

# Marketing Plan 2023

**Clarence Regional Library  
Marketing Plan 2023**



BELLINGEN  
SHIRE COUNCIL



clarence  
VALLEY COUNCIL



We recognise the Bundjalung, Gumbaynggirr and Yaegl peoples as the Traditional Owners and Custodians of the Clarence Valley Local Government Area and we recognise the Gumbaynggirr people as the Traditional Owners and Custodians of the Bellingen Shire Local Government Area.

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## 1.0 Background

This Marketing Plan was developed in accordance to the Revised CRL Strategic Action Plan 2012-2022 Sept 2019. The Marketing Plan provides current relevant strategic marketing direction to support library services and collections across the Regional Library service with the goal to improve library usage and increase engagement with our services and collections.

Supporting this Marketing Plan is Clarence Valley Libraries Style Guide, developed in 2013 for marketing collateral for Clarence Valley Council libraries. This style guide is used with great success across the Clarence Regional Library service (winning marketing awards from NSWPLA in 2014 and a 2015 award from Government Communications Australia).

It was updated to reflect changes in Nov 2022

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“ **Libraries are like great big rooms full of doors – doors into other worlds.”**

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– Emily Rodda.

## 2.0 Clarence Regional Library (CRL) Snapshot

The Clarence Regional Library provides library services for the people of Clarence Valley Council (CVC) and Bellingen Shire Council (BSC). Seven libraries and a mobile library serve these communities.



The mobile library operates within the Clarence Valley Council area.

# Snapshot

# 7

The libraries are situated at Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga & Yamba.

**Regional Services** are located within the Sir Earle Page Library and Education Centre at Grafton and led by the Regional Librarian.

All lending stock (over 130,000 items) is available to every library member in the region through our reservation system and may be returned

to any library in the system. Items may be reserved via our online catalogue, library app or from within our libraries, including the mobile library.

## 2.0 Clarence Regional Library (CRL) Snapshot

The Clarence Regional Library service is operated by a team of experienced, skilled and professional staff with extensive industry experience. The team is supported by a dedicated group of volunteers. Clarence Regional Library reports to the CRL Advisory Committee.

Services and programs include:	● Lending	● Study Facilities and Rooms	● Meeting Rooms
	● Reference	● Education Programs	● Internet / Public Access Technology
	● Children's	● School Holiday Programs	● Readers Advisory
	● Youth	● Home Library Service	● Events
	● Seniors	● Copying Service	● Exhibitions
	● Local Studies/Family History	● Venue Hire	● eLibrary
	● Book Club Service		● Mobile Library Service

See Appendix A for details on Library Programming.

The estimated resident population for 2023 for Clarence Valley Council area and Bellingen Shire Council area which fund Clarence Regional Library is:



\*Source: <https://profile.id.com.au/clarence-valley> & <https://profile.id.com.au/bellingen>

Clarence Regional Library has 30,476 library members (Oct 2022) which is over 45% of the region's population.





## 3.0 Executive Summary

# Executive Summary

The value of public libraries is immeasurable. Clarence Regional Library offers highly valued, heavily utilised and successful collections, services, programs and activities. Our success is both dependent upon and based on our understanding of our community/customer needs and demands, with one eye on the present and the other on the future.

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### Our Purpose

The Clarence Regional Library service aims to provide: a contemporary, welcoming, responsive and inclusive library service to the communities of Clarence Valley and Bellingen Shire; and provide services that are sustainable, equitable and accessible.

## 3.0 Executive Summary

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### Our Vision

**To be a recognised and valued provider of services, collections and programs that help build community cohesion and capacity, and provide opportunities to connect to the community and the world.**

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### We are a regional library service that:

- Facilitates and provides targeted and relevant lifelong learning opportunities.
  - Helps connect the community with the past, the present and the future.
  - Is committed to the free flow of information and ideas to inform, inspire and feed the community's imaginations.
  - Is a trusted and valued source of information.
  - Is considered an investment in the well-being and success of the community – not a cost.
  - Focuses on social inclusion of individuals, including target groups, and their needs and aspirations.
  - Builds and strengthens partnerships to enhance service delivery and engage the community.
  - Embraces technological trends and makes them available to the community.
  - Is a public space for all.
- 

