

# North Tyneside Council Cultural Services **DRAFT** **Library Strategy 2016-2021**



**Date:** June 2016



## **1. Introduction**

Visiting a library is the most popular public activity in the UK. It is more popular than attending a football match, the cinema, a theme park or even attending Accident and Emergency. There were 282 million visits to UK libraries in 2013/14.

The importance of libraries as community hubs has long been recognised. They offer a safe, non-judgmental, trusted space that is open to all, with expert staff to support and advise customers. Not only do libraries offer a wide range of digital and print resources, including books, information, e-books, online resources, free access to PCs and Wi-Fi, but they are also a gateway to an extensive programme of community and cultural events and exhibitions.

## **2. Our Achievements**

We have made major improvements to our libraries over the last ten years. Since 2004 the Council has invested over £20 million in new library provision, including the development of three state of the art Customer First Centres.

In 2011 a five year strategy was produced for libraries in North Tyneside. During that five year period we have modernised the service; created vibrant public spaces that are flexible and welcoming; and provided opportunities for people to meet and participate in the social and cultural life of their community.

In the past five years, there were over 6.5 million visits to libraries in North Tyneside and more than 4 million items were loaned to customers. We gave out more than 27,000 free book packs to under 5s, over 10,500 children took part in the national Summer Reading Challenge, almost 9,000 children were given the opportunity to meet an author and more than 300,000 people attended our events programmes.

However, our libraries are not only buildings. We work with a wide range of partners to offer services that encourage independence and wellbeing, enabling people to do more for themselves, while supporting more vulnerable residents. We offer something for all age groups, from birth onwards and are relevant to many different life stages.

Much of the work we do is concerned with prevention and wellbeing within communities through our outreach teams, working with troubled families, providing resources to housebound residents, engaging with schools and offering opportunities for residents to access cultural events and community activities.

In developing plans for the next five years the changing role of libraries, in the context of a changing role for the Council will be reflected in the strategy. The contribution of libraries to making our citizens ready for work and school will be clear; how libraries contribute to our population being cared for and healthy will be evident; and it will also be obvious how libraries contribute to making North Tyneside a great place to live, consistent with the overall Council aim of creating a brighter future for its residents.

### 3. National Context

In 2014, the government commissioned William Sieghart to review the public library service in England. The *Independent Library Report for England*<sup>1</sup> recognises the role of libraries in providing “an infrastructure for life and learning”, and offering “support, help, education and encouraging a love of reading”. The review notes that the future of libraries as community hubs is essential for the wellbeing of the nation and libraries could and should play a major role in rectifying literacy standards and creating digital literacy<sup>2</sup>.

Through the Department for Culture, Media and Sport (DCMS) a Leadership for Libraries task force was created in 2015 as a result of the review. The initial priorities of the task force are digital enablement, libraries adding value, best practice and workforce development.

In March 2016 the National Libraries Task Force published a comprehensive consultation paper, *Libraries Deliver: Ambition for Public Libraries in England 2016-21*. On the same day the government published its Culture White Paper, the first on the sector in over 50 years.

Taken together these papers represent a significant statement of intent on behalf of the government, in terms of the profile of culture, and in particular the role played by libraries in promoting literature, learning and literacy.

The Task Force report in particular highlights seven areas of ‘purpose’ which outline what libraries can achieve. These purposes are reflected in the objectives of the strategy and are consistent with existing practice in North Tyneside in positioning the library offer at the heart of community delivery.

The report follows on from previous work undertaken by Arts Council England (ACE), the national development agency for arts, museums and libraries in England, which commissioned a major research project in 2012/13 called *Envisioning the Library of the future*.

ACE identified three essential ingredients that define a public library:

- *A safe, creative community space that is enjoyable and easy to use, in both physical and virtual form.*
- *An excellent range of quality books, digital resources and other content*
- *Well-trained, friendly people to help users to find what they want either independently or with support*<sup>3</sup>

The Society of Chief Librarians (SCL), the professional association for leaders of public libraries, has set out its vision for the future of public libraries in England with a range of universal offers, describing services that all libraries should provide.

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<sup>1</sup> Sieghart, W. et al., *Independent Library Report for England*, DCMS (2014).

