change

Milestones for mission-led government

Our foundations

Change has been promised before. But the dangers of our world, alongside the vast gap between what working people put in and get out from government, now make it urgent. This document sets out clear milestones for change and our plan to achieve them.

This begins with the strong foundations of economic stability, secure borders and national security. In times like ours, strengthening these foundations is ever more vital to the daily task of securing the national interest. But it is also vital so we can keep firmly on the course of change. Recent governments have veered violently from crisis to crisis, always vulnerable to the next fierce headwind. These foundations will allow the UK to maintain a powerful sense of direction through the storm.

Building on these foundations, the Government has five national missions that set the direction of change. These are:

- 1** Kickstart economic growth
- 2** Build an NHS fit for the future
- 3** Safer streets
- 4** Break down the barriers to opportunity
- 5** Make Britain a clean energy superpower

These missions are our mandate. They reflect the priorities of the British people and were democratically tested during the 2024 general election. They were set out alongside clear first steps: stabilising the economy, cutting NHS waiting times with money raised from

closing non-dom loopholes, launching a new Border Security Command, setting up Great British Energy (a publicly owned clean power company), cracking down on anti-social behaviour, and recruiting 6,500 teachers in key subjects, paid for by ending tax breaks for private schools. This work is well underway – change has begun. However, we also made it clear that these first steps were a down payment on our wider missions – the first steps of many on the path of change.

This is reflected in the recent Budget, which undertook vital work to fix the foundations of our economy, invest in our public services, protect the payslips of working people and front up to the dire inheritance left by the previous government. In 1997, the incoming government inherited a public realm on its knees. In 2010, the incoming government inherited public finances in desperate need of repair. This Government inherited both these challenges, including a £22 billion in-year blackhole in the public finances that equates to just under half the national budget for defence.

For this reason, we have always been clear that our missions represent a long-term plan for the country. Change is not a few lines on a graph moving in a slightly better direction. Nor is it merely the delivery of a new policy agenda that only marginally improves the lives of working people. Rather, it must be felt tangibly in the health, wealth and security of working people and our country. Our missions received their mandate because they captured the basic hope that Britain would get better.

**Kickstart
economic growth**

**Build an NHS fit
for the future**

**Safer
streets**

**Break down the
barriers to opportunity**

**Make Britain a clean
energy superpower**

This may not sound high-minded or particularly idealistic, but it is something that historically we took for granted. It allowed families of all backgrounds, but especially working-class families like mine, to build their lives around the future. The reason so many people have lost faith in politics is that they no longer can.

Guided by our missions, this Plan for Change shows the path to restoring that hope. But to drive us forward in this Parliament, we also need to set clear milestones to track our progress and allow the British people to hold us to account. These are:

- **raising living standards in every part of the United Kingdom**, so working people have more money in their pocket as we aim to deliver the highest sustained growth in the G7
- **rebuilding Britain with 1.5 million homes in England and fast-tracking planning decisions** on at least 150 major economic infrastructure projects
- **ending hospital backlogs** to meet the NHS standard of 92% of patients in England waiting no longer than 18 weeks for elective treatment
- **putting police back on the beat** with a named officer for every neighbourhood, and 13,000 additional officers, police community support officers (PCSOs) and special constables in neighbourhood roles in England and Wales

- **giving children the best start in life**, with a record 75% of five-year-olds in England ready to learn when they start school
- **securing home-grown energy**, protecting billpayers, and putting us on track to at least 95% clean power by 2030, while accelerating the UK to net zero

These milestones are ambitious but achievable. For the next five years, they will give our country the stabilising certainty of a clear destination. But they also confirm our commitment, across Whitehall, to mission-led government. This is every bit as important as our priorities – the ‘how’ is as crucial as the ‘what’. After all, our ambition, across the foundations and the missions, clearly embodies an idea that the power of government can strengthen our country and take it forward. But this cannot be done if the state continues to perform at its current level. Equally, we cannot tax our way to prosperity or spend our way to better public services. Business as usual will not deliver our missions. They require investment, economic stability and sticking to the Plan for Change. But above all, they require reform.

Since the election, we have announced ambitious reform programmes in planning, national infrastructure, pensions, industrial strategy, the labour market, police, children’s social care, NHS accountability, regulatory bodies, devolution and welfare to work. Each, respectively, will make the state more efficient, innovative and focused on long-term change.

And in the forthcoming weeks and months there is more to come, including how we secure our borders and harness the incredible potential of artificial intelligence to deliver on our priorities.

The central features of mission-led government are the missions themselves. Taken together, they represent a concerted effort to change accountability incentives, across Whitehall and Westminster, towards long-term change. Westminster in particular is optimised for distraction, totally gripped by fads and the latest passing event. This creates a politics that perpetually focuses on short-term, inadequate solutions – something I have labelled “sticking plaster politics”. In focusing instead on the long term – and co-opting the British people to hold our feet to the fire – we hope to change this culture once and for all.

Prioritising the long term will also help drive change within Whitehall. It creates more space for technological deployment, innovation and learning from experiments, and it will help embed a culture of continuous improvement. This will boost our efforts in public service reform and help us break down Whitehall silos and bureaucratic fiefdoms. For this reason, the mission goals are set deliberately broad – they cannot be delivered by the state alone, let alone by single departments. This extends to our colleagues in the devolved governments. The governments of Scotland, Wales and Northern Ireland have powers to deliver on the public service priorities of those who elected them.

And thanks to our recent budget, they now have the largest real-terms funding settlement since devolution. Where our milestones and missions are devolved matters, we will work with the respective governments to share best practice and align effort across all nations on these islands.

The final aspects of mission-led government are focus and ambition. The British people know that government cannot afford to do everything at once – mission-led government does not pretend that it can. Indeed, so much of the damage done to political trust comes from the previous government’s substance-free boosterism on objectives such as levelling-up. This Government is determined to level with the British people about the trade-offs we face as a country – to treat people with the respect of candour, not the distraction of bluster.

But this focus must never come at the cost of ambition – that is the slippery slope to decline. Change should not be easy – we choose it, to paraphrase the US President John F Kennedy, “because it is hard”. However, in recent years, as a response to this ebbing trust in politics, politicians have narrowed their ambitions, terrified of the reaction if they fail to deliver. This may be rational – and the integrity of democratic accountability is vital in a world as volatile as ours. Yet such timidity has been internalised by Whitehall as a reluctance to take any risks whatsoever. The upshot is that managing risk has become managed decline, with even less faith in the capacity of traditional politics to deliver change.

**Kickstart
economic growth**

**Build an NHS fit
for the future**

**Safer
streets**

**Break down the
barriers to opportunity**

**Make Britain a clean
energy superpower**

Our missions are achievable, but they are ambitious. Indeed, given our inheritance – dire public finances and crippled public services – just to meet any of the milestones for this Parliament would be a huge challenge. Together, they represent the most ambitious and honest programme for government in a generation. For that reason, they are not just government missions, but missions for the entire country – a partnership between public and private sectors, national and local government, business and unions, alongside the whole of civil society. Mission-led government represents a politics of the common good – everyone pulling together, galvanised by clear objectives, sharing in the pursuit of national renewal.

People will say this cannot be done. People will say that it goes against the spirit of our times. They will argue that Britain should narrow its horizons even further. Or that we should walk a gentler path. Most of all, they will say that this has been promised before – and in that respect, they are right. In the past 14 years, the British people tightened their belts to show they were ‘all in it together’, they came together to defeat a deadly virus and never once wavered in their commitment to supporting the people of Ukraine. But they did vote, time and again, for change – for public services and an economy that works for them.

There is hope in this – the hope of a government finally able to match their resilience and commitment to our country, with a plan for unlocking their potential. The hope of a great nation, remembering it can still do great things. We know, after the sacrifices people made during the past 14 years, that it will be hard for working people to hear politicians ask them to come together for their country again. But the need for change is urgent. And it must be met.

So we invite the British people to join us in the mission of national renewal.

Economic stability**Secure borders****National security****Plan for Change**

Milestones for mission-led government

Our foundations

Plan for Change

This Government was elected on the promise of change and a decade of national renewal.

To deliver long-term change, the foundations of good government must be in place: economic stability, secure borders and national security. These are the foundations everything rests on.



Our foundations



Economic stability

Meeting our robust fiscal rules, providing long-term policy certainty, maintaining low and stable inflation, and working to improve the resilience of the UK economy.

Only in doing this can we grow our economy while keeping taxes as low as possible.



Secure borders

Restoring order to the asylum and immigration systems, delivering lower net migration, clearing the asylum backlog to end the use of hotels, increasing returns and reducing small boat crossings.

Britain is a tolerant and compassionate country, but the immigration system needs to be controlled and managed.



National security

Working with our international partners, we will act to prevent harm, deter and disrupt threats, respond effectively to incidents, and recover swiftly.

No policy commitment matters unless we uphold the first duty of any government: to keep the country safe.

**Kickstart
economic growth**

**Build an NHS fit
for the future**

**Safer
streets**

**Break down the
barriers to opportunity**

**Make Britain a clean
energy superpower**

Our missions



Milestones for change

The Government has five missions to deliver a decade of national renewal: kickstart economic growth, build an NHS fit for the future, safer streets, break down the barriers to opportunity and make Britain a clean energy superpower. These missions reflect the priorities of working people.

Change has already begun. The Government is fixing the foundations with a Budget that stabilised the economy, the creation of a new Border Security Command and increased investment in defence. We are delivering the First Steps on our missions – with investment and reform to underpin stability and drive growth, deliver an extra 40,000 NHS appointments a week, recruit 6,500 new teachers and help the police tackle anti-social behaviour.

The Plan for Change marks the next phase of mission-led government, with clear and ambitious milestones to reach over this Parliament from each of the Government's national missions.

These milestones are fundamental to the success of the Government's long-term missions, and reaching these will put the country on a clear trajectory to a decade of national renewal.

Through our milestones, we will deliver higher living standards in every part of the United Kingdom, 1.5 million homes built and planning decisions fast-tracked, hospital backlogs ended, police back on the beat, children starting school ready to learn, and secure, home-grown energy.