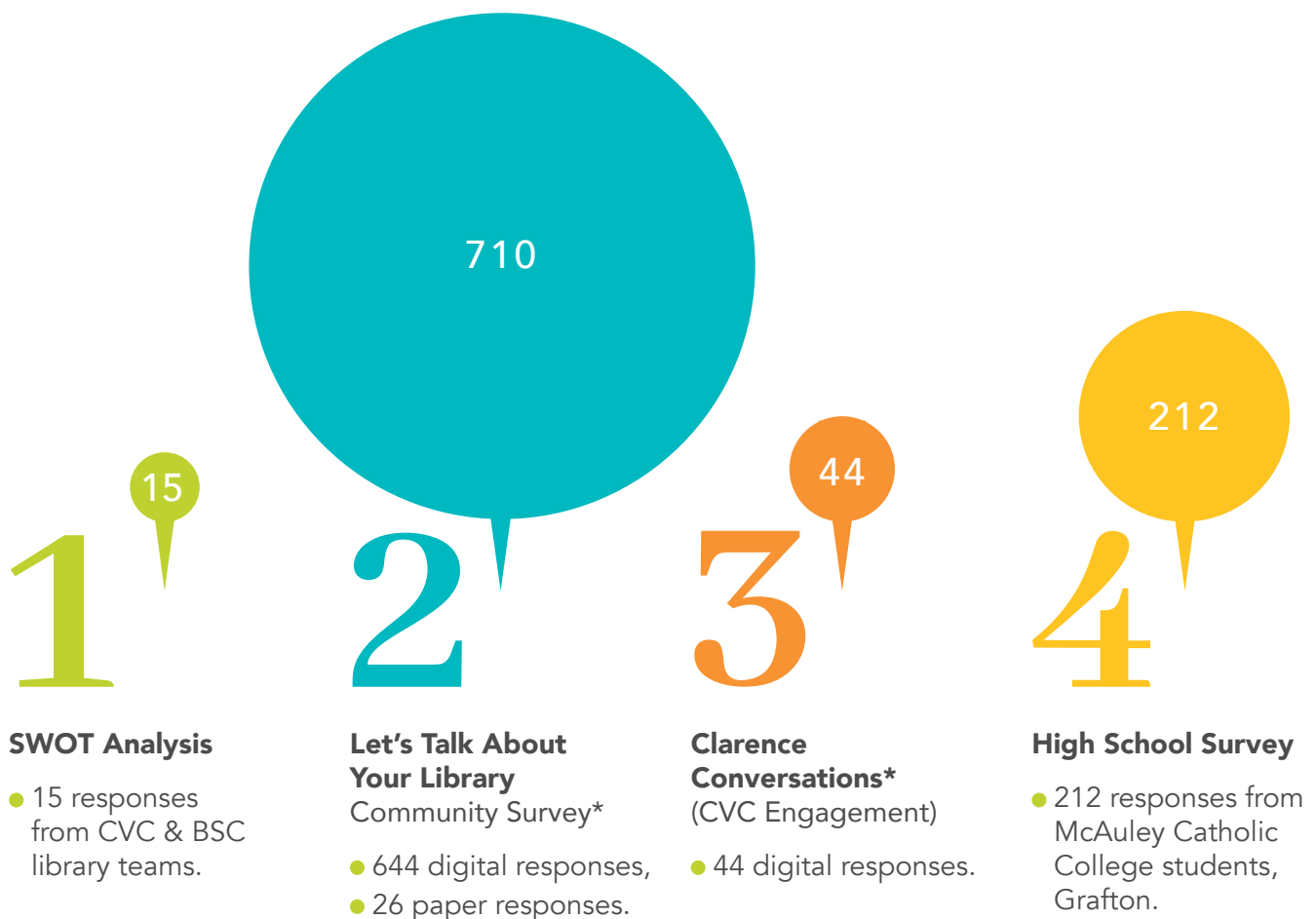
Our success, is and will continue to be, built on the ongoing development and monitoring of our collections, programs, services, and importantly, staff, based upon always listening to and researching the needs and demands of our community and customers.

Our strategies will be based on the concept that quality performance generates repeat usage.



