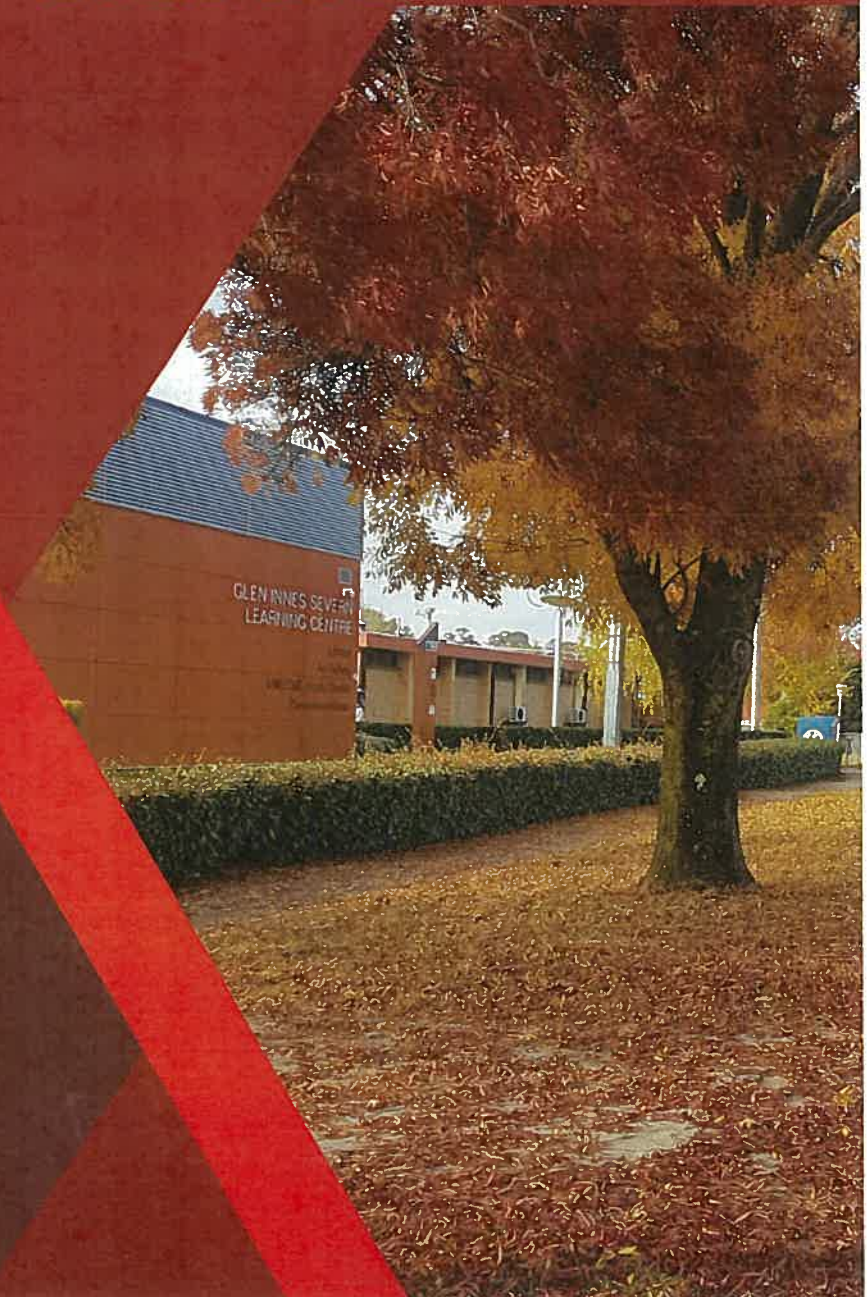


STRATEGIC MARKETING PLAN

Glen Innes Severn Learning
Centre

2022-2025





Glen Innes Severn Council
265 Grey Street
GLEN INNES NSW 2370



TAFE NSW – New England Institute
Tamworth Campus
Janison Street
TAMWORTH NSW 2340



