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Leader Foreword

It is with great pleasure that I am able to present, on behalf of Pembrokeshire County Council’s Cabinet, our Programme for Administration 2018-2022.

Since becoming elected as Leader in May 2017, my Cabinet and I have been working hard to assess where we are as a council, the challenges that we face to continue to provide services to over 120,000 Pembrokeshire residents, and what we need to do to build for the future.

Local Government is facing a crisis like never before: ever decreasing funding, greater demand for services, and a population that is living longer. Core services like Education and Social Care are under greater pressure than ever; and the delivery of public services are being challenged and questioned against a backdrop of continued austerity, national and global uncertainty, and the rapid pace of technological change.

Over recent years, it is testament to the staff of Pembrokeshire County Council that they have continued to do their best, delivering services against year on year cuts. I am proud of the work that they do, and we continue to rely on them day-in day-out.

Despite these challenges, we need to look forward, and I believe that this is what our ambitious Programme for Administration will do. It has been developed in line with the Wellbeing of Future Generations (Wales) Act 2015, and my Cabinet and I are committed to working with our officers to deliver a positive and lasting change, focussing on supporting the communities, families and individuals living and working in in our wonderful county.

Cllr David Simpson, JP
A Programme for the new Administration of Pembrokeshire County Council 2018-2022

This programme is arranged around the portfolios of the Cabinet members of Pembrokeshire County Council. In each case the relevant Cabinet member will be responsible for their individual parts of the programme that relate to their portfolio, but the whole Cabinet welcomes collective responsibility for the entire programme, led by the Council Leader with his portfolio responsibility for Corporate Affairs. In many cases, individual parts of the programme will require two or more Cabinet Members and service directorates to work closely together.

This programme is designed to deliver positive and lasting change for Pembrokeshire and we look forward to delivering it with our officers, councillors, partners from across the public, private and third sectors and most importantly with the communities and people of Pembrokeshire. This document sets out our aims and aspirations, but we recognise that the world is changing and we may need to adapt our course depending on external circumstances, so we will review the programme on an annual basis.

Across our entire Programme for Administration, above all, we will ensure that we fully and carefully consult as required, involve and communicate with the people of Pembrokeshire, our partner agencies and our dedicated workforce, creating a new dialogue and narrative to accompany our positive vision for the future.
Pictured, left to right:

- Cllr Neil Prior, Cabinet Member for Transformation and IT, Unaffiliated
- Cllr Paul Miller, Cabinet Member for Economy, Tourism, Leisure and Culture, Labour
- Cllr Phil Baker, Cabinet Member for Planning and Infrastructure, Unaffiliated
- Cllr Bob Kilmister, Cabinet Member for Finance, Liberal Democrat
- Cllr David Simpson, Leader of the Council, Unaffiliated
- Cllr Cris Tomos, Cabinet Member for Environment and Welsh Language, Plaid Cymru
- Cllr Tessa Hodgson, Cabinet Member for Social Services, Unaffiliated
- Cllr Pat Davies, Cabinet Member for Housing and Regulatory Services, Unaffiliated
- Cllr David Lloyd, Cabinet Member for Education and Lifelong Learning, Unaffiliated
The Headlines

- We will build more varied homes to reduce the number of people on our waiting list.
- We will invest in providing better and safer accommodation for our older and vulnerable residents supporting them for longer in our communities.
- We will support sustainable housing across our communities.
- Unusually in current circumstances there is capital funding available to support house building and we will develop a plan to support rapid progress.
- Provide good quality housing to provide security, wellbeing and quality of life for the residents of Pembrokeshire.

We will also:

- Make Council owned land available in the shortest appropriate time to support house building in the County.
- Develop even stronger partnerships with our Housing Associations.
- Focus on building social and affordable homes.
- Develop a strategic housing development plan.
- Strategically review the service to maximise the use of technology to create more efficient working models.
- Consider the use of supported accommodation as a focus for links with Social Services.
- Continue to improve and reduce building maintenance timescales.
- Ensure tenants are consulted and their concerns considered in an accessible manner.
- Continue to work to prevent homelessness.

#BuildingforPembs
Economic Development

The Headlines

• We will create a strategic capital development fund to support economic development.
• We will work with our partners on the Swansea Bay deal where there are tangible benefits for Pembrokeshire within the wider region.
• We will work to enhance the leisure offer in Pembrokeshire and want our leisure centres to remain wholly owned by the Council.
• We will work with partners to promote Pembrokeshire as a great place to visit, live and work.
• We will work with the Welsh Government to abolish the Cleddau Bridge tolls.

We will also

• Work to address Pembrokeshire’s comparative disadvantages of remoteness and connectivity.
• Promote a high quality offer of leisure and tourism.
• Create a quality built environment and sustainable communities.
• Where appropriate help to create Community Hubs: great places where people want to be.
• Develop a critical skills programme, promoting Pembrokeshire as a great place to live and work, attracting the people who will provide the skills base for current and future industry.
• Build our use of apprenticeships.

#PembrokeshireDiscovered
The Headlines

- We will continue to focus on prevention: helping people to stay in control of their own lives rather than becoming dependent on social services.
- We will do whatever we can to support people in leading the best life they can.
- We will continue to ensure that safeguarding is the top priority across the organisation and that policies and procedures are robust, rigorous and enforced.
- We will make the best use of technology to help our staff spend more time with clients and less time in offices.
- We will continue with our Signs of Safety and whole family approach.