## 4.0 Engagement

Four surveys were conducted between August – October 2020 to define the needs and wants of CRL communities and staff to form the backbone of the CRL Marketing Plan 2021. We engaged with 941 community members, including library and non-library members. Due to COVID-19 restrictions, the majority of engagement was digital and/or off-site.



*\*Questions in both surveys were identical. Results from the Clarence Conversations survey were added to the Let's Talk About Your Library Community Survey. > For detailed Survey results see Appendix A.*

### Survey results are used in the Marketing Plan:

- To determine the wants and needs of CRL communities and staff.
- Define four key target markets.
- Define five Campaign Pillars.
- Define strategic actions including delivery platforms and methods for CRL marketing to promote CRL services, events and programs.

## 5.0 Target Markets

Libraries pride themselves on being a place for everyone but when it comes to marketing, 'everyone' is not an easy demographic to reach. For marketing to be effective and measurable, target markets must be defined.

This will remain consistent going forward.

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**Four target markets have been identified in the CRL Marketing Plan 2022:**



For details on how target markets were selected and defined see Appendix C.

## 6.0 The Plan

### What is our Marketing Plan designed to do?

- Enhance the library brand and position.
- Promote the variety of services and extensive collections and content offered by Clarence Regional Library consistent with our 5 Campaign Pillars: **Join, Visit, Anytime, Welcome and Discover.**
- Promote the variety of inclusive events, exhibitions and community programs to reach new target segments and increase attendance.
- Increase membership and library visitation.
- Increase use of CRL App and eLibrary usage.
- See specific growth in engagement with target markets.
- Work with in the local ecosystem i.e. other sections of council to cross promote and strengthen the sense of unity.

### Key Opportunities

Attract new audiences in the Clarence Valley and Bellingen Shire to Clarence Regional Library, including our 8 library branches and CRL's growing eLibrary.

To draw the attention of new, old and current audiences to think about the different ways they could be using their library, attending our programs and events, and also partnering with the library. For some it will be a reconnection with the library service, and for others, a new discovery.

### This includes:

- Promoting library services to our four target markets.
- Attracting new members through social media followers, advertising, program and event attendees, partnerships, new arrivals, meeting room and study room usage, tourism.
- Educating and informing current members on other ways they can use their library.
- Reaching out to lapsed members (old friends).
- Engaging with community groups, partners, local chambers of commerce, businesses, councils, and schools in the LGAs.

What are we delivering?

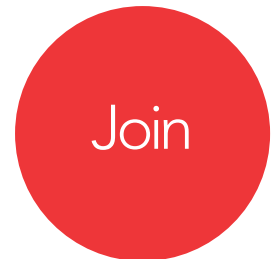
**An integrated marketing plan to increase usage of Clarence Regional Library's facilities, activities and services, with a multi-channelled strategy to reach new market segments.**

## 7.0 Campaign Framework

### Campaign Pillars

Marketing around all 5 pillars is either:

- **Building awareness** – of our library services, events, partnership opportunities, network of 8 libraries across the region and 24/7 access to eLibrary.
- **Developing engagement with members** – engage and re-engage with existing members, followers and databases to maximise awareness of library services and programs.
- **Attract new members** – Promote library services, including eLibrary, to new audiences (target markets) to attract new members with a focus on app download and usage and highlighting reasons to visit/join the library.



# Pillars

# Strategic Pillar 1

## Through increased library membership, communities thrive.



This pillar is our priority marketing pillar. Membership reflects active community participation and is the foundation of our library service.

Library membership gives community members free access to library services, collections and programs that help build community cohesion and capacity and provide opportunities to connect to the community and the world. Free membership and participation is a ticket to lifelong learning and literacy.

**Focus is to be service-based and on user experience.**

### Marketing priorities

- Attracting new library members
- Membership renewal
- Re-activating lapsed library members
- Benefits of a library card
- Library Services – all the things the library offers
- Access to collection
- Access to eLibrary
- Access to Home Library Service & Mobile Library
- Access across the region
- Increase membership of target markets.

### Messaging

“Join your local library; “Not a member? No problem; “Join now; “It’s easy and free to join; “Visit your local library to join or follow the link on our website or library app; “Best card in your wallet; “Your library card gives you free access to...; “Did you know your library card gives you...; “Download your digital library card today; “It’s free with your library card; “Exclusive to members; “We haven’t seen you for a while; “Meet a member; Library lovers; “One library card gives you access to 7 libraries, 1 mobile library and our eLibrary; “Your library card gives you access to a diverse collection; “SFP; “Reservations service; eLibrary card.”