<sup>2</sup> Ibid

<sup>3</sup> Davey, A., *The library of the future*, ACE (2013)

The universal offers are underpinned by the Children's Promise, developed by the Association of Children's and Education Librarians (ASCEL) and the Six Steps pledge to support visually impaired people.

Locally, the *North East of England's Case for Culture*<sup>4</sup> is a regional framework for investment in cultural activity for the next 15 years, led by the North East Culture Partnership in consultation with the cultural sector in the region.

Libraries are recognised as key focal points for the development of literacy, a love of literature and as centres to enhance learning. In the context of the wider aspirations to engage more of the region's population in cultural activity these are essential starting points.

## 4. Priorities

There have been major improvements to library provision in North Tyneside over the past five years. Our achievements and our aspirations for the development of the service over the next five years are set out in the six priorities below.

### 4.1 *Priority One - Books for the best start in life*

In 2013 a quarter of all children in the UK left primary school without the ability to read well. For poorer children, this proportion was higher, at 2 in 5 children. Performance is worst for white British boys on a low income, with 45% not able to read well by age 11. Boys are twice as likely to struggle to read as girls. This greatly increases their risk of being on low pay or unemployed in the future. Research also shows the importance of early language skills, as by age 3 there is already a gap between the reading skills of children from the more affluent and poorest families<sup>5</sup>.

There has been much research to demonstrate the impact of book sharing and the development of literacy and language on children's attainment at school. Being read to regularly as a child has a strong link to escaping poverty<sup>6</sup>.

A Department for Education (DFE) review of reading for pleasure among primary and secondary school children identified benefits including reading and writing ability, comprehension and grammar, better vocabulary, greater self confidence in reading, general knowledge, better understanding of other cultures and increased community participation. The important factors in promoting reading for pleasure were access to books and guidance and encouragement from parents and teachers<sup>7</sup>.

Save the Children recently launched the *Read On, Get on* campaign to get all children reading well at age 11 by 2025. The campaign is focused on

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<sup>4</sup> *The North East of England's Case for Culture* Culture North East (2015)

<sup>5</sup> *Read On, Get On, Save the Children* (2014)

<sup>6</sup> BOP Consulting, *Literature Review: The impact of reading for pleasure and empowerment*, The Reading Agency (2015)

<sup>7</sup> Department for education (2012)

celebrating the enjoyment of reading, supporting strong early language skills, support for primary schools, and support for parents.

Libraries support the development of children's literacy skills and encourage a love of reading from an early age. Research carried out by the Association of Children's and Education Librarians (ASCEL) sets out a national framework for 'children's library journeys', which identifies key times for library interventions, encompassing pre-natal, pre-school, transitions between schools and out of school engagement<sup>8</sup>.

#### **4.1.1 Books for the best start in life – what we do now**

Our programme of services for children and young people includes:

- Working with health visitors to deliver Bookstart, a national early intervention literacy programme that offers a gift of a free book to inspire a love of reading from birth
- Focused early years activities such as Bounce and Rhyme and Toddler Tales
- Support and delivery of 10 Chatterbooks reading groups for young people
- Delivery of the Summer Reading Challenge and a full programme of summer activities
- A programme of literacy and cultural experiences, including reading promotions, author visits, film clubs, arts and crafts
- Participation in the Northern Children's Book Festival, the only children's literature festival in the UK which covers an entire region, enabling children to meet and interact with authors
- A wide range of books and resources for all ages in a variety of formats, including dual language and dyslexia-friendly
- Free access to computers, wifi and online resources
- Outreach work e.g. trouble families
- A dedicated Schools Library Service providing a range of resources, advice and Continued Professional Development opportunities for schools

#### **4.1.2 Books for the best start in life – our aspirations**

- Raise literacy standards by providing opportunities for children to widen their access to reading and share reading experiences
- Provide access to good quality books and other resources in a variety of formats that meet the needs of children and young people of all ages
- Embed the aspiration to promote literacy as key to the Council's ready for school, work and life objectives
- Deliver the *Year 3, books for me!* Project to promote library membership for year 3 children
- Provide opportunities for children and young people to participate in cultural activities with authors, artists and illustrators

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<sup>8</sup> Crossley, L. *Children's library journeys*, ASCEL (2015)

- Fully participate in delivery of national initiatives such as *Reading: the next steps*, *Read On, Get On* and the *National Reading Strategy*
- Support children and young people to achieve the Arts Award
- Offer year-round volunteering opportunities for children and young people

#### 4.1.3 What will success look like?

Our young people will be supported to be ready for school, work and life, through improved literacy, enhanced opportunities to enjoy reading for pleasure, sharing their reading experiences and the ability to access an exciting, diverse range of cultural and learning opportunities.

