Pembrokeshire Libraries Strategy 2021 – 2024

Contents

Forward

This Strategy covers a four-year period from 2021 to 2024. After this it will be reviewed and reassessed, as this period is one of particular uncertainty, given that, factors external to our immediate control will ultimately influence the longer-term strategic direction of our library service.

Particular challenges currently facing us include; significant ongoing budget reductions and the fact that the full impact of the Covid-19 pandemic may not become fully apparent for a number of years.

Added to this, the national strategic direction for public libraries in Wales, is not yet established by Welsh Government, as two key pieces of work are currently underway, which will influence our next Libraries Strategy. These are:

- The publication of a Cultural Plan for Wales, due to be published in 2023.
- A review of the Welsh Public Library Standards: these form a framework for measuring and reporting performance, with 12 Core Entitlements and 16 Performance Indicators, some of the latter also have targets that we endeavour to meet.

However, the previous priorities are still relevant and this is evident in the fact that our three priority areas remain the same as in our previous Strategy 'Inspired'. This document reviews progress over the past 5 years; it describes our successes, outlines what we will continue to do and identifies our aspirations for future development.

We will continue to build on the success of Glan-yr-afon/The Riverside and already have a number of projects underway (relocating Narberth and Pembroke), showing our commitment to ongoing investment and modernisation of the service, whilst continuing to work with new community groups to deliver services (Neyland and Saundersfoot).

Mike Cavanagh, Head of Cultural, Leisure, Registration & Tourism Services.

Introduction

The purpose of this document is to outline the strategic direction for Pembrokeshire Libraries. It will set out our priorities for the next four years from 2021 to 2024. Much has happened in recent years, with the impact of austerity, Brexit and not least, COVID-19 affecting the delivery of services. Considerations, such as budget pressures, staffing levels, an ageing population, changes in technology and an increase in demand for E-resources, requires Libraries to be adaptable to change and to modernize in some areas.

Factors taken into account when identifying priorities include:

- The National, Regional and Local Strategic context.
- Performance against the Welsh Public Libraries Standards.
- The impact of the pandemic and how the service might adapt if the issue is not resolved in the short term
- An evaluation of the population of Pembrokeshire and our existing membership.

Our Vision

To be the best public library service in Wales

Our Mission

We exist:

To make a positive difference to people's lives; to reduce disadvantage; to encourage lifelong learning, combat digital exclusion, inspire reading for pleasure, and to create stronger and healthier communities.

We will do this by:

Delivering consistently excellent services; by targeting our activity at people and communities in most need, by asking people what they need from the service and by working collaboratively to deliver more than we could achieve on our own.

Pembrokeshire Library Service 2021

Current Service Provision

The Service operates through a network of 12 libraries based in the main population centres of Haverfordwest, Milford Haven, Pembroke Dock, Fishguard, Tenby, St. Davids, Saundersfoot, Pembroke, Neyland, Newport, Narberth and Crymych. A mobile library visits an additional 58 villages and the Library at Home service delivers books to people who cannot easily access a library due to disability, frailty or caring responsibilities.

All of our libraries provide safe, attractive spaces that are free at the point of contact and are open to all.

Existing services, available for free, include:

- Friendly, knowledgeable staff offering access to a wide range of information sources and providing excellent customer service.
- Books, in both the English and Welsh language, to support reading for pleasure, lifelong learning and personal well-being.
- Books in different formats, such as Large Print and Spoken Word, and other resources such as newspapers, magazines etc.
- Access to online resources, such as e-Books and e-Magazines available 24 hours a day.
- Digital access via public computers, use of the Internet and Wi-Fi.
- Safe, welcoming and accessible spaces in the heart of our communities.
- Recreational and cultural activities that encourage community participation and combat loneliness.
- Space for partners to promote and deliver services to new and diverse audiences, enabling more people to benefit from them.

Five Year Review

Austerity

The management of libraries during the previous 5 years has been led by a significant reduction to the budget. In line with other Pembrokeshire County Council departments, libraries have been tasked with ongoing efficiency savings.   It is testimony to the excellent staff that the savings have been made without the need to close any libraries. This has been achieved by introducing new ways of working, such as the development of community-managed libraries and a review of opening hours.

Measures of success

The Vision and Mission identified in 'Inspired: A Strategy for Pembrokeshire's Libraries 2015-20' were informed by an analysis of what the best public libraries do to target services on:

- Creating stronger and healthier communities
- Supporting economic outcomes
- Championing social justice and helping to create the conditions for social mobility
- Providing a gateway out of poverty.

The aspiration to be the 'best public library service in Wales' was measured against three overarching priorities. Data was collected in the annual 'Making a Difference' survey, which is also included in the Welsh Public Library Standards report.