Any one of these milestones would be challenging on their own. Taken together, they are the most ambitious yet honest programme for government in a generation. We are not choosing targets that are easily reached. Instead, we are choosing stretch goals that will make the biggest difference to people's lives as we deliver a decade of national renewal.

Given our unprecedented inheritance, crumbling public services and stretched public finances, we know that government cannot do this alone or by simply doing more of the same.

Mission-led government means raising our sights as a nation and focusing on ambitious, measurable, long-term objectives that provide a driving sense of purpose for the country. It also means a new way of doing government that is more joined up, pushes power out to communities, works in partnership with business and civil society, and harnesses new technology to deliver for working people.

**Kickstart
economic growth**

**Build an NHS fit
for the future**

**Safer
streets**

**Break down the
barriers to opportunity**

**Make Britain a clean
energy superpower**

Milestones for change this Parliament



Kickstart economic growth

Raising living standards

Raising living standards in every part of the United Kingdom, so working people have more money in their pocket as we aim to deliver the highest sustained growth in the G7.

Rebuilding Britain

Building 1.5 million homes in England and fast-tracking planning decisions on at least 150 major economic infrastructure projects – more than were decided in the last 14 years combined.

To deliver these milestones will require relentless focus and prioritisation, and we will need to make tough decisions. The Autumn Budget took the necessary steps to restore economic stability and repair the public finances, and we had already made difficult decisions, for example in means-testing winter fuel payments. These are not easy choices, but they are necessary trade-offs to deliver the priorities of working people, while taking a responsible approach to public finances which is required for long-term economic growth.



Build an NHS fit for the future

Ending hospital backlogs

to meet the NHS standard of 92% of patients in England waiting no longer than 18 weeks for elective treatment.

The Autumn Budget was a once-in-a-Parliament budget to wipe the slate clean to deliver stability. We know we cannot simply tax and spend our way to better public services and delivery of these milestones, nor will we pursue them at any cost. That is why our focus will be on reform to ensure that we are delivering these milestones efficiently and through the best use of taxpayer money.

Economic stability

Secure borders

National security

Plan for Change

Milestones for mission-led government



Safer streets

Putting police back on the beat with a named officer for every neighbourhood, and 13,000 additional officers, PCSOs and special constables in neighbourhood roles in England and Wales.



Break down the barriers to opportunity

Giving children the best start in life, with a record 75% of five-year-olds in England ready to learn when they start school.



Make Britain a clean energy superpower

Securing home-grown energy, protecting billpayers and putting us on track to at least 95% clean power by 2030, while accelerating the UK to net zero.

The Spending Review in spring will look at every line of government spending to prioritise our first steps and the milestones. Where programmes do not represent value for money or deliver on their outcomes, we will take the necessary decisions to find savings, as the Government did in ending the Rwanda scheme and scrapping outdated military capabilities.

The milestones for change set out in this document relate to areas that the UK government has a direct role in delivering.

As we deliver these milestones, where they are devolved matters, we will work in partnership to share best practice and align effort.

Publishing these now will galvanise the effort of government and the country, and will allow everyone to track progress, so that every person in this country can see exactly how we measure up to the things that matter to them. We will not get everything right. No government can. But accountability is vital.

Kickstart economic growth

Build an NHS fit for the future

Safer streets

Break down the barriers to opportunity

Make Britain a clean energy superpower



Strong foundations



Our milestones for change can only be delivered on the foundations of a stable economy, secure borders and national security.

In an increasingly unstable and volatile world, these foundations are vital to ensure the United Kingdom remains resilient and responsive in the face of potential future shocks – be that conflict overseas, threats on our shores, global economic downturns or humanitarian crises. Without the foundations of a stable economy, secure borders and national security, we will not be able to deliver our missions and a decade of national renewal.

Economic stability

Growing the economy to put more money in working people's pockets, fix the NHS and rebuild Britain depends on economic stability. Our economy has been hit by a series of internal and external shocks over the past decade, including the COVID-19 pandemic and soaring energy bills resulting from Putin's illegal invasion of Ukraine. In recent years, the cost of living crisis stretched household finances to their limit, with inflation hitting a peak of above 11%. Net financial debt has exceeded 80% of our GDP and a HM Treasury audit revealed a forecast overspend of £22 billion this year alone. This Government is committed to the principles of sound money and economic responsibility. Only in sticking to these principles can we grow our economy and keep taxes as low, and inflation as stable, as possible. The Budget delivered on that, restoring stability to public finances while rebuilding public services. Economic stability and certainty is what we know our investors, businesses and households need.

Economic stability requires concerted action across four areas. First, we will deliver **macroeconomic stability** by boosting the UK's resilience to shocks and supporting the independent Monetary Policy Committee as it acts to return inflation to the 2% target sustainably. Second, we will provide **financial stability** by working with the Bank of England, financial sector regulators and international partners to ensure the resilience of the system that underpins our economy. Third, we will deliver **fiscal stability** through our robust fiscal rules, moving the current budget into balance so that day-to-day costs are met by revenues and reducing net financial debt (Public Sector Net Financial Liabilities) as a share of the economy. We have already gone further than any previous government by introducing a legally binding 'fiscal lock' that ensures any significant fiscal announcement is independently assessed by the Office for Budget Responsibility. And fourth, we will deliver **long-term policy certainty**, with a wider range of strategic measures including one major fiscal event a year, longer-term capital budgets, a business tax roadmap and multi-year local government settlements.

Economic stability

Secure borders

National security

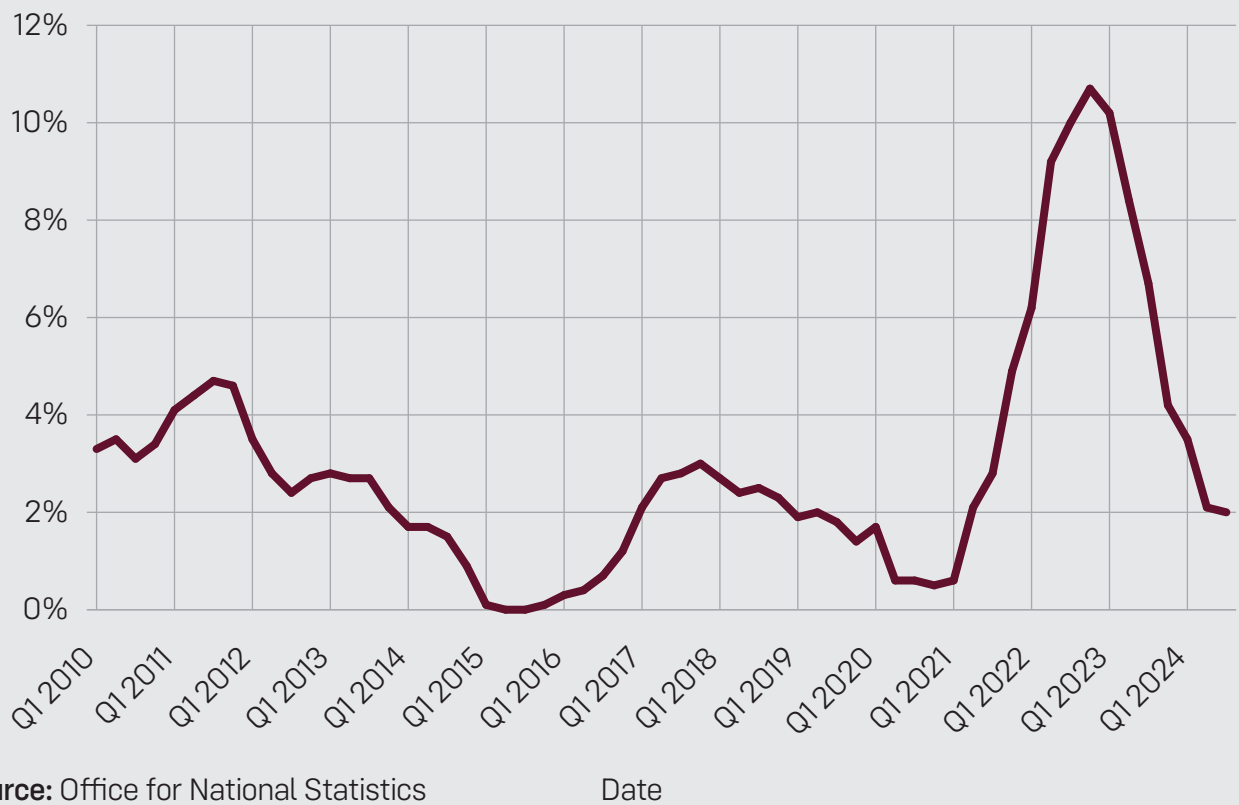
Plan for Change

Milestones for mission-led government

Our foundations



Figure 1: Inflation (annual Consumer Price Index)





Secure borders

Britain is a tolerant and compassionate country, with a proud tradition of welcoming people fleeing persecution and abuse. But the system needs to be controlled and managed and we need strong borders. The small boats crisis, fuelled by dangerous organised criminal gangs, is undermining our security and costing lives. And the UK public needs to be confident that the rules are respected and enforced and that the overall immigration system is under control.

The asylum system has been pushed into crisis, with backlogs reaching record levels and costs hitting £5.4 billion in the last

financial year, up more than £1.4 billion on the year before. At the same time net migration grew almost five times higher in the space of four years, driven by record levels of overseas recruitment.

We are acting to **restore order to the asylum system**, clearing the backlog and ensuring that the rules are properly respected and enforced by increasing returns.

Only by doing this, and working upstream to smash the gangs, will we **reduce overall small boat crossings**.

Economic stability

Secure borders

National security

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We have already delivered on our first step of establishing a Border Security Command, which will ensure every part of the system plays its part in reducing the overall flow of small boat journeys that cost lives. We have also **increased removals of those with no right to be here**, with the largest ever removal flight taking off in the first few weeks of this Government. We will continue to deliver on the commitments set out in the manifesto, to clear the asylum backlog so we can end the use of asylum hotels, reducing the overall cost to the taxpayer.