University of New England
ARMIDALE NSW 2351

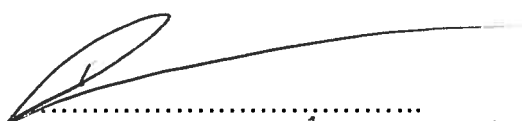


Glen Innes Art Gallery Incorporated
71 Grey Street
GLEN INNES NSW 2370

DOCUMENT AUTHORISATION

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Note: Document Control continued at Appendix A



 General Manager (INTERIM)

15.9.22

 Date

Acknowledgement

The Glen Innes Severn Council acknowledges the traditional Custodians of the land and pays respect to Elders past, present and future. We recognise Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to place and rich contribution to society.



Mosman Council's Aboriginal Artwork Grant – Project 3

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EXECUTIVE SUMMARY

The Glen Innes Severn Learning Centre is a community facility which incorporates the Public and TAFE Library; University of New England (UNE) and TAFE New England (TNE) Study Centre; Glen Innes Art Gallery Incorporated and the William Gardner Conference Room.

The Learning Centre is a community hub which provides services and activities to a diverse range of people in the Glen Innes Severn Local Government Area. Services and activities include access to Internet and a WIFI hotspot for information for education, career, literacy and leisure purposes; course information to enhance career opportunities or for further studies; resources to enhance quality of life and leisure; professional art exhibitions, displaying local and visiting works of art; access to the UNE / TNE Study Centre for higher education and career opportunities; professionally equipped and serviced William Gardner Conference Room and meeting facilities; informational and social activities that enhance cultural wealth and well-being and social spaces for studying, reading a newspaper, playing Mahjong, or simply having a coffee break and a chat with a friend in the social spaces in the joint Public and TAFE Library.

The Strategic Marketing Plan 2022 - 2025 has been developed as a strategic tool with specific actions to take advantage of the rapidly developing technology environment; the changing social communication networks; the growing trend towards public social spaces; the emergence and management of eResources; to acknowledge the specialised skills and needs of a technology driven community and to market the value of share facilities and services in small regional communities.

Through community surveys, it has been acknowledged that this facility is a valuable community asset which needs to be sustainable into the future. Sustainability has been incorporated into the Strategic Marketing Plan's focus, along with People, Services, Communication/Marketing and Technology (Appendix 8.1 Action Plan, pp.21-324).

1. BACKGROUND

1.1 Glen Innes Severn Learning Centre

The Glen Innes Severn Learning Centre is a community driven initiative with four (4) stakeholders. These stakeholders are the Glen Innes Severn Council, TAFE NSW–TAFE New England (TAFE NSW-TNE), the University of New England (UNE) and the Glen Innes Art Gallery Incorporated.

The Learning Centre has been successfully operating for 17 years in November 2022. This facility houses the Public and TAFE libraries, the Glen Innes Art Gallery Incorporated, the UNE / TNE Study Centre and the William Gardner Conference Room.

A Management Committee oversees the management and any operational issues associated with the Learning Centre and includes representation from each major stakeholder. This Committee is governed by a Principal Agreement. The Committee meets several times during the year or as required, addressing management issues.

Strategic Outcomes

Previous Learning Centre Marketing Plans were successful in achieving its goals in technology advances; marketing and event partnerships; events to showcase the Learning Centre and its stakeholders; improvements in staffing levels and incorporation in Council's Operational Plans and goals.

Over the past 17 years there has been a substantial increase in activity through the Learning Centre with the inclusion of partnerships with community organisation to assist with targeted events and to gain ownership and inclusiveness by the community. However, from March 2020 the COVID-19 Pandemic has changed the way business is conducted, the numbers visiting the facility and the number of events and activities, firstly due to mandated restrictions, then to low staffing levels and depending on the level of community confidence.

Demographics

The Glen Innes Severn Learning Centre is situated in the Glen Innes Severn Local Government Area which is 'a strong and growing region with caring, creative and connected communities, that leverages its high-country climate, quality lifestyle, stunning natural environment, resources, and proximity to international gateways and the burgeoning South East Queensland market' (Glen Innes Severn Economic Development Strategy 2018 - 2022, p.1).