Priority 1: Creating Stronger and Healthier Communities

- The percentage of adults who have found helpful health and wellbeing information in their library has risen over the past 5 years from 93% to 96%, making us the best performing library service in Wales.
- On average 98% of adults, think that their library is an enjoyable, safe and inclusive place to visit.

Priority 2: Reducing Poverty

- In 4 of the past 5 years we were amongst the top 5 Welsh public libraries for the following performance indicators:
  - The percentage of adults who think that using the library has helped them develop new skills.
  - The percentage of children who think that the library helps them learn and find things out.
  - The percentage of adults and children who think that the library has made a difference to their lives.

Priority 3: Delivering Excellence, Efficiently

- The number of visits to libraries has increased dramatically from 382,032 in 2015/16 to 541,295 in 2019/20 due to the opening of Glan-yr-Afon/The Riverside: Library, Gallery and Visitor Information.

Glan-yr-Afon/The Riverside

The previous five years have seen a number of developments, most notably the opening of the new County Library, Glan-yr-Afon/The Riverside, in December 2018. Glan-yr-Afon/The Riverside is a flagship cultural facility in the heart of Haverfordwest town centre. The result

of a partnership between Pembrokeshire County Council and The National Library of Wales, the site includes:

- A 21st century library space, blending traditional book stock with online access and self-service technology.
- A Gallery of national significance, bringing some of the nation's treasures to the county.
- A castle-themed children's area, complete with children's reading tower and an interactive story wall.
- The Life Hub: Ways to Wellbeing features a wealth of information on 'Health and Wellbeing', and 'Work and Money Skills'.
- A commercially leased Coffee Shop.
- Visitor information, including resources supported by the Pembrokeshire Coast National Park.

Funding to build the facility came from a range of sources including Pembrokeshire County Council, Welsh Government, the Wolfson Foundation, the Foyle Foundation, and Pembrokeshire Coast National Park Authority. Performance exceeded already high expectations with around 300,000 visits in its first year and much praise from library users, both existing and new. One of the reasons for locating the new facility in the heart of the town centre was to support economic regeneration. There was an immediate positive impact in this regard, as town centre footfall in December 2018 increased by 10%, compared to the previous year, with further increases in 2019 compared with the previous year.

Engagement with Community and Town Councils, and the wider community
A number of different management models of our libraries now exist in response to local needs. Volunteers in partnership with the Library Service manage libraries in Narberth and Newport. These partnerships have helped to secure the future sustainability of some local libraries and have led to some increases in opening hours. In addition, City, Town and Community Councils provide financial contributions towards staffing in Glan-yr-Afon/The Riverside, St. Davids, Saundersfoot, Pembroke and Fishguard Libraries.

In September 2020, Neyland Library relocated to a new Community Hub, which also boasts a multi-purpose sports hall, lounge bar, Town Council office, meeting room, and a hot-desk facility for community service providers. The library is the first in Pembrokeshire to offer the OPEN+ system. This enables customers to use the library outside of regular opening hours. The library also features self-service technology, enabling customers to issue, return and renew their items.

Life Hubs

Continuing to build on the success of the Health & Wellbeing Life Hub at Pembroke Dock Library, a new Life Hub was launched in February 2016 at Fishguard Library. The focus for the Hub is Work and Money Skills, and partners such as Workways deliver support sessions. This demonstrates our commitment to helping people maximise employment skills and economic prosperity. In 2018, we launched a combined Life Hub covering both Health and Well-Being, and Work and Money Skills at Glan-yr-Afon/The Riverside.

Performance trends

The general trends in performance between April 2015 and March 2020 can be seen in Charts 1 – 3. Most notably there has been a dramatic increase in visits, due mainly to the opening of Glan-yr-Afon/The Riverside in December 2018. The provision of the new County Library in Haverfordwest also appears to have reversed downward trends to differing degrees in book issues; numbers of active members; computer use, and attendance at library events. Another increase has been in downloads of electronic print and audio books. This can be attributed to a reduced library service during periods of lockdown when borrowers have had limited access to physical books. The aim is therefore to continue to build on this success in the coming 5-year period and in particular, concentrate efforts on increasing active members, book issues and computer use, as although numbers have been rising performance in these areas are still below 2015 levels.