We will restore order to the immigration system, **reducing net migration from the record high levels** seen in recent years by reforming our approach to the labour market, addressing skills shortages here in the UK, and clamping down on employers who exploit the visa system.

Figure 2: Estimates for net migration in the UK



Source: Office for National Statistics

**Kickstart
economic growth**

**Build an NHS fit
for the future**

**Safer
streets**

**Break down the
barriers to opportunity**

**Make Britain a clean
energy superpower**

Our missions



National security

The first duty of the Government is to keep the country safe: national security underpins all our missions. The threat to the UK is growing, driven by global instability, conflict, Russian aggression, the systemic challenge posed by China, climate change, rapid technological acceleration, and a greater willingness of states, terrorists and criminals to act against our country and our allies. We must make the country safer, more secure and increasingly resilient against these interconnected threats. Working with our international partners, we will act to prevent harm, deter and disrupt threats, respond effectively to incidents and recover swiftly.

We will work tirelessly to enhance the UK's security, maintaining the transatlantic alliance and our unshakeable commitment to NATO, deepening co-operation with the EU, continuing our steadfast support to Ukraine for as long as is needed, and maintaining our commitment to a free and open Indo-Pacific.

At the same time, we will strengthen and modernise our armed forces, set out the path to spending 2.5% of GDP on defence in the spring, and sustain our nuclear deterrent. We are restoring Britain's global leadership on prevention and resolution of conflict, upholding the rules-based international system and rule of law as well as the shift to secure energy through clean power, and tackling illegal migration.

We will strengthen our security at home, continuing to counter the enduring and evolving terrorism and state-based security threats, harnessing cutting edge technology, and ensuring our intelligence agencies and law enforcement bodies have the powers and capabilities they need. And we will drive secure growth and make the UK more resilient to the full range of risks, including climate change and those set out in the National Risk Register, such as cyber threats, food security and disruption to critical supply chains.

Economic stability

Secure borders

National security

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Kickstart economic growth

Raising living standards in every part of the United Kingdom

The starting point

The fundamentals of this country are bright: world-class universities and researchers, world-class talent and entrepreneurs, and world-leading technology, service and clean energy industries. Yet, the last Parliament was the worst for living standards in modern history, with incomes squeezed and growth stagnant. This followed more than a decade of poor income growth. Where growth has occurred, working people have not felt the benefit because little has been done to share the proceeds across the country. Low levels of public and private investment have led to low productivity and low growth. The UK lags behind every other G7 country when it comes to business investment as a share of our economy. That means the UK has fallen behind in the race for new jobs, new industries and new technology. This is already changing under this Government. The international business community has put its confidence in the UK's growth potential, committing £63 billion at the recent International Investment Summit.

Our long-term mission

Economic growth is the number one mission of the Government. Growth will fund our public services, enable investment in our hospitals and schools, and, most importantly, raise living standards for everyone. Through our growth mission, this Government will aim for the highest sustained growth in the G7 – with more people in good jobs, higher living standards and productivity growth in every part of the United Kingdom.

As set out at the **Autumn Budget 2024**, through the seven pillars of the growth mission, the Government is restoring stability, increasing investment, and reforming the economy to drive up productivity, prosperity and living standards across the UK. Growth can only be achieved in partnership with businesses, so we will develop and deliver these policies together.

**Kickstart
economic growth**

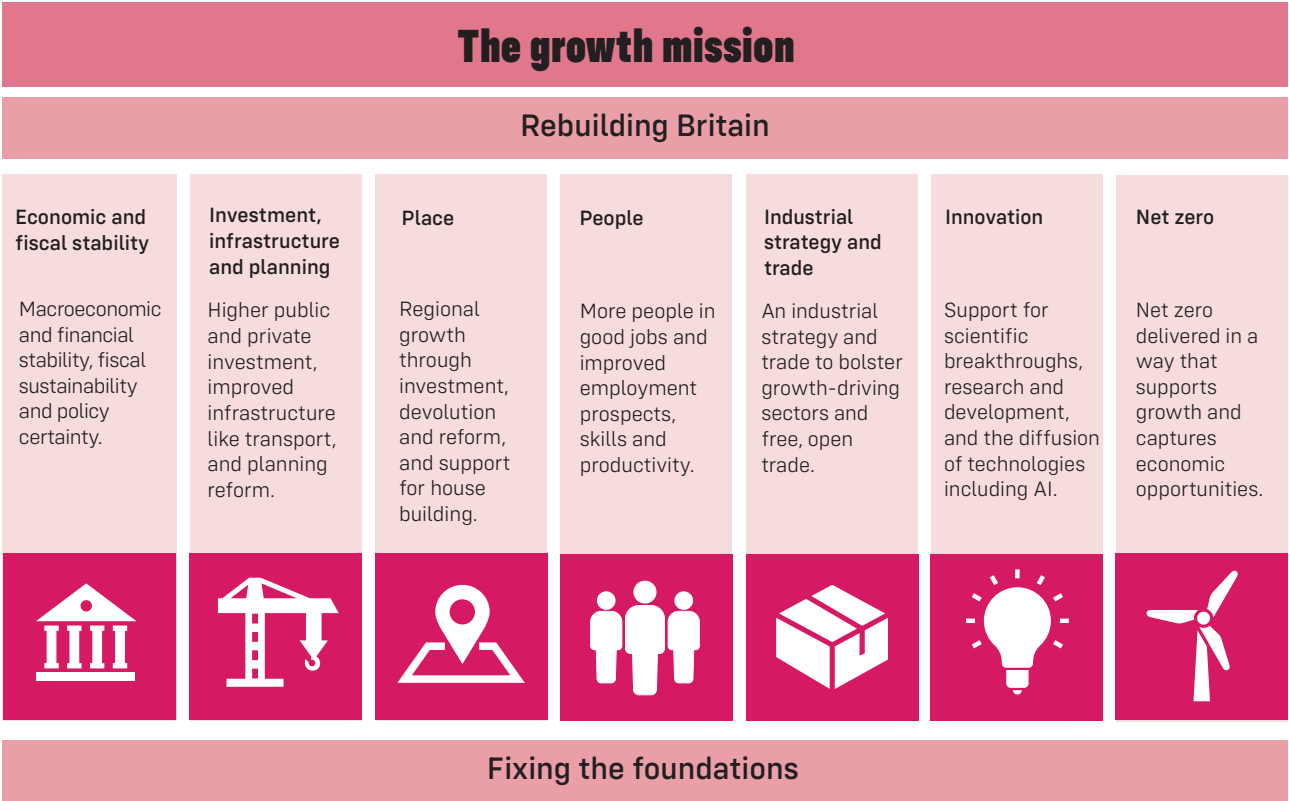
**Build an NHS fit
for the future**

**Safer
streets**

**Break down the
barriers to opportunity**

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energy superpower**

Our missions

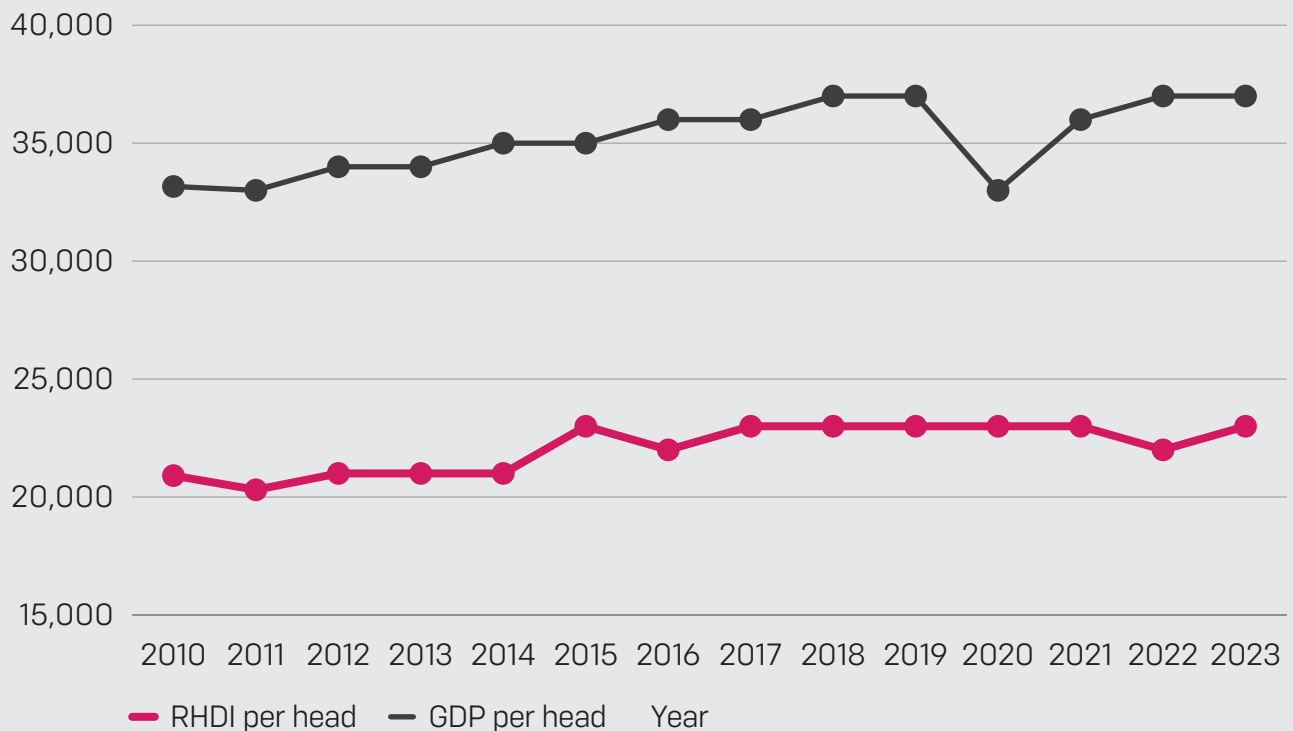


Milestone this Parliament

Through the growth mission, the Government will deliver a milestone of higher living standards in every part of the United Kingdom by the end of the Parliament.