**Weighting & Tactics: 25%**



## Strategic Pillar 2

# Libraries are safe and inclusive spaces to connect, experience discover, enjoy and learn.



This is a call to action, to encourage people to visit their local library, engage face-to-face with our team and experience library services, events and programs.

Libraries are public spaces for all of community. It's a third place, after home and work. A place to connect, engage, experience, enjoy, learn, ask questions, find answers, access technology, rest, work, study, meet and feel safe. Library members all have a local library, but they also have access to a network of libraries across the region where they can visit and are welcome – all offering their own mix of unique and regional library services.

**Focus is to be on user experience.**

### Marketing priorities

- Access collection
- Borrow & Browse
- Happy, kind, helpful team
- Photos of members in the library
- Events and programs
- Shared library experiences e.g. Storytime
- School holiday program
- Get Connected program
- Meeting rooms
- Join up
- Information requests
- Accessibility
- Computers, charging stations, facilities
- Safe, inclusive public space
- Community groups
- Air-conditioning

### Messaging

“At your local library; “Visit your local library; “Your Library, Your Place; “Pop into your local library; “Did you know at your library...?; “Charge up at your local library; “Cool off at your library; “Hang out at your library; “Work at your library; “Study at your library; “Find answers at your library; “Come along to an event at your local library; “Learn at your library; “Swing by and say hi; “Meet up at your library; “Free WiFi at your library; “Have you visited [...] library? “If you're in town, take a break at your local library; “Ask us anything; “Find information at your library; “Join us at your library; “We're here for you; “We're here to help; “Discover at your library; “Storytime at your library; “Free tech help at your local library; “Experience; “You have a question? We have answers.”

**Weighting & Tactics: 20%**

## Strategic Pillar 3

A contemporary public library reflects the changing ways information is accessed and consumed, now and into the future. We deliver smart, accessible eLibrary services, anytime, anywhere.



# Anytime

The eLibrary is a digital extension of library services, offering continuous, inclusive access to the library catalogue and services through the website, CRL App and downloadable eResources and reading apps. Unlike physical libraries, our eLibrary is open 24/7 and knowledge can be accessed from anywhere.

This pillar is promoting CRL as smart library fit for the future. The eLibrary is easy, convenient, safe, and inclusive, reduces isolation, addresses the needs of future generations of library users and also empowers library members with the digital skills to access digital information and the eLibrary.

**Focus is to be service-based and on user experience.**

### Marketing priorities

- Library app
- Reserve online
- Reading and Audiobook apps including BorrowBox, Libby, indyreads
- eResources
- Beamafilm
- HSC eResources
- Suggestions For Purchase
- Reviews
- CRL YouTube channel
- Programs and resources that improve digital literacy including Get Connected, iPad lending programs
- Join online
- Online events and programs

### Messaging

“Your eLibrary – Anytime, Anywhere; “Your library in your pocket; “Instant downloads; “Safe; “Inclusive; “Accessible; “Download now; “Free with your library card; “Stream movies and documentaries anytime, anywhere; “Stream for free; “Watch now; “Listen now; “More for members; “We’re innovative; “No need to leave home; “Join us online; “Get social without leaving home; “Can’t come in? Visit us online; “Smart library; “Get Connected @ your library; “Borrow an iPad; “Drop in for free tech help; “Download the app; “No need to leave home; “Join us online; “Your library’s always open; “Never closed.”

**Weighting & Tactics: 20%**

## Strategic Pillar 4



# The library is a place for all of community. It's your library, your place.

## Welcome

Everyone is welcome at their library. The library is a public space that all of community can access and enjoy. This pillar was defined by our library team who see it as the underlying pillar of all they do. Our professional and skilled team are friendly, helpful, inclusive, and welcoming every day as they support library visitors to access library services.

CRL collection reflects its diverse communities. The collection is well managed, relevant, timely and up-to-date, meeting the needs and demands of community.

We facilitate active inclusion for all groups of the community and take a proactive role in developing collaborative community projects to strengthen inclusion. We also aim to maximise community access to library services.