Chart 1: Yearly totals for the number of visits to libraries and book issues, between April 2015 and March 2020.
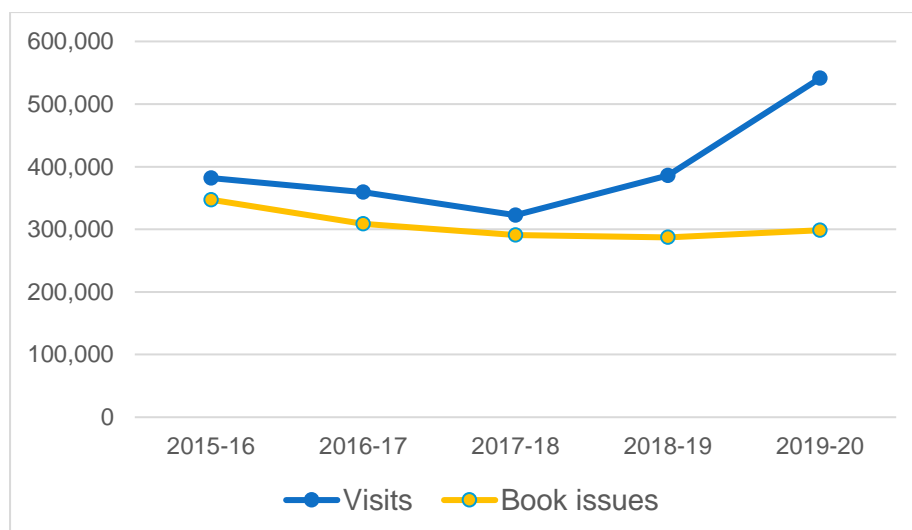
Chart 2: Yearly totals for the hourly use of computers and the number of electronic downloads of print and audio books, between April 2015 and March 2020.
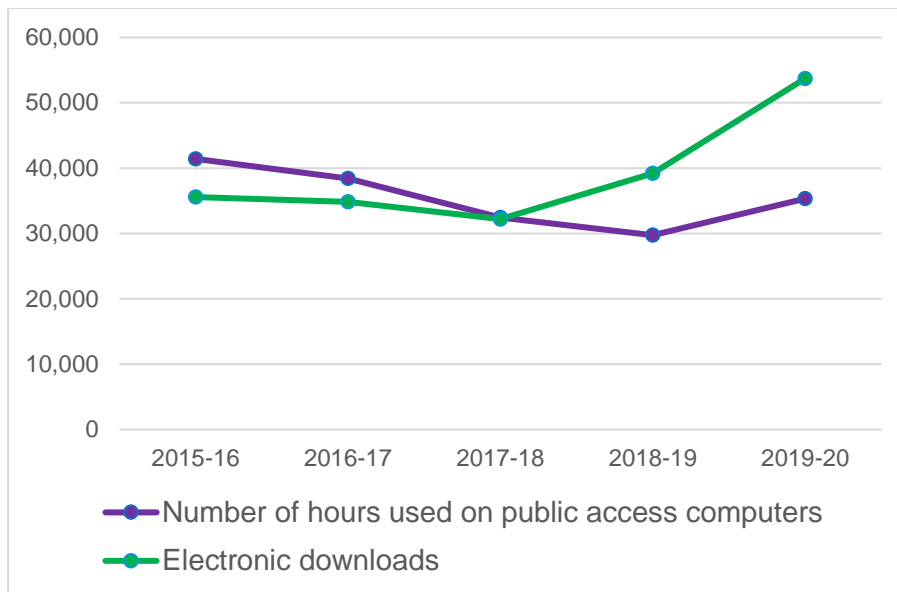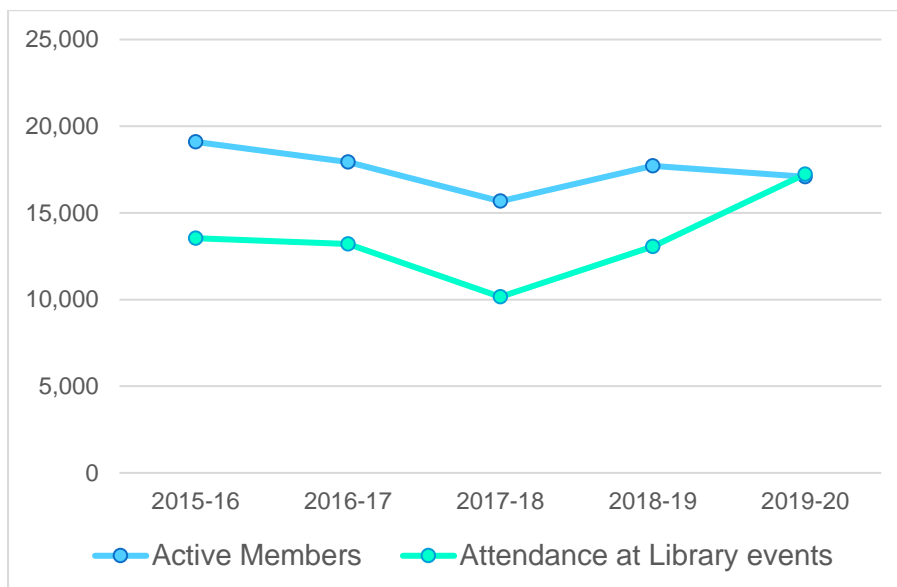

Chart 3: Yearly totals for the number of active members and attendances at library events, between April 2015 and March 2020.