In Children's Services we will also

- Seek to recruit and retain more foster carers.
- Develop a regional option for specialist accommodation.
- Enable greater partnership working across the Council’s department, creating stronger links between social services, housing, leisure and culture and education.
- We will act as strong corporate parents for the young people in our care.

In Adult Services we will also

- Continue to work with the Voluntary and Third sector to further develop local solutions.
- Create a small in-house domiciliary care team, in order to create more flexibility in the market place and to support emergencies, timely hospital discharges and to work collaboratively with our health partners.
- In the longer term work to identify and assess other service areas which may benefit from being delivered in house.
- Develop cost effective pooled budgets and regional working taking into account local government reorganisation.
The Headlines

- We will enable each learner to achieve more than they thought possible: our vision for Education.
- We aspire to be one of the top-performing local authorities in Wales.
- We will establish resilient, self-improving learning organisations.
- We will deliver the appropriate curriculum to support all Pembrokeshire children in being the best they can be.
- We will develop our children emotionally and socially, enabling them to be resilient learners who understand their value and the important contribution they make to the school community.
- We will deliver our 21st Century schools programme.

We will also

- Support the development of the teaching workforce.
- Develop leadership in schools to identify our future headteachers.
- Support the development of the national model for regional working and transform our school improvement services.
- Develop Welsh speakers in line with the Well Being of Future Generations (Wales) Act.
- Deliver a quality ‘A’ level offer across the county.
- Focus on the wellbeing of staff and pupils.
- Further develop a programme of initiatives ‘Towards the Elimination of NEETS’, to ensure that no child leaves school unprepared for the world of work or extending their education.

#EveryoneAchievesMore
The Headlines

• We will support the delivery of the Llanddewi Velfrey bypass scheme and other key road schemes.
• We will work with partner agencies to improve rail links to Pembrokeshire.
• We will work to improve Pembrokeshire’s connectivity across road, rail, water and digital.
• We will develop a network of cycle and walking routes between 10 of our towns to reduce car usage and encourage people to be more physically active.

We will also

• Focus on casualty reduction and safer roads.
• Enable more connected and informed residents and visitors.
• Update our Local Development Plan so that we have an effective framework to make planning decisions in the future. We will continue to make the case to Welsh Government for a Pembrokeshire Development Plan rather than one which covers all of the former Dyfed.

#ConnectingPembrokshire
Environment and Welsh Language

The Headlines
• We will work to sustainable development principles.
• We will maintain and enhance the quality of all aspects of the environment in Pembrokeshire and its natural biodiversity.
• We will promote Civic and Social Responsibility in our communities.
• We will promote Pride in Pembrokeshire seeking to enhance its reputation as a special place to live, visit and work.
• We will promote and grow the use of the Welsh Language.
• We will increase the percentage of waste that is recycled.

We will also
• Work more closely with town & community councils.
• Maintain or improve local environmental quality, such as cleanliness across Pembrokeshire.
• Promote carbon-reduction initiatives, monitor climate change and the increased risk of flooding, both coastal and in-land.
• Take an innovative approach to protecting and promoting our environment and our capacity to adapt to climate change.
• Use innovative solutions for day to day activities, use of resources and working with our communities.
• Maximise partnership working and effective use of joint funding opportunities and community support.

#ForPembs
#SirBenfro
The Headlines

• Against an unprecedented financial backdrop we will do everything we can to continue to improve productivity within PCC.
• We will do everything we can to close the funding gap whilst protecting and maintaining services.
• Our Council Tax will reflect service requirements and external funding.
• We will develop the ‘Enhancing Pembrokeshire’ Grant to support community projects that evidence a reduction in the impact of second home ownership, and enhance sustainability in those communities.

We will also

• Focus on well-being objectives and achieving what is possible.
• Invest to save for transformation projects.
• We will look to balance the budget by reducing costs and increasing income.
• Focus on re-sizing our property portfolio to reduce revenue costs so that it is aligned with future business needs.

#BalanceTheBudget
Corporate Affairs

The Headlines
• We will work to further develop and improve governance arrangements for all aspects of Council business.
• We will work to improve the effectiveness of our scrutiny functions.
• We will seek to develop efficient and effective ways of providing information to members.
• We will work to streamline decision making processes.

We will also
• Work to develop and improve relationships with each other, our officers and other organisations and agencies to create a positive working culture.
• Promote and expect high standards of behaviour in accordance with our codes of conduct.
• Continue to work closely with our regulators in pursuit of improved outcomes for our citizens.
• Work to develop a value based rather than rule based culture.
• Focus on local service delivery but with a willingness to be outward looking and conscious of wider regional opportunities.

#TeamPembs
The Headlines
We will seek to create an efficient, cost effective and modern council that is focussed on working together to improve the lives of people in Pembrokeshire.

There are three overarching themes:

Technological transformation – maximising our use of technology to enable business change, creating efficiencies, and enabling a more agile workforce.
- Agile – a flexible workforce that requires less building space.
- Digital – developing an appropriate digital offer for both internal and external customers.
- People – developing our people to be able to use technology more effectively to aid their work.

Cultural transformation - developing a culture that is aligned to a value based, not rule based, way of working.
- Supporting staff to become more innovative, customer-focussed, commercially-minded & entrepreneurial.
- Developing a can-do attitude and an organisation built on trust.
- Delivering organisational redesign to create efficiencies and open new possibilities for the way we deliver services.

Relationship Transformation – creating, in consultation with our staff and external stakeholders a new partnership including, but not limited to:
- Town & Community Councils.
- The wider Public Sector; the Third and Private Sectors and all relevant partners.
- Working more collaboratively with our neighbours and partners.