The geographical region is known as the Northern Tableland and the Federal Seat of New England. The Glen Innes Severn region contains a major town and residential centre called Glen Innes and has four (4) villages, Emmaville, Deepwater, Glencoe, and Dundee.

This region has a strong Celtic heritage and is the home of the Australian Standing Stones; an international and nationally recognised monument to the people of Australia. The Australian Celtic Festival is an annual event that brings thousands of tourists to the region to celebrate this unique heritage.

1.2 Mission Statement

The Glen Innes Severn Learning Centre will create a safe, friendly, vibrant community focus; and will provide services in a professional and ethical manner which considers the diverse needs of our community.

In addition, we will provide equitable access to information for Lifelong Learning and strive to be a cultural, educational, recreational, and progressive community hub.

1.3 Values

- Respect, Integrity, Teamwork, Excellence, Objectivity and Safety;
- Fostering community involvement and responsive to community feedback; and
- Friendly, accurate, timely and a high-quality service for all.

1.4 Vision

- Read, inspire, inform, enjoy, and embrace change; and
- Providing bridges to information for our community.

2. THE PROCESS

Information gathering has been conducted through:

- NSW State Library;
- NSW Public Libraries;
- Australian Bureau of Statistics;
- Glen Innes Severn Learning Centre Community Survey;
- Specialist Journal, Reports, and Internet searches;
- Local Council publications; and
- Library Team workshop.

3. KEY FINDINGS SURVEY RESULTS

Council's Satisfaction Survey 2020:

- Satisfaction ratings were the highest for services / facilities - libraries, parks, and events.
- Libraries / library services 4.10 which is the highest satisfaction level in Council's Community Satisfaction Survey in 2020.
- Libraries / library services 79% in importance.
- Users feel safe using public facilities 71%.

Learning Centre's Community Survey 2021:

- The average importance rating for Library Services was 3.6 out of 4.
- The average importance rating of UNE Study Centre was 3.4 out of 4.
- 89% of the survey participants had visited the Glen Innes Art Gallery.
- 99% of the survey participants were current members of the Library.
- 71% of the survey participants were 50 to 65+ years old, 29% were 15 to 29 years old.

Australian Bureau of Statistics (ABS) 2020

- Estimated population 8,873.
- Estimated working population 3,368.
- 6% of the population are First Nation people.
- Age pension income earners 1,613.



**Mosman Council's Aboriginal
Artwork Grant – Project 4**

4. RECOMMENDATIONS – STRATEGIC MARKETING PLAN

- Deliver a stimulating, informative and fun yearly program which also includes literacy events for the community through the Glen Innes Severn Library Learning Centre (**Glen Innes Severn Council's Operational Plan 2022-2023, CS 1.3.2.1**);
- Continue to build on community, professional and commercial partnerships to assist with resources, events, and activities for individual target groups within the community;
- Source grant opportunities to maintain and improve sustainability, resources, and services (**Glen Innes Severn Council's Operational Plan 2022-2023, CS 1.2.4.1**);
- Conduct regular community surveys to ensure the community has an avenue to contribute feedback on their current and future needs, expectations on maintaining technology advances and suggestions for new services (**Strategic Marketing Plan 2022-2025, Action Plan**); and
- Continue to engage the community with providing needs-based services, resources, and activities.

5. OVERVIEW OF THE STRATEGIC MARKETING PLAN

5.1 Purpose

The purpose of the Glen Innes Severn Learning Centre Strategic Marketing Plan is to:

- Identify potential users and their needs;
- Develop need-based services to meet community needs;
- To market the Learning Centre's services and stakeholders to potential users which will maximise usage, community value and sustainability of the Learning Centre; and
- To develop sustainable and achievable strategies for future funding, technology advances, staffing levels and qualifications.

The Glen Innes Severn Learning Centre Strategic Marketing Plan identifies strategies and goals in the Action Plan (Appendix - 8.1– Action Plan pp.21-24). These strategies and goals will be carried out during the term of the Strategic Marketing Plan (2022-2025) and will endeavour to achieve the above purpose.