Strategic Context

The National, Regional and Local Strategic Context

Under the 'Public Libraries and Museums Act (1964)', it is a statutory duty for Councils to provide a 'comprehensive and efficient library service'. This Strategy aims to set out our priorities for the next 2 years in order to achieve this.

The two documents that informed the priorities set out in 'Inspired: A Strategy for Pembrokeshire's Libraries 2015-20' have now been replaced:

- 'Pembrokeshire's Single Integrated Plan (2013-18)' by 'The Wellbeing Plan for Pembrokeshire'.
- 'Libraries Inspire: the strategic development framework for Welsh libraries (2012-16)' outlined in 'Connected and Ambitious Libraries: The sixth quality framework of Welsh Public Library Standards (2017-20)'.

The Standards Framework is currently being reviewed and potentially both Core Entitlements and Performance Indicators, with and without targets could change. 'Connected and Ambitious Libraries' is likely to be located within the new Cultural Plan for Wales, currently being drafted.

However, the priorities outlined in the previous strategy are still relevant and align themselves to the aims of the 'Social Services and Wellbeing (Wales) Act (2014)' and the 'Wellbeing of Future Generations (Wales) Act (2015)'. These include the need to create stronger, healthier communities, reduce poverty and deliver excellence efficiently. Central to both Acts is the wellbeing of the people of Wales, as is the importance of preventing problems occurring or from becoming worse; acting in partnership with other groups to meet wellbeing objectives; and to engage with people and local communities about the provision of services. In response to the legislation, two plans have/are being produced, that are tailored towards the specific needs of the region. These are:

- Delivering Change Together: West Wales Area Plan (2018-2023)
- Wellbeing Plan for Pembrokeshire – currently under review, following consultation.

The Welsh Government, Programme for Government (December 2021) outlines 10 wellbeing objectives based on the aims of the Well-being of Future Generations (Wales) Act 2015. They focus on tackling inequality; building a sustainable, green economy; supporting diverse communities and promoting the Welsh language and culture.

Other Welsh Government documents of relevance to the Library Service are:

- Strategic equality plan (2020 – 2024)
- Together for mental health delivery plan (2019 – 2022)
- Cymraeg 2050: a million Welsh speakers
- Dementia action plan for Wales (2018 – 2022)
- Digital strategy for Wales
- Strategy for older people in Wales (2013 – 2023)
- Autism delivery plan (2021 – 2022)
- Strategy for unpaid carers (2021)

In addition, Pembrokeshire Libraries also look to support local strategies, including:

- PCC Cabinet – Programme for Administration (2021-2022)
- Pembrokeshire Carers Strategy (2015-20) – Currently under review
- Pembrokeshire Learning Disabilities Strategy (2017-22)
- Pembrokeshire Strategic Equality Plan (2020-24)
- Ageing Well in Pembrokeshire – Currently under review

To contribute to national, regional and local strategies we will aim to:

- Support the prevention agenda in order to stop problems occurring or getting worse.
- Work in collaboration with other groups to provide additional services.
- Engage with the library members and non-members to understand their needs.
- Create an environment where people are able to use the Welsh Language.
- Ensure that all members of the community have equal access to our services.

Welsh Public Library Standards

The Welsh Public Library Standards comprises 12 core entitlements and 16 quality indicators as a way of assessing performance and provision of services. They also show how libraries make a difference to people's lives, in terms of increasing skills and knowledge, health and wellbeing, being part of a community and digital inclusion. Annual assessment reports from the Welsh Government have been largely positive, stating that we are 'performing well within a limited budget'. Performance is excellent in customer satisfaction, volunteering opportunities, ICT provision and commitment to health & wellbeing. However, some areas of improvement have been identified. These include active membership, choice of books, visits and staffing levels.

The sixth quality framework of the Welsh Public Library Standards identifies the importance of information literacy. This involves the skills to identify and evaluate sources of information and to apply them to further objectives, such as education, health and employment. Libraries have a role to play as an intermediary to high quality information.

To improve performance against the Welsh Public Library Standards we will aim to:

- Maintain our excellent performance against the 'Making a Difference' performance indicators.
- Continue to encourage visits to all of our libraries (post lockdown).
- Increase the number of library members.
- Update the stock policy.
- Provide access to high quality information.