We will measure headline progress against this milestone through higher Real Household Disposable Income (RHDI) per person and Gross Domestic Product (GDP) per capita by the end of the Parliament.¹ We also believe that growth must be felt by everyone, everywhere, so we will track GDP per head at both a regional and national level to drive prosperity across the United Kingdom.² We know that the main route to higher living standards is through good, productive jobs, stable employment, and a thriving business environment.

Figure 3: Higher Real Household Disposable Income (RHDI) per head and Gross Domestic Product (GDP) per head



Source: Office for National Statistics

**Kickstart
economic growth**

**Build an NHS fit
for the future**

**Safer
streets**

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barriers to opportunity**

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energy superpower**

Delivering this milestone

We cannot grow the economy and put more money in working people's pockets without economic stability. Through the Budget, the Government has **delivered on the first step of restoring economic stability** with tough decisions, strict spending rules and robust institutions.

To deliver an economy that is growing, creating wealth and opportunity for all, our next steps will:

- **Deliver growth by working in partnership with businesses.** We will bring businesses right to the heart of our growth mission, building on the UK's unique sectoral opportunities and creating the right conditions for investment through our 10-year Industrial Strategy. The Government is creating the right environment for business investment, having already established the National Wealth Fund to catalyse over £70 billion of private investment. And we will reform and expand the Office for Investment, improving government's ability to land transformational investments by originating deals, clearing barriers and working with local leaders to develop investable propositions.
- **Ensure every nation and region realises its full potential.** We are working with the devolved governments and partnering with our mayors to develop local growth plans, giving them the tools they need in areas like adult education, skills and employment support. We will invest in our great city regions to drive productivity and connect more people to the opportunities they afford. Our work with the devolved governments is part of our wider reset of relationships to support growth across Scotland, Wales and Northern Ireland.
- **Drive innovation, investment and the adoption of technology to seize the opportunities of a future economy, from artificial intelligence to net zero.** We will capitalise on the UK's excellence in science and innovation to ensure our world-class research translates to commercial success. To promote innovation and harness the full potential of the UK's science base, we are protecting record funding for research and development. And our Artificial Intelligence Opportunities Action Plan will set out how we will capture the benefits of the fourth industrial revolution which artificial intelligence is delivering.
- **Help people get a job, stay in work and progress in their careers, with good employment opportunities across the country.** We will train the workforce we need – both for now and the industries of the future – through the newly established Skills England and the Industrial Strategy Council, along with a reformed jobs and career service. We will support the lowest paid workers with job security and improved working conditions through our Plan to Make Work Pay. The Government will help more people to seize the opportunities of employment, helping them overcome the challenges of ill-health-related inactivity and other barriers to work through the actions set out in the Get Britain Working White Paper. In addition, we will continue to provide security in retirement by maintaining the State Pension Triple Lock for the duration of this Parliament, while always supporting those who cannot support themselves – but those who can work, must work.

Rebuilding Britain

The starting point

Home ownership has become a distant dream for too many working people. The failure over the last 14 years to build the homes the country needs has led to a housing crisis. Increasing numbers of people have been unable to buy a home of their own: since 1990, homeownership for 19 to 29-year-olds has more than halved. Last year, homebuilding was falling. The number of homes granted planning permission also fell to the lowest for a decade. These trends have led to the average home costing eight times the annual earnings of an average worker. The impacts are felt by renters too, with private sector tenants spending an average of one-third of their income on housing costs. At the sharpest end of the housing crisis is a shortage of social housing that has left over 150,000 children, the highest on record, in temporary accommodation, and rough sleeping 27% higher than last year.

The failure of the planning regime has not just left us without the homes we need. Britain also lacks other key infrastructure that we should be able to rely on such as transport and energy, or gigafactories and data centres needed for industries of the future. It is slower and more costly to build economic infrastructure in England than other major countries like France and Italy.

No new reservoir has been built since 1992. The time it takes to secure planning permission for major economic infrastructure projects has almost doubled in the last decade to more than four years. Our growth mission will change this, fast-tracking infrastructure delivery and home building, and enabling businesses to invest.

Our long-term mission

The sheer scale of the housing crisis demands a radical response. Through the growth mission, we will rebuild Britain, delivering new homes and the critical infrastructure that underpins economic growth – with investment today driving future productivity growth and higher living standards.

Affordability of housing has fallen drastically as too few houses have been built, particularly in major cities. The Government will deliver housing of every tenure in the right places, supporting our towns and cities to grow, and providing the homes people want near to businesses and employment opportunities. We will make it easier to build vital infrastructure such as roads, railways, broadband connections and laboratories needed for a modern economy to thrive.

**Kickstart
economic growth**

**Build an NHS fit
for the future**

**Safer
streets**

**Break down the
barriers to opportunity**

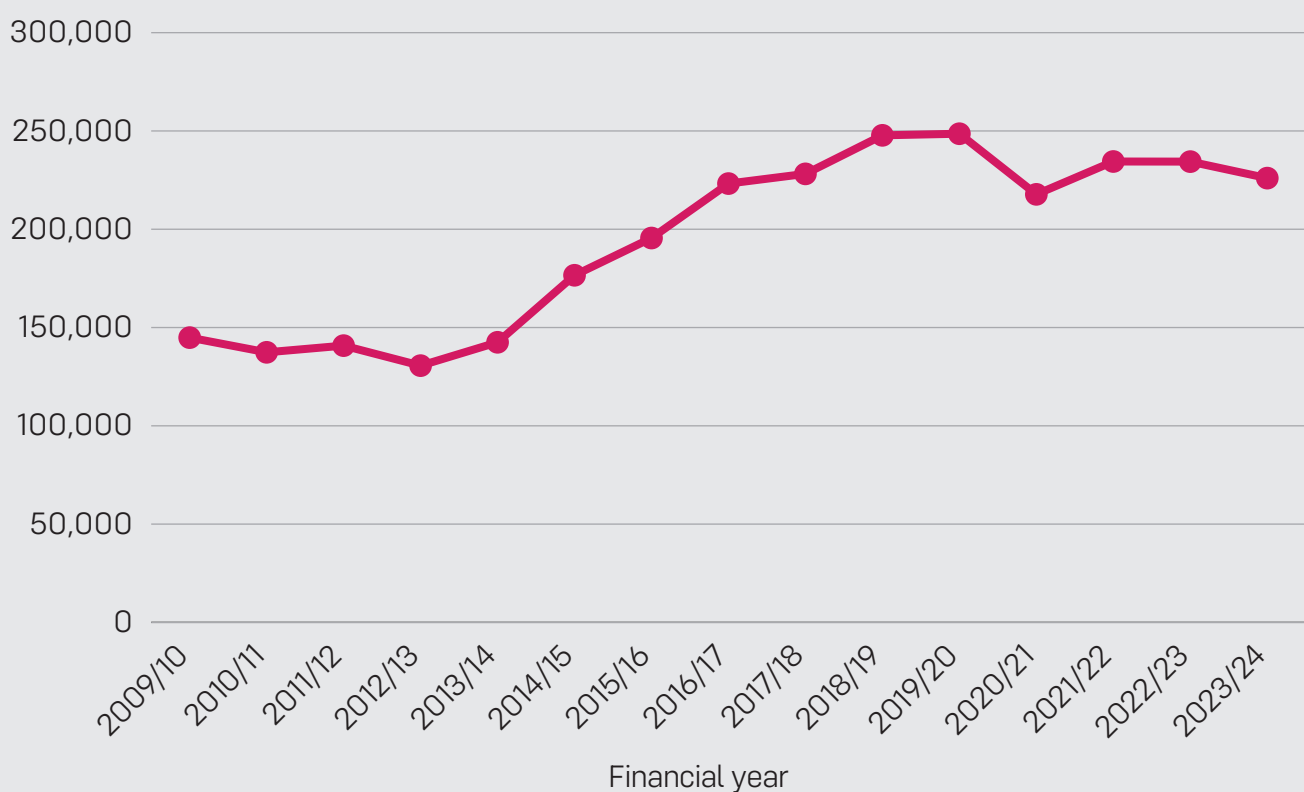
**Make Britain a clean
energy superpower**

Milestone this Parliament

We must make the dream of home ownership a reality for people across the country. New homes must be supported with the right infrastructure, from roads to reservoirs. So, through the growth mission, **the Government has a hugely ambitious milestone of building 1.5 million safe and decent homes in England this Parliament.** A boost in new homes must deliver for aspiring owners and renters, and provide secure, affordable and quality homes for all. We will do this while delivering the infrastructure the country needs: not simply through investment, but **by reforming planning rules and fast-tracking 150 planning decisions on major infrastructure by the end of this Parliament** – more than double the number decided in the previous Parliament.³

In building 1.5 million homes, we will measure progress through the number of net additional dwellings delivered in England over the course of this Parliament.⁴

Figure 4: Net additional dwellings



Source: Ministry of Housing, Communities and Local Government

Economic stability

Secure borders

National security

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Delivering this milestone

This is an ambitious milestone for change. It will require a rate of housebuilding and infrastructure construction not seen in over 50 years. In all these areas, we are taking swift action – but it will take time before that translates into delivery. Lead times in planning, infrastructure and construction mean we are already constrained by the decisions we have inherited, but we expect the number of new homes to start rising significantly in the third year of the Parliament once our reforms take effect.

This means we must do things differently.

We must deliver a step change in investment, radically reform the planning system and provide long-term policy certainty. That is why we will publish 10-year strategies for housing and infrastructure next spring, with clear priorities, plans to deliver and a pipeline of projects for investors and supply chains. These will reflect our **next steps – reform, investment and supply.**

We will:

- **Reform the planning system so that it is pro-growth and pro-infrastructure.** We will publish a new National Planning Policy Framework by the end of 2024 and update all relevant National Policy Statements by next summer. We will make improvements to planning at a local level, modernising planning committees and increasing local planning capacity. We will use the Planning and Infrastructure Bill to create a win-win for development and nature, and streamline processes for critical infrastructure. For the first time we will strategically join up decisions on housing, business growth and infrastructure at both a national and local level, with the Westminster government's industrial, housing and infrastructure strategies aligning with the local growth plans and strategic development plans led by mayors. Only by delivering these reforms will we unlock investment and delivery.