One library card gives you access to 7 libraries, 1 mobile library and the eLibrary. Members are welcome at all libraries and the collection is shared across the region.

Our library buildings are attractive, safe, inclusive and accessible. We also offer free access to computers, Wi-Fi and tech help to ensure everyone in our communities can participate in the ever-increasing digital world.

**Focus is to be on user experience.**

### Marketing priorities

- Friendly staff
- Opening hours
- Accessibility
- Diverse and inclusive collection
- Free Wi-Fi and computers
- Get Connected Program
- CRL Aboriginal Collection
- Highlight diversity of library visitors
- Suggestions For Purchase
- Community book selection
- Outreach
- Partnerships
- Key dates e.g. International Women's Day, NAIDOC Week, Australia Reads, Biggest Morning Tea
- Local Faces, Local Voices
- Local authors

### Messaging

“Your library, your place; “You're welcome; “Use your library; “Come on in; “Visit your library; “A member suggested we purchase.....so we did; “Local Faces, Local Voices; “Anytime, Anywhere; “We love seeing you at your library; “Get Connected; “Your Aboriginal Collection.”

**Weighting & Tactics: 15%**

Strategic Pillar 5

The library is a gateway to a world of knowledge, wonder, lifelong learning, cultural experiences and entertainment.  
Discover @ your library today.



# Discover

There is so much to discover at the library, not only across the diverse, colourful and information-packed collection, but in library experiences (events and programs). There’s also a digital world to explore and discover in the eLibrary. CRL is committed to providing a balanced collection of resources that provide for the educational, informational, recreational and cultural needs of the people served by the library. CRL explicitly focuses on supporting early literacy development.

The library connects community with the past, the present and the future. The library is a trusted and valued source of information. It’s a place to ask questions and find answers. It’s also a place to explore and discover different voices and ways to look at the world. The library is a recognised ‘community hub’ where people can meet and exchange ideas and information.

Whether you’re a long time library lover or thinking about joining, there’s always something new and exciting to discover at your library.

**Focus is to be service-based and on user experience.**

Marketing priorities

- CRL collection
- Diverse voices represented in the collection
- Local History
- eLibrary
- eResources
- Storytime
- HSC
- School holiday program
- Find information for homework & school projects
- Events
- Workshops
- Library programs
- Local Faces, Local Voices
- Book reviews
- eNewsletters
- Membership

Messaging

“Discover @ your library; “Explore; Imagine; “Learn; “New releases; “Book reviews; “Have you read...?; “Are you a fan of...?; “Did you know...?; “Ever wanted to try...?; “Reading is a superpower; “Enter the world of ...; “Travel the world through books; “Never stop learning; “Never stop reading.”

**Weighting & Tactics: 20%**

## 8.0 Objectives and Measures of Success

○ <b>Deliver</b> a consistent look and feel and experience across all communications and promotions.	Adhere to the Clarence Valley Libraries Style Guide across all marketing collateral.
○ <b>Increase</b> membership as a proportion of population by 2%.	Currently 47%. Data to be sourced from profile ID
○ <b>Increase</b> participation by 2%.	To be measured by event attendance both in person and online visits.
○ <b>Increase</b> library face-to-face visitation by 2%.	To be measured by people counter's at all locations.
○ <b>Increase</b> in loans by 2%.	Based on reports from our catalog data.
○ <b>Increase</b> average items borrowed per capita by 0.5%	Currently 5.95. data can be found in the annual public Library Statistic Report on page 71 (table 16a)
○ <b>Increase</b> eLibrary usage by 2%.	Data sourced from internal Statistical reporting created for our funding bodies.
○ <b>Target</b> of 300 new registrations to the Libby app.	Data sourced from internal Statistical reporting created for our funding bodies. Specifically the launch stats.
○ <b>Increase</b> YouTube views by 2%.	Data sourced from internal Statistical reporting created for our funding bodies.
○ <b>Maintain</b> eNewsletter open & click rates.	Oct 2022 open rate was 44%/click rate was 3%.Data Sourced from Mailchimp Analytics.
○ <b>Increase</b> social media post reach and engagement by 5%	Data sourced from internal Statistical reporting created for our funding bodies.
○ <b>Target</b> of 3000 library app downloads by June 2022.	Data sourced from internal Statistical reporting created for our funding bodies. That's 10% of members. (Feb 22 was 1600).
○ <b>Increase</b> engagement with target markets.	Data sourced from internal Statistical reporting created for our funding bodies.