Pembrokeshire Demographics

The latest population estimate for Pembrokeshire is approximately 125,800. This is expected to increase by just over 3%, to 130,196 in 2043. During this time, the age profile of the population is predicted to change. The ONS has estimated that the percentage of children under 15 will decrease by 2.3% (from 17% to 14.7%) and the percentage of those aged over 65 will increase by 7.4% (from 26.4% to 33.8%). This will have an impact on the health and social care provision in the County.

The ethnic composition of the county is predominantly white, with 1.6% of the population being from the Black, Asian and Minority Ethnic communities.

Although Pembrokeshire is a largely rural County, nearly half of the population live in the principal towns of Haverfordwest, Milford Haven, Fishguard, Pembroke Dock, Pembroke, Neyland and Tenby. Smaller towns with a population between approximately 2,500 and 3,000, such as Johnston, Crymych, Narberth, and Saundersfoot, make up 13%. The remaining 39% live is smaller villages and isolated homesteads in the surrounding countryside.

The 2020 Welsh Language Use survey estimates that 29% of the population can speak Welsh and 24% can read Welsh, with a higher concentration in the North of the county than the South.

Overall Pembrokeshire is a relatively prosperous County with 57.7% of wards being amongst the least deprived in Wales. However, it suffers from significant pockets of deprivation with 5.6% of wards amongst the 10% most deprived. The Flying Start programme targets communities with higher deprivation in an effort to provide parents with knowledge, skills and support needed to deliver better quality parenting. There are centres in Milford Haven, Haverfordwest, Pembroke and Pembroke Dock.

Second home ownership has an impact on local communities. In some areas of Pembrokeshire, holiday homes make up to 36% of housing. This has implications on the availability of affordable housing and community cohesion.

The 2020 report by The Campaign to End Loneliness, 'Loneliness in West Wales' shows some of the challenges faced in tackling loneliness in Pembrokeshire, Carmarthenshire and Ceredigion. These include:

- Older people retiring to the area leaving behind support networks and at the same time younger people leaving to study or find work, leaving fewer opportunities for meaningful intergenerational connections.
- Two of the main sectors of the economy are tourism and agriculture, which are seasonal and, particularly in the case of farming, solitary.
- An increasing number of people aged over 75 (11.9% in Pembrokeshire) are at greater risk of loneliness than younger people.
- A higher than average long-term sick population.
- Limited public transport.

To take into account the needs of the residents of Pembrokeshire we will aim to:

- Provide services that are accessible and relevant to all, by engaging with all of the protected characteristic groups, laid out in the Equalities Act.
- Target services in areas of most need.
- Combat loneliness by taking the library service to rural communities and to isolated individuals and by providing opportunities for residents to participate in activities.

Library Membership

The number of active members in March 2020 was 17,075, roughly 14% of the population of Pembrokeshire. There are more female members than male, 62% compared to 38%. Chart 4 shows the percentages of different age groups that use libraries on a regular basis, compared to the population as a whole. Overall, all age groups are represented equally amongst library members. Showing that libraries are an important resource for people of all ages. When compared to the population as a whole, 34% of our borrowers are under 17, whereas this age group only makes up 19% of the population. This shows that libraries are still relevant to future generations.

Chart 4: Comparison of the percentage of people within an age range between active members and the population of Pembrokeshire.
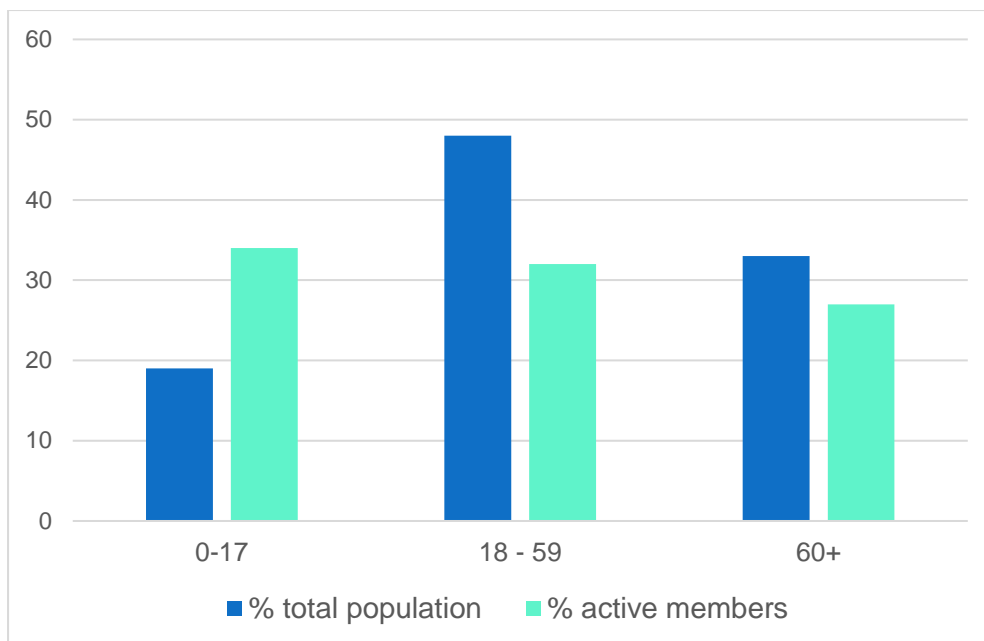