#### 4.2 Priority Two - Reading to improve life chances

National data from the Department of Culture, Media and Sport (DCMS) suggests that 69% of adults regularly read for pleasure<sup>9</sup>. Studies have shown that reading for pleasure promotes emotional intelligence by encouraging empathy and the ability to understand ourselves and others. It creates a sense of community, feelings of social inclusion and social interaction<sup>10</sup>.

Reading helps to improve skills at the same time as increasing enjoyment, self-confidence and motivation. In England, poor literacy is more closely linked to low pay and the risk of being unemployed than in any other developed country<sup>11</sup>. In accordance with the Council's goals of ensuring that young people are ready for work and life, promoting reading for pleasure is a vital component of improving life chances. As a library service we play a vital role in encouraging reading for pleasure for all ages by giving everyone in the local community access to reading materials. Our work with readers (reader development<sup>12</sup>) builds people's literacy levels, confidence, self-esteem and well-being.<sup>13</sup>

##### 4.2.1 Reading to improve life chances – what we do now

Our well-established programme of reader development activities includes:

- Delivery of 19 library-based reading groups and support for a further 32 community groups
- Participation in a variety of reading promotions and challenges

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<sup>9</sup> *Taking Part: the national survey of Culture, Leisure and Sport*, DCMS (2014)

<sup>10</sup> Billington 2015 cited in BOP Consulting, *Literature Review: The impact of reading for pleasure and empowerment*, The Reading Agency (2015)

<sup>11</sup> *Read On, Get On*, Save the Children (2014)

<sup>12</sup> The term 'reader development' was first coined by Opening the Book, and means active intervention to:

- increase people's confidence and enjoyment of reading
- open up reading choices
- offer opportunities for people to share their reading experience
- raise the status of reading as a creative activity

Van Riel, Fowler & Downes, *The Reader-friendly Library Service*, The Society of Chief Librarians (2008), p.14.

<sup>13</sup> <http://readingagency.org.uk/news/reading-facts003/> [accessed 10.11.14]

- A programme of successful author events, hosting bestselling authors such as Ann Cleeves and Val McDermid
- Working in partnership with other library authorities in the North East and nationally to bring 'meet the author' events to the region
- Outreach work in the community to support literacy and promote reading for pleasure.
- Targeted reading for specific audiences and in a variety of formats, e.g. e-books, large print, audio books, LGBT, foreign languages, emerging readers

#### **4.2.2 Reading to improve life chances – our aspirations**

- Support and promote the development of literacy and reading for pleasure
- Provide access to good quality books and other resources in a variety of formats that meet the needs of our customers
- Provide opportunities for people to widen their reading experiences and share their experience of reading
- Staff who are reading advocates and promote a passion for reading
- Involve our customers in stock and reader development

#### **4.2.3 Reading to improve life chances - what will success look like?**

Residents will have improved literacy and wellbeing through access to reading for learning and pleasure. They will find it easy to find a book to read and enjoy and to access opportunities to share their reading experiences.

### **4.3 Priority Three - Digital literacy**

Over the next five years, digital technology will continue to develop and improve significantly. Smart-phones have already changed the way people communicate and access information and there has been a move away from physical media (CDs, DVDs). Demand for faster internet and streaming of media is likely to increase and video is increasingly being used to provide information. The cost of technology is likely to decrease, further enabling greater access. New types of hardware such as 3D printers are already being used and new devices, such as smart watches are being developed. People are increasingly becoming 'makers', with computer and coding skills seen as more and more important<sup>14</sup>.

Ebooks are a development that has had a particular impact on libraries. In 2013 a third of UK homes had an e-reader. However, research has shown that three quarters of adults still prefer physical books and only 4% would solely use ebooks in the future<sup>15</sup>. The ability for libraries to lend ebooks is still limited, largely due to concerns from publishers about the impact this would have on book sales. Amazon, who make the most popular e-reader, Kindle, will not currently allow libraries outside the US to loan their titles. A recent national e-lending pilot has confirmed concerns among publishers.