**Kickstart
economic growth**

**Build an NHS fit
for the future**

**Safer
streets**

**Break down the
barriers to opportunity**

**Make Britain a clean
energy superpower**

Our missions



- **Work in partnership with local leaders, housebuilders and infrastructure developers to deliver investment into these sectors** and diversify the housebuilding system so that it has the necessary range of providers, business models, workforce, technology and innovation to deliver 1.5 million new homes. We will also begin building the next generation of new towns, including delivering major urban extensions and unblocking development where it has stalled. To do this we will work with training providers, industry and local government to expand the building workforce with the right skills fit for the future. Our housebuilding drive will present significant opportunities throughout the supply chain for businesses of all sizes, while our infrastructure reforms will underpin greater business and investor confidence.
- **Increase supply and deliver the biggest boost to social and affordable housing in a generation**, ensuring the benefits of housebuilding are felt by those on lower incomes. As set out at the Budget, we are injecting an additional £500 million in the Affordable Homes Programme, taking its annual budget to £3.1 billion next year. We are also providing the sector with long-term rent certainty with the ambition to grow the number of new social rent homes at a consistent rate. Putting affordable housing at the heart of our plan to deliver 1.5 million homes will ensure that homes go to people who need them, as well as helping to reduce record homelessness levels.



Build an NHS fit for the future

Ending hospital backlogs

The starting point

For decades, the NHS has served us well, with the enduring principle that everyone should get healthcare that is free at the point of use. Yet, Lord Darzi's independent investigation into the NHS found the health service is in "critical condition". The investigation laid bare the challenges that the NHS and the nation's health are facing. But it has also made it absolutely clear that total, fundamental and long-term reform of our NHS is critical to its survival: a total reimagining of the NHS.

Lord Darzi found the NHS is failing to deliver on one of its most important promises: timely access to care. In England, the waiting list for elective treatment stood at 7.6 million in September 2024, with more than 3 million waiting over 18 weeks. People are waiting too long to get the GP or NHS dentist appointments they need, and 10% of patients are now waiting for 12 hours or more in A&E. Long waits have become routine and public satisfaction is, understandably, at a record low as a result. But the pressures facing the NHS are symptomatic of a wider set of issues. As Lord Darzi's investigation found, there has been a deterioration in the nation's health. People are spending more of their lives in ill-health and the gap in healthy life expectancy between the poorest and richest is growing.

This is not just bad for those people, but is a drag anchor on the wider economy. There are 2.8 million people out of work due to health conditions, creating a cycle of poor health and poverty for many, holding back opportunities and economic growth.

The NHS is broken but not beaten. As Lord Darzi found, its "vital signs remain strong". The long-term survival of the health service depends on both investment and, more importantly, reform. The Budget started to address these problems, with a nearly £26 billion boost for the healthcare system, across day-to-day spending and capital investment, over two years. But investment alone is not the solution – investment must come with reform. That is what the health mission will deliver: fundamental reforms to improve the way care is provided – improving people's health and putting the NHS on a more sustainable footing. We will capitalise on the scientific and technological revolution happening all around us to deliver better outcomes for patients and better value for taxpayers' money.

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Our long-term mission

Our mission to build an NHS fit for the future starts with tackling waiting lists. We will make progress towards returning to NHS performance standards and improve access to services. We want to see fewer lives being lost to the biggest killers, including cancer, cardiovascular disease and stroke, and suicide. This means diagnosing and treating patients earlier and enabling people to better manage their health and care.

People deserve to live in a fairer Britain, where everyone lives well for longer. A healthy society and functioning health system should also ensure people can live their life to the fullest without major health issues holding them back.

By addressing the main underlying drivers of ill-health and tackling persistent inequalities in health, we will put the NHS on a sustainable footing for the future.

Delivering the mission requires three big reform shifts, which will be central to the Government's 10-Year Health Plan, to be published in spring 2025. These are fundamental and necessary reforms in the way our health services deliver care and address the very challenges that Lord Darzi identified in his report. First, from 'hospital to community', bringing care closer to where people live, including through a new neighbourhood health service to deliver more proactive and personalised care.

Build an NHS fit for the future

**NHS there
when people
need it**



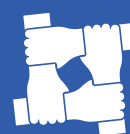
Improving access to health and care services, including cutting waiting times.

**Fewer lives
lost to biggest
killers**



Reducing early deaths from cancer, heart disease and stroke, and suicide.

**Fairer Britain,
where
everyone lives
well for longer**



Addressing the underlying drivers of ill-health and tackling health inequalities.

(1) Hospital → home

(2) Analogue → digital
(+ building the workforce
of the future)

(3) Treatment → prevention

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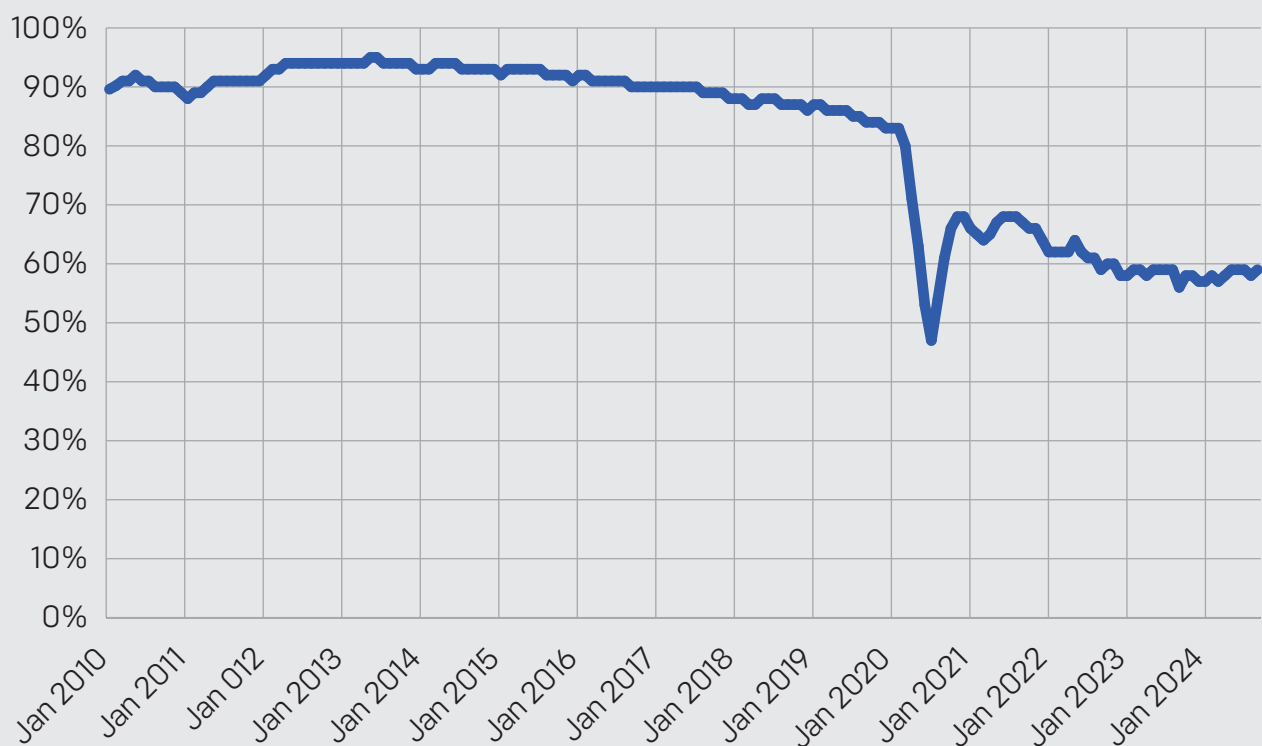
Second, from 'analogue to digital', by rolling out new technologies and digital approaches to modernise the NHS, including bringing together a single patient record, owned by the patient and shared across their care teams, putting people in control of their own health. And third, from 'sickness to prevention', shortening the amount of time people spend in ill-health

by preventing illnesses before they happen, as well as earlier identification and management of chronic conditions. We will work in partnership with the public, clinicians and experts as part of the biggest national conversation about the future of the NHS since its birth so that the 10-Year Health Plan pulls on the ideas and expertise of patients, staff and the wider public.

Milestone this Parliament

People should have access to health and care when they need it. We cannot be successful in our health mission without getting the NHS back on its feet and bringing waiting lists under control. This Parliament, our health milestone is to end hospital backlogs by delivering our ambitious milestone of meeting **the NHS standard that 92% of patients should wait no longer than 18 weeks from referral to start consultant-led treatment of non-urgent health conditions.**⁵

Figure 5: Percentage of patients waiting less than 18 weeks on the elective waiting list



Source: NHS England

Date

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Our missions

Delivering this milestone

As promised in the manifesto, the Government's immediate priority has been to get a grip on record waiting lists. To put us on track to reducing waiting times for elective care, the 2024 Autumn Budget provided funding to support the NHS to **deliver the first step** of an extra two million NHS operations, scans and appointments a year in England, equivalent to 40,000 additional appointments a week.

Our milestone for change is ambitious, requiring a significant reduction in waiting list times with challenging public finances. For this reason, investment alone is not the answer: we will only deliver our milestone by reforming elective care. Working with the NHS, our next steps will:

- **Transform how elective care is delivered**, improving productivity and the way in which patients receive care, including more direct and timely diagnostic test referrals and results, and increasing the availability of testing in communities and neighbourhoods.

The capital investment provided in the Autumn Budget 2024 will fund new surgical hubs and diagnostic scanners to build capacity.

- **Transform patients' experience of care** by embracing technology. Care will be centred around patients' lives and choices, as opposed to being inflexible and outdated. We will transform the NHS app, giving users the information they need to navigate and take control over their care.
- **Transform the model of care to make it more sustainable**. There will be an increased focus on prevention throughout a patient's care journey, dealing with issues earlier when they are easier to treat or cure. Siloed models of care will be reformed to improve patient experience and outcomes. Referral processes will be effective and informed, with GPs having easier access to specialist clinical advice, and the priority will be to provide the right care, in the right place, at the right time, which may not be in a hospital setting.