Chart 5 breaks down the percentages of active members under the age of 17 into smaller age groups. It shows that membership amongst children aged between 5 and 14 is good however more could be done to increase the percentages of preschool and young adults.

Chart 5: Comparison of the percentage of active members under the age of 17 with the population of Pembrokeshire.
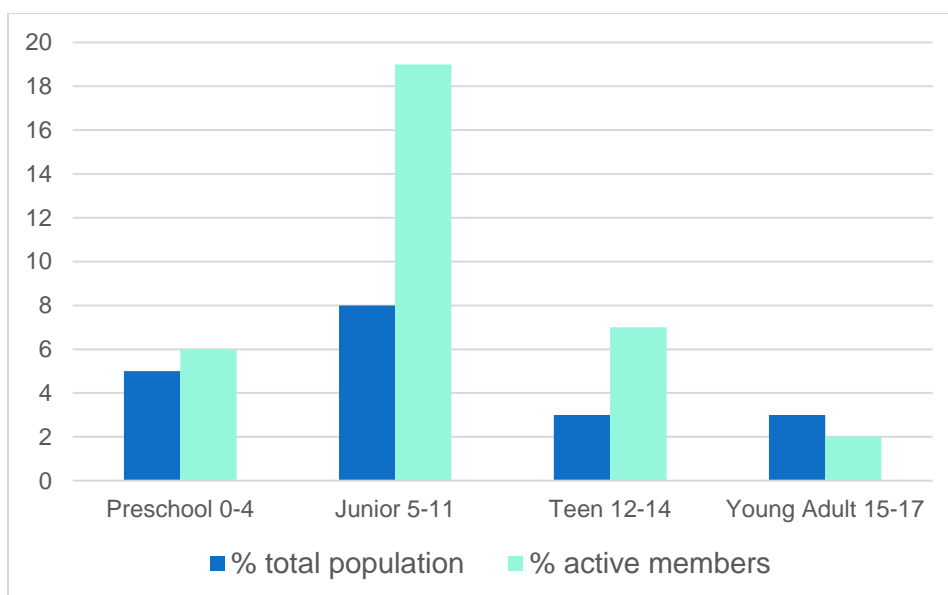
66% of library members requested access to library computers, of which 62% were female. The provision of free internet and Wi-Fi access helps to address the digital inequalities in our communities, which in Pembrokeshire are amongst the highest in the UK.

Just under half of borrowers live in urban areas, reflecting the fact nearly 50% of residents live in the principal towns of Haverfordwest, Milford Haven, Fishguard, Pembroke Dock, Pembroke, Neyland and Tenby. The remainder live in the less densely populated rural areas. This split may have an impact on the services required by each community, with factors such as transport, unemployment rates, age profiles etc. influencing whether someone uses the library out of a want or a need.

To take into account the needs of library members we will aim to:

- Provide services for all age groups, including intergenerational activities.
- Work in partnership with other groups to provide digital support where required.
- Assess the needs and wants of communities through engagement.
- Increase the number of preschool and young adult members.

Challenges

Impact of the pandemic and how the service might adapt if the issue is not resolved in the short term.

The impact of the coronavirus (COVID-19) saw the temporary closure of libraries followed by a phased approach to reopening. Initially libraries offered an 'Order & Collect' service, where people asked staff to select books on their behalf, to be picked up at an agreed time by the borrower. This was followed by limited computer access and then controlled access for the public to browse and select their own books. Depending on the level of lockdown, libraries moved between the different phases. Detailed risk assessments were produced for each phase to ensure the safety of staff and public.

Apart from the effect on book issues (physical book issues are down but e-book downloads are up) the main problem has been the inability to use libraries as a social space. To take part in activities, such as baby rhyme times, knit and natter groups, Minecraft clubs, evening talks etc. which enable people to make connections and contributes to combating loneliness.

The challenge in the aftermath of COVID-19, is to restore public confidence in libraries and to encourage individuals to once again participate in all they have to offer. Not just to borrow books but also to engage with others, learn something new and be creative. There will be an enormous need for accessible, welcoming social spaces where people can physically meet up again and have human contact. This gives the library service an opportunity to grow its audiences if the fear factor can be overcome that has been engendered by the pandemic.