**Timeline for delivery:** ● 1 year ● 3 years ● 5 years ● continued standard practice



## 9.0 Promotional Channels



See Appendix D for details.

## 10.0 Actions

### CRL Media & Marketing Planner

Campaign date related	Target Market	join	discover	anytime	welcome	visit	outreach opportunity
Australia Day / Survival Day	Aboriginal People;	●	●		●		
Camp Creative – BS	Local Cultural Tourist		●		●	●	
National Apology Day	Aboriginal People		●		●		
Library Lovers Day	Retirees & Seniors	●	●		●		
International Women's Day	Young People		●				
Harmony Week	Young People		●		●	●	●
Close the Gap Day	Aboriginal People		●		●		●
Seniors Festival	Retirees & Seniors		●		●	●	●
Youth Week	Young People		●		●	●	●
Plunge Festival – CV	Local Cultural Tourist	●	●		●	●	●
Easter	Retirees & Seniors						
National Volunteer Week	Retirees & Seniors				●		
Mother's Day	Young People				●		
National Simultaneous Storytime	Young people		●		●	●	●
National Sorry Day	Aboriginal People						
Reconciliation Week	Aboriginal People		●		●		●
Bellingen Readers and Writers Festival	Local Cultural Tourist	●			●	●	
Library & Information Week	All Target Markets	●	●		●	●	●
NAIDOC Week	Aboriginal People;		●		●	●	●
National Science Week	Young People		●				
Children's Book Week	Young People		●		●		
Indigenous Literacy Day	Aboriginal People		●		●	●	●
Father's Day	All Target Markets				●		
Grandparents Day	Retirees & Seniors				●		
Australia Reads – includes Reading Hour	All Target Markets	●			●	●	
History Week	Young people		●		●		●
Stay Smart Online Week / Get Online Week	Retirees & Seniors		●		●	●	●

## 10.0 Actions

### CRL Media & Marketing Planner

Campaign date related	Target Market	join	discover	anytime	welcome	visit	outreach opportunity
National Children's Week	Aboriginal People;	●					●
Remembrance Day	Retirees & Seniors		●				
International Games Week	Young People;	●	●		●	●	
Christmas	Local Cultural Tourist				●	●	
Summer Reading Challenge	Young People		●		●	●	
School holidays	Young People;	●	●		●	●	●
Membership	Young People	●	●	●	●	●	●
Campaign specific ongoing	Target Market	join	discover	anytime	welcome	visit	outreach opportunity
Re-discover Your Library	Lapsed users	●	●		●	●	●
Events	Event-specific	●	●	●	●	●	●
eLibraries	All (alternated)	●		●	●		
Storytime	Families	●	●		●	●	
eResources	All (alternated)	●		●		●	
Aboriginal Collection	Aboriginal People	●	●		●	●	●
YouTube	Young People		●	●			
Vintage Film Club	Retirees and Seniors		●		●	●	
Collection	All (alternated)	●	●			●	
CV Mobile Library	All (alternated)	●	●		●	●	●
Computers / Printer / Wi-Fi / Charge up	Local Cultural Tourist	●				●	
HSC	Young People	●	●		●		●
Exhibitions spaces	Local Cultural Tourist		●		●		●
Get Connected	Retirees & Seniors		●		●	●	●
Library app	Young People	●	●	●			
Home Library	Retirees & Seniors	●	●		●		●
Meeting Rooms	Local Businesses					●	
Local History	Young People		●		●		●

## 10.0 Actions

### CRL Media & Marketing Planner

Proposed Marketing Updates for 2023/2024	When	
Hire photographer for specific library events	Ongoing	
Media release template update in line with branding	Jul	2023
New library banners i.e. pull up and street	Jul	2023
New membership brochure / PDF	Jul	2023
New eLibrary brochure / PDF	Jul	2023
Create new automated welcome emails (series)	Jul	2023
Update EDM lists – media, members	Jul	2023
Develop EDM lists for genre-specific, location-specific and demographic-specific emails	Aug	2023
Social media training for all relevant staff to be content producers	Feb	2023
Get Connected brand kit	Sep	2023
DL template refresh	Sep	2023
New photo images of all libraries	Oct	2023
Investigate accessibility training for staff involved with publishing to improve the use of accessible formats, colours, fonts and language	Oct	2023
Evaluate effectiveness of What's On page and booking platform	Nov	2023
Investigate TikTok / Reels	Jan	2023
Investigate Patron Point for automated communications	Jan	2023
Website refresh	Feb	2024
Investigate new CRL logo	Feb	2024
Review effectiveness of existing digital platforms	May	2024