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Safer streets

Putting police back on the beat



The starting point

Confidence in policing has declined in recent years. Community policing has been diminished, with neighbourhood officers pulled off the beat to plug shortages elsewhere, weakening connections with communities they serve. Since 2010, the proportion of people who see a police foot patrol more than once per week has more than halved, and the number of PCSOs has halved.

Trust in the police has been undermined by cases of appalling misconduct and criminality by some officers. Powers to combat anti-social behaviour and shoplifting have been weakened, leaving our town centres exposed. Businesses on our high streets need crime down too. Our justice system has been allowed to grind to a halt. Meanwhile, violent crime is too high, with over 50,000 instances of knife crime in the year to June 2024. Violence against women and girls continues to plague society, with 1.1 million people experiencing sexual assault in the past 12 months, 2.2 million people experiencing domestic abuse, and 1.5 million people experiencing stalking. Working with the police, we will turn this around.

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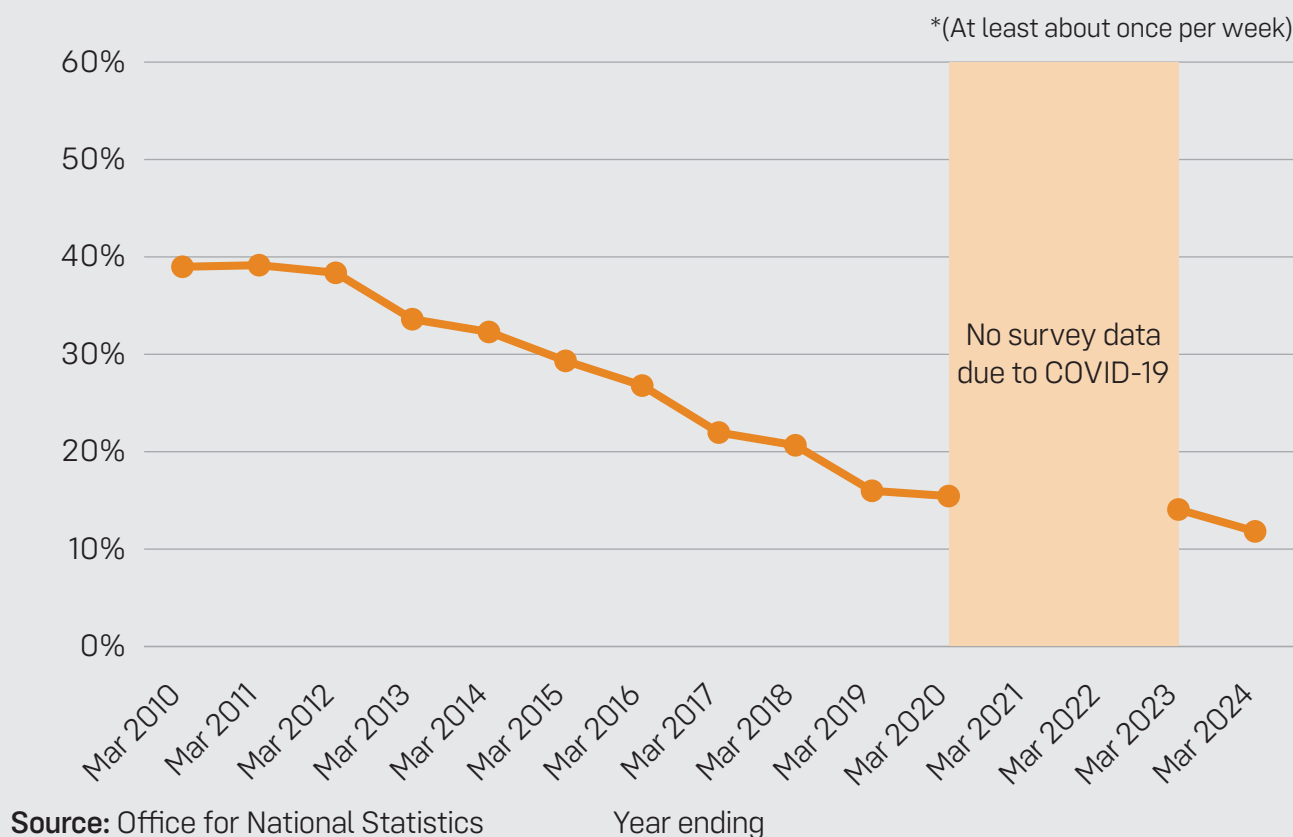
Build an NHS fit
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Our missions

Figure 6: Percentage of people who see a police foot patrol (%)*

Our long-term mission

The safer streets mission aims to reduce serious harm and increase public confidence in policing and in the criminal justice system. Integral to the safer streets mission is our ambition to halve knife crime and halve violence against women and girls (VAWG) within a decade. We are already taking determined action to overhaul the policing response to domestic abuse and introducing stronger measures to tackle stalking and spiking. On knife crime, we are banning lethal weapons and working to ensure dangerous blades do not end up in the wrong hands. However, we know that reliable and effective local policing is the bedrock for the safer streets mission to succeed.

That is why we will deliver the Neighbourhood Policing Guarantee and put 13,000 additional police officers, PCSOs and special constables into neighbourhood policing roles.

This will ensure that the police are visible in every community, deterring and preventing crime as well as responding to emergencies.

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We cannot achieve this mission through further investment alone. We cannot spend our way to improved policing and safer neighbourhoods. Therefore, the safer streets mission will include a programme of police reform – to raise standards, harness technology, increase efficiency and improve accountability. This will be important to deliver on the ambition to halve violence against women and girls and knife crime, as well as drive up confidence in the police.



Milestone this Parliament

Police must be visible and responsive to the communities they serve. **Our milestone over this Parliament is to put police back on the beat in communities, placing 13,000 additional police officers, PCSOs and special constables into neighbourhood policing roles. Each neighbourhood will have a named, contactable officer dealing with local issues.**

We will know we have delivered this when we have 13,000 additional **police officers, PCSOs and special constables in dedicated neighbourhood policing roles** – demonstrably spending time on visible patrol and not taken off the beat to plug shortages elsewhere.⁶

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Build an NHS fit for the future

Safer streets

Break down the barriers to opportunity

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Delivering this milestone

We will **deliver our first step to tackle anti-social behaviour** with an improved neighbourhood policing response. Anti-social behaviour is a blight on local areas and, if left unchecked, we know it can escalate into more serious offending. The presence of neighbourhood officers will deter and drive down incidents of anti-social behaviour, and officers will be equipped with powers to issue Respect Orders to ban persistent offenders from town centres.

Over the course of this Parliament we will transform neighbourhood policing. The Neighbourhood Policing Guarantee will ensure:

- **Police back on the beat:** a neighbourhood policing team in every local area, carrying out intelligence-led and visible patrols, including in town centres and on high streets. We will hold forces to account for ensuring neighbourhood policing teams are protected, so they remain focused on serving communities.
- **Community-led policing:** a named, contactable officer for every neighbourhood, responsive to local problems. Residents and local businesses will be able to have their say on the police's priorities for their area.
- **Clear performance standards and professional excellence:** we will establish a new Police and Crime Performance Unit in the Home Office which will use high-quality data to spot trends and drive up performance standards, ending the current inconsistency across 43 force areas. This new unit will agree a single performance framework for policing, including minimum standards on neighbourhood policing, providing an important source of accountability for communities.
- **A new neighbourhood policing career pathway:** new training for officers and standards for professional excellence will ensure neighbourhood policing is developed as a specialist policing capability.
- **A crackdown on anti-social behaviour:** neighbourhood policing teams will have tougher powers and will be supported by other agencies to tackle persistent anti-social behaviour. This includes piloting the new Respect Order to enable swift enforcement against prolific offenders, and a dedicated lead officer in every force working with communities to develop a local anti-social behaviour action plan.
- **Safer town centres:** neighbourhood policing teams will crack down on shop theft, street theft and assaults against retail workers, so local people can take back their streets from thugs and thieves.



Break down the barriers to opportunity

Giving children the best start in life

The starting point

Whoever you are, wherever you come from, ours should be a country where hard work means you can get on in life. But the reality for many children today is that opportunity is too often limited, and their background can have a decisive impact on the life they are able to build.

Children's early years are crucial to their development, health and life chances. Antenatal classes, health visitors, parenting support, baby and toddler groups and access to affordable, high-quality early education and childcare – all are vital to guiding parents and supporting child development. Yet over 80% of parents have said they struggled to access services. Childcare is too often unaffordable, or not available at all. This lack of support contributes to too many children not being ready to start school, with over a third of children unable to dress independently and 90% of reception teachers saying they have at least one child in the class not toilet trained. The impact of this is felt by all children in the classroom, with around 2.5 hours of teacher time lost daily, affecting the education of the whole class. Once at school, gaps persist and widen, with too many children going on to leave school without essential qualifications and skills. Worse, the Government has inherited an attendance crisis with one in five children

now missing a day a fortnight of school or more. This holds young people back from progressing to college, apprenticeships or university and ultimately into good employment, depriving businesses of the skilled workers they need.

Our long-term mission

The opportunity mission will break the link between a child's background and their future success, delivering across four key areas.

- Set every child up for the **best start in life**. This means delivering accessible, integrated maternity, baby and family support services through the first 1,001 days of life, and high-quality early education and childcare to set every child up for success.
- Help every child to **achieve and thrive** at school, through excellent teaching and high standards. This will include a focus on disadvantaged children and those with special educational needs and disabilities. Impact will be measured through attainment at the end of secondary school. The mission will also tackle the generational challenge of school absence, including by bolstering young people's sense of belonging.