To aid recovery after lockdown we will aim to:

- Continue to update risk assessments to ensure that Libraries are a safe place to visit.
- Develop online content, such as baby rhyme times.
- Promote libraries to encourage people to re-engage with the service.

The Role of Technology

Continuing pressures on the Council budget has seen a reduction in funding. This has had an impact on the resources fund, staffing and opening hours. However, where/when possible, grant funding has been secured to enable new ways of working. Self-service machines have been installed in Glan-yr-Afon/The Riverside and Neyland libraries, enabling people to issue, return and renew their own items. Consideration has also been given to people wanting to access the library outside core opening hours, by the introduction of the OPEN + system in Neyland Library. This enables library members to use the library without staff or volunteers being present from early morning to late evening.

To extend the provision of services we will aim to:

- Roll out Self-Service and OPEN+ to the libraries and communities that would benefit most from this technology, particularly new developments supported by grant funding.

Welsh Language

The Library Service treats the Welsh and English languages equally in so far as is required by law, for example providing bilingual signage and purchasing books and other resources in both Welsh and English. However, we fall well short of reasonable expectations across our staffing base, with one member of staff fluent in Welsh. We aim to address this by making Welsh essential on job descriptions for front line staff. Also to support staff who are learning Welsh, by allowing them to attend classes in work time, or paying them additional hours (and travel expenses if appropriate) if they have to attend evening classes.

To provide a bilingual service we will aim to:

- Increase the number of Welsh speaking staff.

Environmental Impact and Sustainability

Libraries have always contributed to the 'sharing economy', by making best use of resources and reducing waste. Traditionally this was by encouraging people to borrow rather than buy books but this has been extended to include the free use of I.T. equipment, e-resources and space for community use. Libraries also play an important role in providing access to information about environmental issues, such as climate change.

In light of the current climate emergency, we also have a duty to examine how else we can limit our impact on the environment. Current examples include:

- Old and damaged books that have been withdrawn from circulation are sent for recycling, rather than to landfill.
- Recycling waste paper, cardboard, plastic and glass generated in libraries.
- Provision of waste food bags and food caddies for public use.
- Installation of energy efficient products e.g. solar panels, and motion sensor lighting.
- The relocation, when possible, of libraries in to 'new builds' that tend to be more energy efficient, for example the co-location of Neyland Library into the new Community Hub.

To make a positive contribution to global wellbeing we will aim to:

- Deliver the relocation of Pembroke and Narberth Libraries into shared more energy efficient 'new build' facilities.
- Use more environmentally friendly, sustainably sourced library furniture and equipment, when fitting out a new library or replacing items.
- Put on library displays, highlighting climate and environmental sustainability issues, and organising events and activities on these themes.

Our Priorities

Priority 1: Creating Stronger and Healthier Communities.

Outcome:

Contribute to the prevention agenda, reducing the burden on primary care by supporting people to look after their own physical and mental wellbeing.

Libraries will continue to:

- Participate in the Reading Well books schemes.
- Provide dedicated health and wellbeing book collections.
- Build relationships with partners to help deliver health and wellbeing initiatives in libraries.
- Provide the use of Life Hub rooms for health and wellbeing activities.
- Provide information that supports healthy lifestyles in a friendly, non-clinical setting.
- Promote Public Health Wales national health campaigns.

Libraries will also:

- Work proactively to increase awareness and uptake of Reading Well titles.
- Promote the benefits of reading for pleasure.

Measuring success:

- The percentage of adults who state they have found helpful information for health and wellbeing at the library.
- Number of Health & Wellbeing book issues.
- Number of activities held by health and wellbeing partners.

Outcome:

Reduce social isolation by providing opportunities for people to meet and make connections and offering services to all groups within our communities.

Libraries will continue to:

- Offer a range of activities, encouraging intergenerational participation.
- Provide a Library at Home service to deliver books to people who cannot easily access a library due to disability, frailty or caring responsibilities.
- Connect rural communities by offering a Mobile Library Service.
- Provide a range of local information.
- Work in partnership with National Library of Wales to provide cultural events at Glan-yr-Afon/The Riverside.

- Offer free library space for not for profit community groups to meet, such as Knit & Natter.
- Offer activities targeted at groups with specific needs, such as Carers.
- Offer activities in the Welsh Language where possible.
- Continue to provide staff with the opportunity to learn Welsh.