5.2 Basic philosophies concerning the Strategic Marketing Plan

This Strategic Marketing Plan recognises that the Glen Innes Severn Learning Centre:

- Is recognised by the community as a valuable information and cultural community asset;
- Is a valuable resource to promote to potential new comers to the area; people improving their education and careers; groups and organisations that need a quality conference centre;
- Delivers services to a wide range of target groups within the community; and
- Needs to be sustainable into the future with funding, technology improvements, staffing level and qualifications.

5.3 Components of the Glen Innes Severn Learning Centre

The Glen Innes Severn Learning Centre was opened in November 2005 with four (4) distinct components:

- Glen Innes Severn Public and TAFE Library;
- Glen Innes Art Gallery Incorporated;
- The UNE and TAFE Study Centre; and
- The William Gardner Conference Room.

The Learning Centre can be used as four (4) separate venues or depending upon an appropriate use, as an integrated venue. The spacious 1000.78 square metre building has modern architectural lines and angles with the use of strong bold colours to create a striking appearance. The architect's use of large windows on all eastern, northern and western external walls makes use of natural lighting, creates a sense of space and highlights the surrounding grounds and gardens.



The Glen Innes Severn Learning Centre's landscaped gardens

5.3.1 Glen Innes Severn Public and TAFE Library



COVID barriers changing the face of business

The Glen Innes Severn Public and TAFE Library occupy 641.09 square metres of the Learning Centre. The joint Public and TAFE facility uses its combined resources to serve the learning, informational and leisure requirements of the community.

The joint usage Library houses 18 computers with free community access to emails and the Internet. Free WIFI is offered throughout the Learning Centre and extends out to the street parking which was very handy for members during our recent closures during the COVID-19 Pandemic.

The Library has dedicated spaces for children's activities; 12 study carrels for independent study and learning; a special collections area for the Aboriginal, Celtic and RSL World Wars Collections; informal social meeting spaces throughout the Library and a small meeting room with video-conferencing and DVD viewing capabilities; areas for author launches, travelling exhibitions or special guest speaker events.

Six staff members deliver a professional client focused customer service for educational, information and recreational purposes at Glen Innes, Deepwater and Emmaville. Library services are supplied to the village of Glencoe via a local contractor. Village libraries are connected to the Glen Innes Library through online terminal server access and free internet services are offered at Deepwater and Emmaville.

Services Offered

The joint Public and TAFE Library delivers a diverse range of services to their clients, such as:

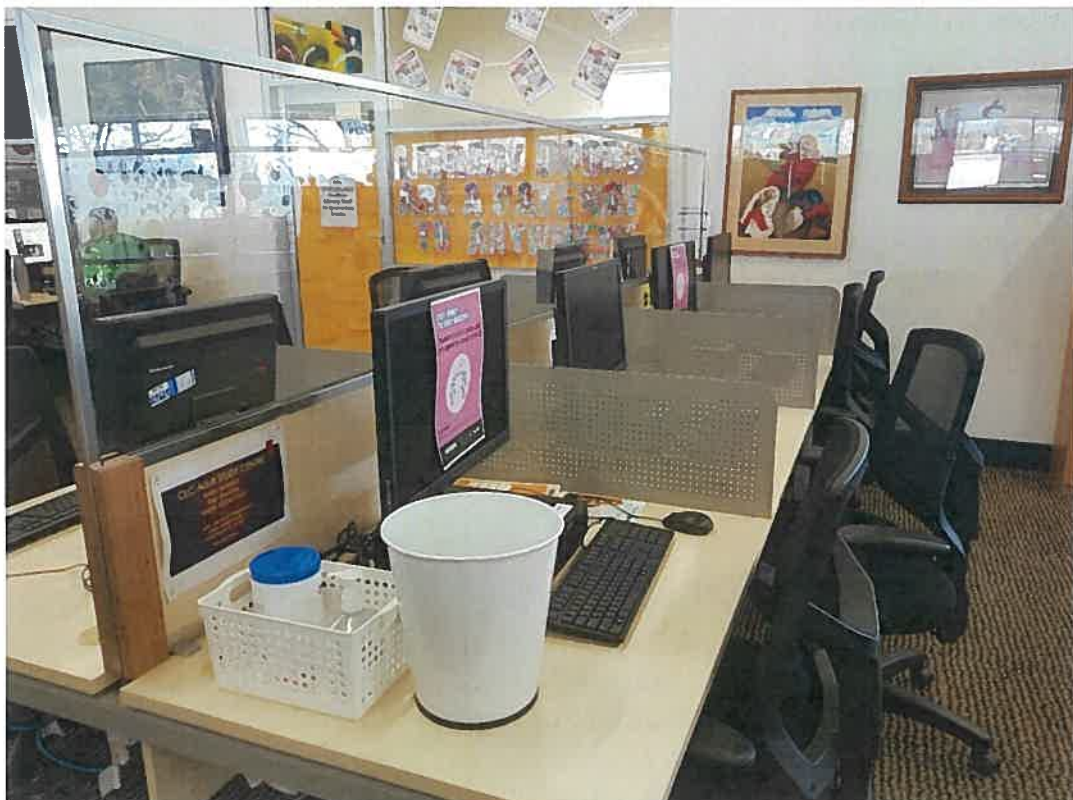
- Professionally trained staff to assist with enquiries for information, resources or **Inter Library Loans (ILL)**;
- Home Library Service for housebound clients;
- Branch Library Services to Deepwater, Emmaville and Glencoe;
- Internet, email and word processing computers;
- Free WIFI Hotspot;
- Friendly email to notify pending over dues, arrival of reserves or ILL and promotions;
- Online catalogue with option to renew, reserve or searching;
- Facebook to promote services, promotions and to receive feedback from the public;
- Photocopying and email sending services;
- Children's Services, such as storytelling sessions (Wednesday's), Summer Reading Program, literacy reading advice;
- Legal Information Access Centre;
- Special Collections (World Wars, Mental Health, Drug and Alcohol, National Parks, Aboriginal, Celtic, Disability and Parenting);
- Collection development to fill current and future needs of our community;
- Curriculum resource support for TAFE vocational courses;
- In house informational displays and travelling exhibitions, and
- Special guest speakers to inform and celebrate special events (Seniors Week, Book Week, ANZAC Day).

The Public and TAFE Library jointly serves the community as a recreational, educational and information Library; a vocational educational support Library and a social networking meeting place for a diverse range of people (young families, youth, students, mature aged, and travellers).

The Glen Innes Severn Local Government Area has an estimated population of 8,873 (ABS Census 2020) and area of 547 997.7 hectares. Glen Innes Severn has a main Library in the town of Glen Innes and three (3) branch libraries at Deepwater, Emmaville, and Glencoe. The Library is open for 41 hours per week, over six (6) days, Monday to Saturday. The 41 hours includes the Glen Innes and branch libraries opening hours.



International Women's Day 2022 Committee



COVID-19 safe TAFE Student PCs

5.3.2 Glen Innes Art Gallery Incorporated



Glen Innes Art Gallery

The Glen Innes Art Gallery is purpose built with 68.64 square metres of wall space fitted with gallery picture rungs on all internal walls, adjustable lighting, and air conditioning to create an appropriate environment for local and visiting art collections.

The Glen Innes Art Gallery Committee is run by a band of highly professional and committed volunteers. The Committee has installed double bi-fold moveable walls to add additional hanging space and to enable a more interesting arrangement of artwork. Quality display cabinets with lighting were purchased to improve the display of jewellery, pottery, and small craft items and a recent addition of a reception area has provided storage and a reception desk to welcome their customers.

Art Gallery Program

The Glen Innes Art Gallery Committee organises an impressive yearly program of professional art exhibitions, competitions and displays. Themed exhibitions are organised to compliment local festivals; the changing seasons; local and visiting solo artists; TAFE and HSC school student's artwork. These exhibitions are a unique insight into the rich visual arts culture of the region.

The Art Gallery aims to give their community a culturally rich experience and to encourage new artists and art students in the region.