Kickstart
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Safer
streets

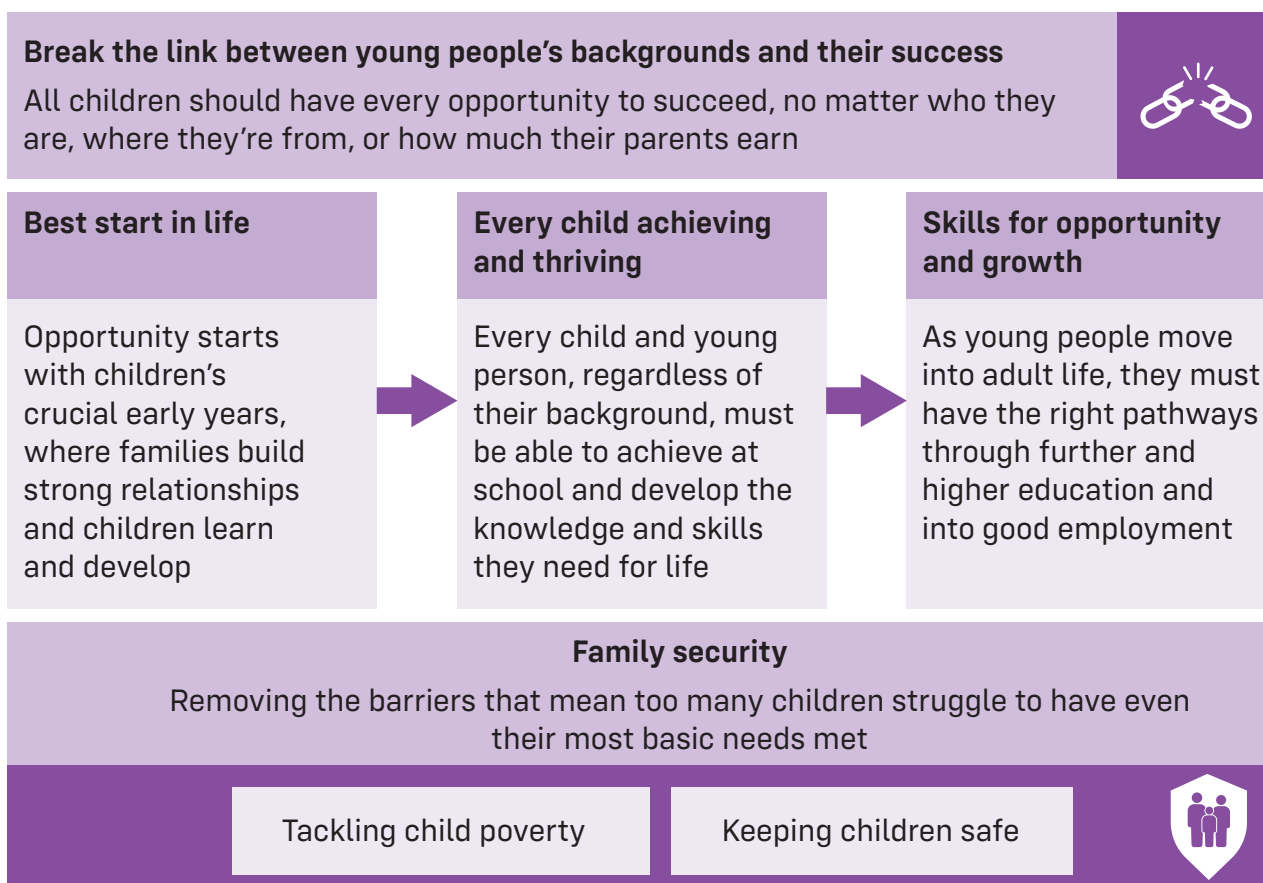
Break down the
barriers to opportunity

Make Britain a clean
energy superpower

Our missions

- Build **skills for opportunity and growth** so that every young person can follow the pathway that is right for them. Whether through high-quality apprenticeships, colleges or universities, skills give people the power to seize opportunity. We will measure progress through the proportion of young people in education or employment with training, and through the number achieving higher-level qualifications.
- Underpinning all of these, build **family security** – ensuring every child has a safe loving home, and tackling the barriers that mean too many families struggle to afford the essentials. Critically this means tackling the scar of child poverty, which limits opportunities and holds back life chances.

Break down barriers to opportunity mission

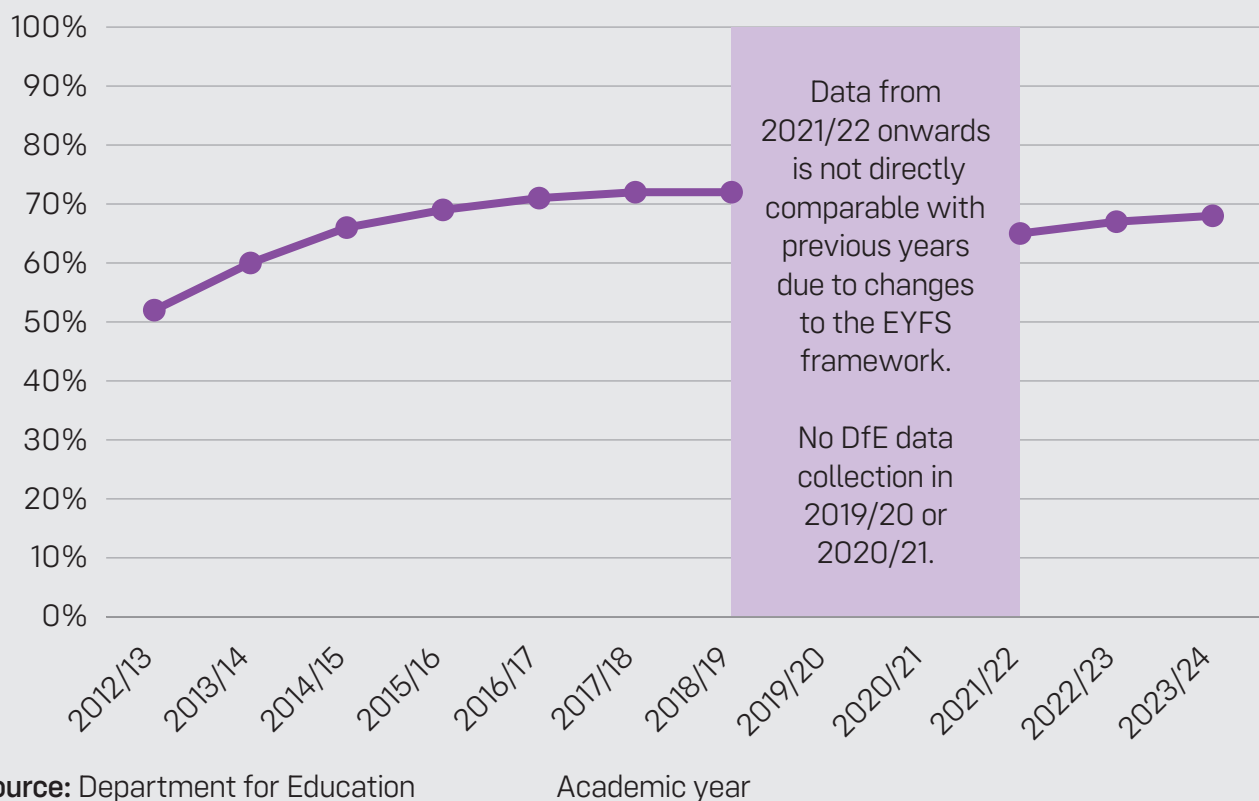


Milestone this Parliament

All children should be starting primary school ready to learn. Yet, since the pandemic, we have seen more children starting primary schools without basic development. That means teachers cannot focus on teaching, impacting all children in the class. Ensuring children have the best start in life is the foundation of the opportunity mission.

To achieve our overall mission objective of closing the opportunity gap, **we have set a milestone of a record proportion of children starting school ready to learn.** We will measure our progress through 75% of five-year-olds reaching a good level of development in the early years foundation stage assessment by 2028.⁷ This assessment looks at children's development across areas like language, personal, social and emotional development, and maths and literacy. This is an increase from 67.7% currently, and would mean an additional 40,000 to 45,000 children a year hitting developmental goals.

Figure 7: Percentage of children with a good level of development



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Delivering this milestone

Our **first step** for the opportunity mission is recruiting 6,500 extra teachers, focusing on subjects with shortages and areas with the biggest recruitment challenges. This will be critical to children's success in school. But to access excellent teaching, and free up teachers to teach the whole class, children must start school ready to learn.

Delivering our **next steps** in giving children the best start in life will require accessible, integrated baby and early childhood services to build the foundations for future success. We will:

- **Roll out government-funded childcare support to improve access**, delivering the expansion to 30 funded hours and supporting 3,000 new and expanded school-based nurseries, increasing the availability of high-quality childcare places where they are needed most.
- **Work in partnership with the sector, reforming training and support for the workforce to drive up standards.** Only by listening to the expertise and experiences of those on the ground can we deliver this together.
- **Strengthen and join up family services** to improve support through pregnancy and early childhood. This includes continuing to invest in and build up Family Hubs and Start for Life programmes to support early child health, parenting and home learning programmes. In addition, we will strengthen Health Visiting services for all families, and improve early identification of special education needs and disabilities (SEND).



Make Britain a clean energy superpower

Securing home-grown energy

The starting point

Every family and business has paid the price of rocketing energy bills. By failing to invest at scale over many years in the clean, secure home-grown power that our country needs, we have been left exposed to volatile international fossil fuel markets. This failure was starkly exposed when Putin invaded Ukraine and British energy customers were among the hardest hit in Europe, with bills hitting a record high. As long as Britain remains exposed to these markets, families will be vulnerable to these price spikes.

At the same time, we have seen other countries steal a march in the race to secure the clean energy jobs and industries of the future. And all the while, the climate crisis is growing more urgent, with spiralling impacts that threaten our children's futures. The UK is home to abundant natural resources for renewable energy, and a pioneering industry delivering the latest advancements in clean technology. Our clean energy mission will harness these opportunities to deliver change, and the opportunity for growth and good jobs in clean technology.

Our long-term mission

The British people deserve lower cost, clean, secure power, with good jobs and a government that protects us from the long-term threats we face. The economic case, the national security case and the environmental case all now point in the same direction: a clean energy mission which protects the country from exposure to unstable international markets and gives security and stability to both family and national finances.