Libraries will also:

- Work towards the Silver Investors in Carers Award for Pembrokeshire Libraries as a whole.
- Investigate libraries achieving Autism / Dementia / Dyslexia friendly status.
- Endeavour to include all groups identified in the Equalities Act when consulting with the public.
- Support the work of the Older Peoples Commissioner for Wales by ensuring that libraries are age-friendly..
- Promote the Library at Home Service.
- Make the ability to speak Welsh (or learn on appointment) an essential requirement for new front line staff.

Measuring success:

- The percentage of adults who experience the library as an enjoyable, safe and inclusive place.
- Achieve the Silver Investors in Carers Award.
- Achieve Autism / Dementia / Dyslexia friendly status.
- Number of attendances at events.
- Number of Library at Home borrowers.

Priority 2: Reducing Poverty

Outcome:

Support people to fulfil their potential and develop the skills needed to thrive and prosper and tackle inequality.

Libraries will continue to:

- Provide access to technology, the internet and resources that support lifelong learning.
- Work with partners to offer support to jobseekers and provide basic skills training.
- Offer increased time on PCs to enable jobseekers to complete CVs and job applications.
- Signpost people to relevant agencies in times of need e.g. help to claim Universal Credit.
- Work in partnership with National Library of Wales to provide educational events at Glan-yr-Afon/The Riverside.

Libraries will also:

- Develop roles for volunteers as a way to increase skills and gain experience.
- Provide easy read versions of information where available.
- Investigate the removal of fines and fees.
- Investigate inclusion of libraries into My Account.
- Promote the library as a source of high quality information.
- Provide themed displays highlighting current issues such as climate change.

Measuring success:

- The percentage of adults who think that using the library has helped them develop new skills
- The percentage of children who think that the library helps them learn and find things out
- The percentage of adults and the percentage of children who think that the library has made a difference to their lives.
- Decision made around the removal of fines and fees.
- Creation and promotion of new volunteer roles.

Outcome:

Inspire and develop a love of reading across all age groups, to support the growth of a literate and confident society.

Libraries will continue to:

- Encourage a love of reading in children, by participating in national schemes, such as the Summer Reading Challenge and BookStart.
- Provide literacy support for pre-school children through Baby Rhyme Times.
- Offer support to reading groups.
- Promote access to e-books, e-audio and e-magazines.
- Create book displays to encourage readers to 'try something new'.

Libraries will also:

- Look to use digital technology to extend our offer, including online reading groups and story times.
- Update the Stock Policy to ensure that books meet the needs of local communities and that our stock is all-inclusive, reflecting diversity.
- Work with Health Visitors to reassess management and distribution of the BookStart packs.
- Promote library services to families with children under five and to young adults.

Measuring success:

- Number of issues (print and electronic).
- Updated Stock Policy.

- Participation in the Summer Reading Challenge.
- Number of active members under five and young adults.

Priority 3: Delivering Excellence, Efficiently

Outcome:

Increase participation - physical and digital, to maximise the benefits that libraries bring, to as many people as possible.

Libraries will continue to:

- Promote services through the library webpage, press releases and Facebook.
- Engage with library members through the annual 'Making a Difference' survey (restrictions permitting).
- Use the 'Have Your Say' engagement tool to gain public feedback about the service.
- Update risk assessments to ensure the safe use of libraries.

Libraries will also:

- Compile a Social Media Strategy.
- Upskill staff to use more digital platforms to reach a wider audience.
- Respond to the needs of local communities, through public engagement.
- Develop individual Library Profiles, to inform decision making by analysing performance and investigating the requirements of local communities.

Measuring success:

- Number of active members and visits.
- Production of a Social Media Strategy
- Compilation of Library Profiles.

Outcome:

Extend our ability to deliver a comprehensive and efficient library service by working with community groups and piloting new technologies.

Libraries will continue to:

- Provide professional support for Community Managed Libraries.
- Offer self-service machines in Glan-yr-Afon/The Riverside and Neyland Library.
- Offer OPEN+ in Neyland Library.

Libraries will also:

- Review the OPEN+ pilot in Neyland Library.

- Undertake feasibility studies into the provision of self-service and OPEN+ in other libraries.
- Work in partnership with Saundersfoot Community Council to establish a Community Managed Library.
- Relocate Narberth Library to the Old School site, in liaison with community partners
- Relocate Pembroke Library to the South Quay development, working in liaison with the Henry Tudor Trust and Pembroke Town Council to establish a Henry Tudor Visitor Centre, Coffee Shop and Library, installing OPEN+ to enhance library opening hours.
- Investigate the future replacement of Library Cards, with more environmentally sustainable products.

Measuring success:

- Report outcome of the Neyland Open+ pilot.
- Relocation of Narberth and Pembroke Libraries.
- Establish a new Community Managed Library partnership, to jointly deliver future services at Saundersfoot.