The Art Gallery is a member of Country Art Escapes, which offers visitors and locals the opportunity to plan a day trip or a longer cultural tour to explore artist's studios, galleries, museums and other cultural venues throughout the New England North West region of New South Wales. While visiting the Art Gallery, locals and tourists can purchase paintings, photographs, original jewellery, pottery, craft, and unique scenic greeting cards.

The Glen Innes Art Gallery is a professionally managed Art Gallery which appoints a curator to hang the artwork for each exhibition and launches the exhibition with a Gala Night. These events are well promoted through their website and using professional invitations, flyers, and posters (see examples below).

PADDOCK TO PLATE

Art exhibition from **Monday 23rd May until Friday 24th June**



SATURDAY 28th of May at 3pm

RSVP by text to **0427 493 587**



Art Exhibitions at the Glen Innes Art Gallery

5.3.3 The University of New England (UNE) and TAFE Study Centre

UNE / TNE Study Centre

The UNE and TAFE Study Centre is a purpose-built student study facility consisting of 63.39 square metres. The room is equipped with six (6) wireless computers with Internet and email access, printer, and a direct telephone line to the New England University. Study carrels offer students space to study and the large lounge chairs to read in comfort and to enjoy a break or network with fellow students.

A security passcode is allocated to each student so they can access a secure and safe space after normal opening hours. This facility can be accessed using an electronic fob 24 hours a day, seven (7) days a week giving students unlimited flexibility.

This Study Centre is used by UNE and TNE students with a current membership of nine (9) UNE students and two (2) TNE students using the facilities to enhance their course outcomes and experience.

Flexible Learning Opportunities

TAFE and universities across Australia and throughout the world are offering more flexible and online learning options to students who wish to study or extend their qualifications within their community, home, and work environments. This Study Centre helps people with limited funds and opportunities to have a chance at accessing these online courses and improving their qualifications, careers, and future working options.



UNE Student using the facilities to complete her degree

5.3.4 The William Gardner Conference Room



William Gardner Conference Room

The William Gardner Conference Room is a spacious 94.42 square metres of floor space with eight (8) collapsible tables and fifty stackable chairs which allows venue users to arrange the furniture and seating to accommodate meetings, workshop, or audience style settings. Kitchen facilities with microwave, bar refrigerator, zipper hot water service, crockery and cutlery are available to supply catering needs.

The Conference Room has been fitted with electronic drop-down cinema screen, and a ceiling projector for presentations. WIFI connection to Internet and a mobile Smart TV with videoconferencing and Teams connection is available for Conference Room users.

The Conference Room has direct external access to a courtyard and the gardens; adjacent street parking for the convenience of participants and a convenient driveway near double doors where presenters can easily unload and load their vehicle.

Services Offered

The Conference Room is a modern air-conditioned venue suitable for meetings, functions, conferences, or workshops, and has advanced multi-media capabilities. This is a heavily used facility with regular commercial, governmental and community bookings.

The venue is well serviced by the Learning Centre's staff who organise bookings; provide security and Work, Health and Safety inductions; trouble-shooting for computer and connectivity issues and the handling of event issues, as they arise.

This facility is a well-maintained venue, equipped with modern technology and is suitable for a multitude of day and evening activities. The compartmentalised sections of the Learning Centre are accessible by a separate foyer with electronic fob access. The alarm system allows individual access to sections of the building or to the whole venue for large events.



William Gardner Conference Room Memorial Artwork

6. REFERENCES

- Library Council of NSW Standard and Guideline for NSW Public Libraries, 7th edition August 2020.
- Coffs Harbour City Council 'A Strategy for our Libraries, Museum and Gallery' 2020-2023.
- "Census of Population and Housing 2020", Australian Bureau of Statistics, 2020.
- Glen Innes Severn Library and Learning Centre's Stakeholders Survey, December 2021.
- Glen Innes Severn Council Satisfaction Survey, 2020.
- Richmond Tweed Regional Library Strategic Plan 2019 – 2029.