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<sup>14</sup> Shared Intelligence, *Digital Leadership Skills: Horizon scanning report to the Society of Chief Librarians*, SCL (2014)

<sup>15</sup> BOP Consulting, *Literature Review: The impact of reading for pleasure and empowerment*, The Reading Agency (2015)

While the future of ebook lending remains uncertain there is still a role for libraries to play in promoting greater self service and access to stock through electronic means. Promoting digital literacy will expand the range of options available to customers to access the service.

There is still a need to support those who are digitally excluded. Almost 6.7 million people in the UK have never used the internet. Of these, 72% are over the age of 65 and over half identify as disabled. Most are unemployed or on a low income. They are in danger of becoming increasingly isolated from mainstream society<sup>16</sup>.

According to the Government Digital Inclusion Strategy,<sup>17</sup> 21% of the population lack basic digital skills. Reasons for this include: access, skills, motivation (the benefits to them of using the internet) and trust (feeling safe online). As services become 'digital by default' there is an increasing need to support people to gain digital skills.

Libraries have a key role to play in supporting the digital needs of the community, by helping children and parents understand the technology available; enabling equal access to technology; advising parents on reputable content and online safety; offering opportunities for parents and children to learn digital skills together; and enabling children to explore technology outside the school environment<sup>18</sup>.

#### **4.3.1 Digital literacy – what we do now**

- Free access to PCs, printers and scanners in every library
- Free wifi in all libraries some with dedicated laptop study space
- A range of online resources to support learning and leisure
- Downloadable audio and Ebooks services
- Online information about library services via the library catalogue and Council website, Facebook, Twitter and Pinterest accounts
- Provision of ICT courses, taster sessions and advice sessions
- Coding sessions for adults and children
- RFID and self service for library services and access to PCs
- Support for self service payment kiosks for Council transactions

#### **4.3.2 Digital literacy – our aspirations**

- Clear expression of our digital offer for customers
- Improve our internet presence
- Use of digital to support Arts Awards
- Upgrade of Wi-Fi facilities to better support customers
- 24/7 access to services through a virtual library presence

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<sup>16</sup> Shared Intelligence, *Digital Leadership Skills: Horizon scanning report to the Society of Chief Librarians*, SCL (2014)

<sup>17</sup> Cabinet Office, *Government Digital Inclusion Strategy*, (2014)

<sup>18</sup> Shared Intelligence, *Children's digital needs and libraries*, ASCEL (2014)



### **4.3.3 What will success look like?**

Residents will have increased access to reading and learning opportunities through the use of digital technology. Communities will be supported to become digitally enabled so that residents can make full use of the benefits of digital resources and be fully included in modern society.

### **4.4 Priority Four - Information for life**

Public libraries provide free, equal and non-judgemental access to a wide variety of national and local information. Libraries are a first point of contact to enable people to find reliable information on essential areas of life, including health, job-seeking, benefits, business start ups and leisure. Libraries also enable the community to contribute to the democratic provision of information by offering space for community information, meetings and activities.

As part of the Council's objective to ensure that its citizens are ready for work and life it is vital that residents have access to good quality information, with appropriate signposting. Library staff are trained navigators of information, able to help people find reliable, trusted information in print, online or via sign-posting to other services. Research with internet users shows that only doctors are trusted more than library staff to provide information<sup>19</sup>.

#### **4.4.1 Information for life – what we do now**

- Provision of a single point of access to a broad range of information in a variety of formats
- Trained staff who are able to navigate information and sign-post to other sources as needed
- Support for active citizenship by giving access to information about local democracy and local and national issues, e.g. Councillors surgeries, planning information, consultation sessions
- Access to local studies, heritage and family history resources through the Discover North Tyneside service
- Careers and job-seeking information and support, including job-clubs, careers advice sessions for young people and business start up advice sessions
- Provision of community and visitor information on local organisations, attractions and events
- Hosting of information and advice sessions in partnership with other organisations, e.g. Princes Trust, credit union, Citizen's Advice Bureau
- Provision of space for local people, businesses and Voluntary and Community Sector organisations to display information, hold public meetings and information sessions

#### **4.4.2 Information for life – our aspirations**

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<sup>19</sup> Society of Chief Librarians, *Universal Information Offer*

- Provide a wide range of information in a variety of formats that residents can trust.
- Connect citizens by providing information about local and national issues and provide space for public meetings
- Support residents to improve their lives by providing information on crucial life skills and enabling them to connect with appropriate opportunities and resources.
- Skilled, informed staff who can help customers navigate the wide range of information available in printed and electronic form.
- Support the roll out of universal credit

#### **4.4.3 What will success look like?**

Residents will be equipped with the skills and knowledge to make informed decisions, enabling them to improve their lives, wellbeing and participate fully as active citizens.