We will achieve this through delivering clean power by 2030 and accelerating to net zero. Our mission will bring energy security, protect billpayers, create good jobs and help to protect future generations from the cost of climate breakdown. By building a diverse low carbon energy system, we will make the most of our abundant natural resources to keep bills down for good and protect consumers from future price shocks. In doing so, we can revive the strength of British manufacturing, bringing jobs and investment into Britain's industrial heartlands – unleashing the power of British technological innovation and crowding tens of billions of private investment into our country.

Kickstart economic growth

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Our missions

We will accelerate to net zero across the economy, seizing one of the economic opportunities of the 21st century – creating hundreds of thousands of good jobs and driving investment into all parts of the UK, while protecting the planet for our children. Our legally-binding carbon budgets are a key metric for the Government, which we will use to measure progress in our mission to accelerate to net zero, reducing our territorial emissions.

The Government's approach to this transition is built on the principle of fairness – for consumers by ensuring energy security and protecting billpayers, and for workers by ensuring decarbonisation is a route to reindustrialisation. Rather than letting other countries win the race for new jobs and the industries of the future, we will ensure that we make, build and buy more in Britain again, backing our home-grown technology pioneers and British workers. Great British Energy will be 100% owned by the British people, for the British people.

Clean power by 2030



Accelerating to net zero



Accelerate low carbon power deployment

Maximise the deployment of renewables and other forms of low carbon electricity generation, to deliver energy security, reduce emissions, drive growth and protect billpayers.

Move to a low carbon economy

Support sectors across the economy to reduce greenhouse gas emissions, working with industry and unions to capitalise on the significant job and local growth opportunities.

Milestone this Parliament

Energy security, protecting billpayers, good jobs and climate security – that is what our clean energy mission will deliver. As we make Britain a clean energy superpower and accelerate to net zero, we will see the benefits this Parliament through protecting billpayers from gas price spikes and the creation of jobs across the country. Building a diverse energy sector based on

renewables and nuclear will revive British manufacturing and innovation, bringing much needed investment and good jobs to our industrial heartlands and helping to drive growth across all parts of the UK. **The Government's milestone this Parliament is to secure our energy supply with home-grown, clean power.**

Economic stability

Secure borders

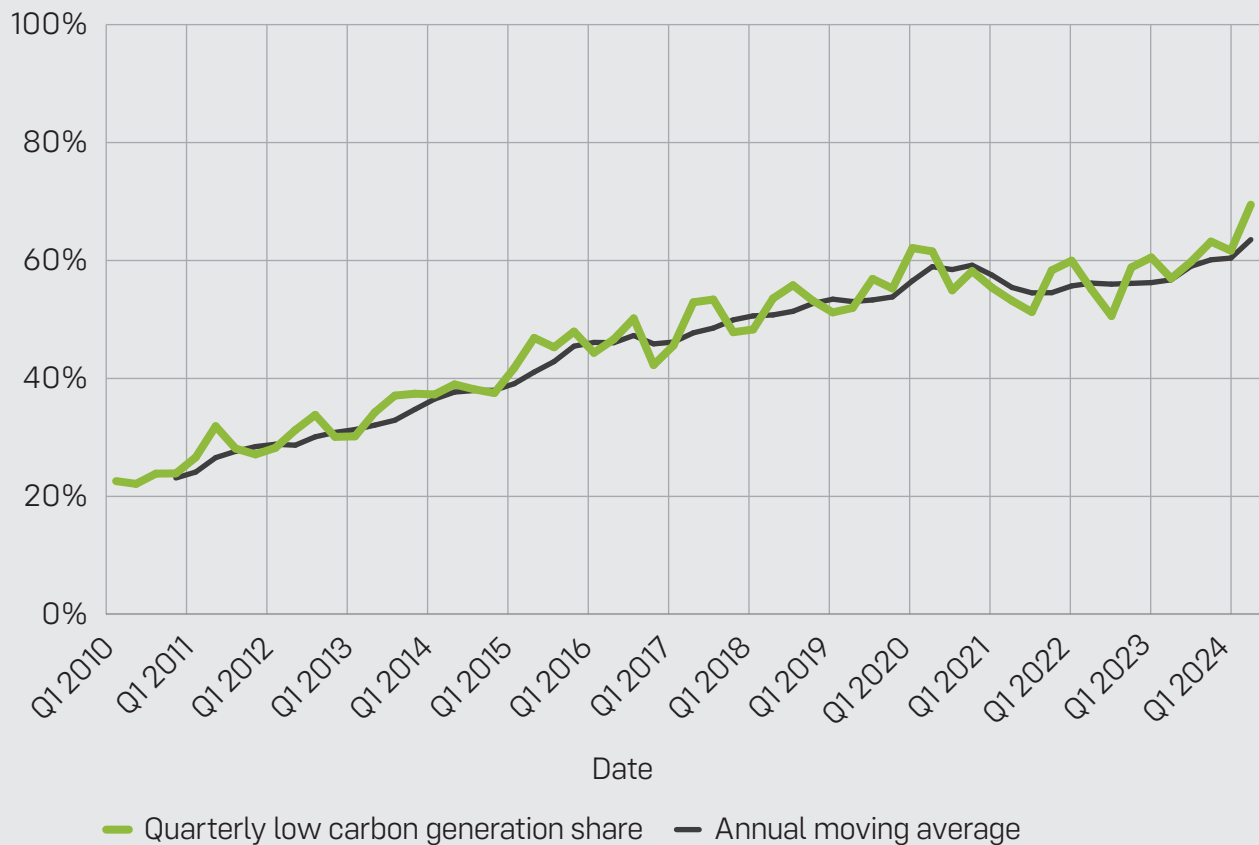
National security

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We will measure this by being on track to achieving at least 95% of low carbon generation by 2030, in line with advice from the National Energy System Operator.⁸ By doing this, we will secure our energy supply, protect billpayers and unlock tens of billions of private investment across the country. This milestone is ambitious, requiring significant acceleration of building renewable energy and the transmission network, and of electricity storage deployment.

Figure 8: Percentage of low carbon electricity generated



Source: Department for Energy Security and Net Zero. Low carbon energy includes wind, solar, hydro, bioenergy and nuclear. Data for quarter 2 2024 is provisional.

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Delivering this milestone

We are already delivering on our **first step** by setting up Great British Energy in Aberdeen, a publicly owned company which will drive clean power generation, increasing energy security, boosting jobs, and ensuring UK taxpayers, billpayers and communities reap the benefits of the clean energy transition. It is time for the British people to own and build things again.

Since July 2024, the Government has lifted the ban on onshore wind, consented more solar power than over the last 14 years and held a record-breaking renewables auction. We have also set up Clean Power 2030, led by Chris Stark, to drive through our clean power agenda, breaking down barriers and accelerating progress on energy projects. The forthcoming Clean Power 2030 Action Plan will set out the further steps we will take, including reforming the planning system and building the grid. In delivering our **next steps**, we will do things differently.

We will:

- **Ensure the economic benefits of clean energy and net zero are felt by workers and billpayers across the country.** We know that the clean energy transition is one of the economic opportunities of the twenty-first century, protecting consumers from future price shocks, creating new and innovative businesses, and bringing good jobs to workers. Alongside delivery of clean power, we are investing to improve energy efficiency in British homes and workplaces, delivering on our Warm Homes Plan, to cut bills for good – including through targeted measures for lower-income households to slash fuel poverty.
- **Work in partnership with businesses and the sector and provide long-term certainty, with catalytic public investment.** We will crowd in business investment through Great British Energy and the National Wealth Fund, and we will remove barriers in the planning process and grid to help enable clean power by 2030.

- **Power up infrastructure across the country.** If we want cheaper electricity, we need new pylons, wind farms and infrastructure. That is why we have lifted the ban on onshore wind, and we will reform and speed up our planning system to deliver the investment we need for clean power.
- **Harness cutting-edge technology as we build out clean power. The UK is home to some world-leading green-tech companies and researchers, pioneering the way to a clean future.** Our recent funding commitment of £21.7 billion for carbon capture cements Britain as one of the most advanced carbon capture, usage and storage markets globally and paves the way for innovation in the supply chain. With an industry target for at least 50% of the supply chain to be UK-based, there will be significant opportunities to export UK technology abroad in a global sector that is expected to attract £135 billion investment by 2035.
- **Ensure the public enjoy the full benefits of home-grown clean power, as the UK accelerates to net zero.** Already, we are taking action to support households and businesses towards using cheap, clean power: in their cars and vans including through our investment in electric charging to support a 2030 phaseout, in their heating systems through our Warm Homes Plan, and in industrial processes and elsewhere across the economy. Only by helping everyone benefit from clean power can we deliver jobs, growth, energy security and tackle the climate crisis.

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Statistical sources

- 1 RHDH per head: <https://www.ons.gov.uk/economy/grossdomesticproductgdp/timeseries/crxx/ukea>
GDP per capita at chained volume measures market prices, seasonally adjusted: <https://www.ons.gov.uk/economy/grossdomesticproductgdp/timeseries/ihxw/pn2>
- 2 GDP per head per region: <https://www.ons.gov.uk/economy/grossdomesticproductgdp/bulletins/regionaleconomicactivitybygrossdomesticproductuk/1998to2022>
- 3 Planning Inspectorate: <https://national-infrastructure-consenting.planninginspectorate.gov.uk>
- 4 Ministry of Housing, Communities and Local Government: <https://www.gov.uk/government/collections/net-supply-of-housing>
- 5 NHS England: <https://www.england.nhs.uk/statistics/statistical-work-areas/rtt-waiting-times/>
- 6 The Home Office is working with police forces across England and Wales to develop a new measure to track officers, PCSOs and special constables in dedicated neighbourhood roles, which will be published alongside police workforce statistics at a future date: <https://www.gov.uk/government/collections/police-workforce-england-and-wales>
- 7 Department for Education: <https://explore-education-statistics.service.gov.uk/find-statistics/early-years-foundation-stage-profile-results>
- 8 Department for Energy Security and Net Zero: <https://www.gov.uk/government/statistics/electricity-section-5-energy-trends>. Low carbon energy includes wind, solar, hydro, bioenergy and nuclear. Q2 2024 is provisional

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