7. ACKNOWLEDGEMENTS

The Glen Innes Severn Learning Centre's Strategic Marketing Plan includes feedback from a community survey, community suggestions and staff meetings. I would like to acknowledge and thank

- Members of the Glen Innes Severn Learning Centre's Management Committee.
- Mrs Anna Watt, Director of Corporate and Community Services for her support and advice.
- The staff of the Glen Innes Severn Public and TAFE Library for their comments, feedback and assisting with the distribution of the survey.
- The Glen Innes Severn Public Library Committee for their ongoing assistance over the years and their input into the Strategic Marketing Plan.
- The Glen Innes Severn Friends of the Library for their ongoing active support, promotion of our services in the community and fundraising.
- The community organisations and groups that support the Library's annual events.

In developing the Marketing Plan for the Learning Centre we hope to develop a planning tool with a focus for future actions and strategies to further develop the Learning Centre's potential as a community hub, a technology centre and for community social networking.

Kerry Byrne
Library and Learning Centre Manager
Glen Innes Severn Learning Centre
Glen Innes Severn Council

8. APPENDICES

8.1 Action Plan

Goals for the Learning Centre – short, medium, and long term:

1. **People** – Survey the community for feedback on current and future service needs and satisfaction levels.
2. **Services** – Seek author events, travelling exhibitions and provide a fun, stimulating and information program at the Library Learning Centre.
3. **Communication / Marketing** – Continue to develop marketing skills and strategies to improve our connecting with our community.
4. **Places** - Develop welcoming and flexible community spaces, both real and virtual, and open to all members of the community.
5. **Technology** - Use technology to deliver content and services.
6. **Sustainability** – Seek community support for services and events (volunteers, Friends of the Library, professional and community organisations) and investigate grant opportunities.

FOCUS	GOAL	ACTIONS	TIMEFRAME	RESOURCES
People	1. Assist the Learning Centre's stakeholders to gather information and feedback of their services.	Coordinate a survey bi-annually to gain feedback from the community.	Bi-annually	Advertising Budget
		Be responsive to community feedback on needs-based services, Workplace Health and Safety issues and suggestions.	Ongoing	UNE/TNE Art Gallery
	2. Support literacy, and informational databases and subscriptions.	Participate in national and state-wide reading programs.	Annually	Budget
Services	3. Coordinate a stimulating yearly program that is inclusive, informative, and fun.	Develop a yearly program at the Library's staff workshop based on the community's needs.	Annually	Staff Workshop
		Work cooperatively with other Council teams to enhance services and activities; to achieve savings in expenditure and staffing commitments.	Ongoing	Budget
		Review outcomes, cost (time and money), relevance, community usage, risk etc. of current and future library and learning centre programs and projects.	Annually	Annual Report / NSW Public Libraries Statistics

FOCUS	GOAL	ACTIONS	TIMEFRAME	RESOURCES
Communication/ Marketing	4. Continue to develop marketing skills and strategies to improve our connection with our community.	Maintain social media avenues to communicate and market events and developments in the Library Learning Centre. Provide Customer Satisfaction forms at all service points and online, encouraging feedback.	Ongoing Ongoing	
Places	5. Develop welcoming, safe, and flexible community spaces, with real and virtual, open to all members of the community.	Ensure WHS and risk assessments are conducted annually.	Annually	
Technology	6. Use new technology to deliver content and services.	Encourage Library staff to access online training for technology, informational databases, and the Library Management System. Deliver technology training for seniors and seniors in a safe public environment and on public computers.	Ongoing December 2022	Libero LMS, EBSCO, NSW State Library

FOCUS	GOAL	ACTIONS	TIMEFRAME	RESOURCES
		Encourage and support community volunteers to assist with the delivery of Senior Kiosk, social media, and computer training.	Ongoing	
Sustainability	7. Seek community support for services and events and investigate grant opportunities.	<p>Proactive participation with Northern Tablelands Cooperative Library Service (NTCLS) to ensure cost effective use of future resource budgets.</p> <p>Investigate external grant opportunities and maintain lobbying for greater or continued funding levels.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>NTCLS</p> <p>NSW Public Libraries Association, NE Zone Library Meetings</p>