#### **4.5 Priority Five - Learning throughout life**

Libraries are open and accessible to all and support people as learners throughout all stages of their lives. Ensuring that residents are ready for work and life is not just about supporting young people but ensuring support for people at all stages of their learning journey.

Libraries offer a variety of formal and informal learning opportunities, including taught courses, taster sessions, group activities and self-directed learning. They also offer people the opportunity to become creators of learning. Many people find formal learning environments intimidating and the library is a safe, neutral space in which they can learn.

There is an opportunity for libraries to increase their involvement in community learning through offering learning spaces and working with partners to deliver learning projects. Physical spaces for local people to meet, discuss and work together will become more valuable in the digital world and libraries are uniquely placed to deliver this.

##### **4.5.1 Learning throughout life – what we do now**

Examples of our current adult learning offer include:

- A range of courses provided by the Adult Learning Alliance (ALA), including Maths and English, ICT, leisure courses, job-search skills and First Aid.
- Informal learning opportunities such as job clubs, family history coaching and leisure courses such as dance.
- Support of job seekers and new businesses.
- Access to online learning and research
  - Universal Skills
  - Driving theory test
  - Life in the UK citizenship test

– Access to Research

- Taster sessions offered in partnership with Age UK North Tyneside
- Signposting to adult learning providers
- Support of learning through our book stock and People's Network computers
- Digital champions helping our customers to use IT
- Libraries as cultural venues for dance, arts and drama.
- Provision of exhibition spaces for artists
- Range of community-developed groups like Knit and Natter
- Local history groups where people can learn about local and family history and contribute to resources
- Work placements and apprenticeships

#### **4.5.2 Learning throughout life – our aspirations**

- Support customers to access online learning opportunities such as Massive Open Online Courses
- Work closely with Skills for Life providers, the Adult Learning Alliance and voluntary and community organisations to make available appropriate resources and activities to support people to improve their skills and access community learning opportunities
- Work with partner organisations to provide taster sessions at certain times of the year, e.g. Adult Learners' Week in June
- Support customers interested in discovering their family history
- Investigate ways for parents and children to learn together creatively
- Explore ways to offer learning spaces for peer-to-peer learning
- Improve the way we advertise the learning opportunities we offer
- Continue to provide free study materials and access to quality online resources

#### **4.5.3 What will success look like?**

Residents will have greater access to community learning opportunities, including study spaces and a range of free resources to enable them to be ready for school, work and life. They will be engaged in the learning process and able to participate in the creation and delivery of learning opportunities.

#### **4.6 Priority Six - Libraries for a healthier life**

Research commissioned by Arts Council England (ACE) studied the impact of public libraries on health and wellbeing, measured through economic value indicators<sup>20</sup>. This found that on average, library users would be willing to pay an additional £19.51 per year in Council Tax and non-users would be willing to pay an additional £10.31. Regular library users are 1.4% more likely to report good general health, representing potential cost savings to the NHS (based on reductions in GP visits) of £1.32 per person per year (£27.5 million across England).

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<sup>20</sup> Fujiwara et al, *The health and wellbeing benefits of public libraries*, Simetrica / ACE (2015)

Research has found that reading has a positive impact on health and well-being: it can reduce stress levels, help prevent the onset of dementia by 35% and social activities based on reading, such as reading groups and author events, combat isolation and bring people together.<sup>21</sup>

Health and well-being are high on the public library agenda. In 2010, the Museums and Libraries Association (MLA) published a report<sup>22</sup> which recognised that libraries can deliver the cost-saving benefits of early intervention and of preventative services with clear health and well-being patient outcomes. The report acknowledged that libraries offer “neutral, non-stigmatised, non-clinical community space, in a setting that differentiates it from hospital services, delivers the prevention agenda particularly effectively, and has implications for the audiences reached.”

There are clear links between literacy and good health - more important than income, education or ethnic group. The ability to obtain and understand information about your own health, as well as motivation and knowledge is known as ‘health literacy’. In the UK a third of older adults have low health literacy. Health literacy is key to enabling people to take control of their health and help reduce health inequalities<sup>23</sup>.

Such an approach will ensure consistency with the Council’s objectives to ensure that residents are cared for, healthy and safeguarded. Working more closely to support the health and well being agenda of the Council will contribute, in particular, to improved mental health and well being.

The announcement in 2013 of the Society of Chief Librarian’s Universal Health Offer included a commitment to provide a range of services, including public health information and promotion, signposting and referrals, as well as creative and social reading activity.

Programmes within the Health Offer include two ‘Reading Well’ initiatives from The Reading Agency: Reading Well Books on Prescription and Reading Well Mood-boosting Books. The Books on Prescription scheme is endorsed by health professionals and helps people to understand and manage mild to moderate mental health conditions using self-help reading available in all of our libraries.

In January 2015 Books on Prescription for Dementia was launched, providing help and support for people with dementia, carers of people with dementia and anyone who would like to find out more about the condition or is worried about the symptoms. The Mood-boosting Books scheme is a national promotion of uplifting novels, non-fiction and poetry selected by readers.

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<sup>21</sup> The Society of Chief Librarians and The Reading Agency, *Libraries’ Universal Reading Offer*

<sup>22</sup> Hicks, D., Creaser, C., Greenwood, H. et al., *Public library activity in the areas of health and well-being*, MLA (2010).

<sup>23</sup> Morrisroe, J., *Understanding the role of literacy in public health*, National Literacy Trust (2015)

#### **4.6.1 Libraries for a healthier life – current provision**

- Provision of Reading Well collections in all libraries and mood boosting collections in all libraries
- Dementia collections in CFCs and training of staff as dementia friends
- Provision of a wide range of health information in a variety of formats
- Hosting health check sessions and community support groups for a variety of conditions
- Reader development activities programme to encourage reading for pleasure
- Offering opportunities for social interaction such as reading groups, events and activities programme, informal learning and social groups
- Supporting independence and combating isolation through Libraries at Home delivery service, mobile library, good neighbour scheme and collections in residential care homes
- Outreach work with disadvantaged families to combat social isolation

#### **4.6.2 Libraries for a healthier life – our priorities**

- Continue to provide accessible library services through Libraries at Home to encourage independence and wellbeing for those customers who cannot visit a library
- Provide opportunities for adults to read for pleasure and to participate in shared reading and learning experiences to improve their sense of wellbeing
- Work with the NHS locally, and relevant charities and third sector organisations to promote the existing Reading Well schemes and any future developments
- Work with Adult Social Care to support key legislation, such as providing information on library activities to meet the requirements of the Care Act 2014
- Provide current and accessible books and health information in all appropriate formats
- Provide health open days, displays and promotions to mark key health days
- Provide drop-in sessions and health checks in partnership with the NHS and health charities
- Develop our work with local community groups to increase social wellbeing activities
- Support people with dementia through dementia book collections, staff trained as dementia friends and activities to support dementia-sufferers and their carers

#### **4.6.3 What will success look like?**

Customers will be well-supported to access health-related information and to improve their health literacy. The library service will be recognised as a key player in public health information and initiatives; the promotion of community wellbeing and independence; and prevention of loneliness, reducing the need for residents to access primary health care and social services.

## **5. How will we deliver?**

North Tyneside has a strong network of fixed buildings from which library services are delivered. The Borough also has mobile provision and a range of outreach, learning and engagement activities. As part of the Council's wider approach to developing a new target operating model, the library service will have a vital role to play. As a key provider within locality based community hubs, libraries will provide a crucial role in delivering Council services which require personal engagement.

While the Council will continue to meet its statutory obligation to deliver a "comprehensive and efficient" library service, the exact mix of this provision may vary over the lifetime of the strategy, as resources allow and funding streams permit. However the core principles of the strategy will remain the basis upon which the service in the Borough is delivered.

The numbers engaging with library provision continue to illustrate massive demand. Libraries will continue to be a key focus for community engagement and centres to develop the scope for greater volunteering to support service delivery. Having taken library services to a new level in North Tyneside over the past five years, the current strategy will look to build upon those successes and develop a service with even greater community impact in the years to come.