# Library Programs

Under Objective 1.3 of the CRL Strategic Plan, Library Programs provide 'relevant and contemporary targeted services, programs and activities'.

'Relevant' & 'contemporary' programming are offered through a variety of events, focusing activities on specific constituents and collections, and providing meaningful library experiences. It can also be seen in advertising, social media, and the careful planning and execution of programs that ensure high quality engagement and participation.

### **What is our Marketing Plan designed to do?**

- Increase community awareness of library services;
- Increase membership of the library;
- Create new and deepen existing experiences of our library services;
- Support and increase access to library services and collections;
- Develop resources and partnerships that benefit community, encourage lifelong learning and promote cultural literacy and a sense of place.



## Appendix A

### Library Programs

There are two strategy streams (Partners and Community) that CRL employs across a number of target markets to achieve the library's aims and objectives for programming. The library develops programs that connect

with Community, and collaborates with Partners to achieve better outcomes, measure what is useful and show value. CRL assesses both streams for continual improvement and growth.

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#### Partners

Under this strategy the library identifies and engages with relevant community entities to develop programs and projects that the library does not ordinarily offer as part of its core services but that are important to fulfilling its objectives.

- Providing opportunities for regional, local writers and community groups to share their work within the program.
- Providing creative experiences that encourage lifelong learning and enjoyment for all ages.
- Providing opportunities for local artists/writers and business to develop and present creative workshops.
- Providing writer support and opportunities.

#### Community

The Community strategy encourages quality participation in programs and activities that generate engagement with the library and its services and collections across a wide demographic and target market through:

- Author talks and inspirational events connected to the library collections and resources.
- Australian Library and Information Association (ALIA) and CRL focused events, themes and activities that celebrate libraries and the services with the community.
- Programs that use new technologies, enable shared stories and provide unique informational experiences otherwise not accessible within the Clarence Valley and Bellingen Shire through collaboration with Australian library, cultural and industry partners.
- The design and presentation of exciting and innovative public and education programs that cater for broad audiences and ages groups that foster lifelong learning, cultural participation, and encourages knowledge sharing.
- The design and presentation of outreach programs that activate library services across the region and provide inspiring experiences that build community engagement.
- The development of new audiences through innovative programs and events that cultivate identified areas of audience growth and encourages ongoing participation.
- Supporting skills development, collections and innovation within the Clarence Valley.

# Appendix B – Survey Data & Results

## 1. SWOT Analysis

In 2020 all library staff across the region were asked what they perceived were the Strengths, Weaknesses, Opportunities and Threats to the CRL service. Reoccurring themes in the 2020 CRL Staff SWOT Survey:

### Strengths

- The library is free.
- Passionate helpful staff.
- Great customer service.
- Wide variety of items to borrow with a great range and size of collection.
- Active online presence.
- eLibrary.
- Social media.
- Branding.
- Size of region and number of libraries encompassing two LGAs.
- Already have lots of members.
- Target youth.
- Adapt to change – e.g. COVID-19.
- Good spread of locations/access points across the region.
- Able to link and partner to strengthen our place in communities.
- Events.
- Outreach to community groups.
- Take advantage of people moving online.
- Promote what we do to CVC and BSC.
- See COVID-19 as a positive for change.
- Increase membership through targeting demographics who don't use library now.

### Weaknesses

- Some libraries understaffed.
- Limited opening hours.
- Some libraries are undersized.
- Gaps in demographic of users.
- Not seen by all as necessary.
- Does not advocate strongly enough to Councils as to the value & popularity of the service.

### Opportunities

- Engage with avid readers who are unaware the library is free, has a vast collection, has a digital collection, and has spaces and programs that are free.

### Threats

- Potential budget cuts from councils.
- Competition from video streaming, online bookshops, websites and free eResources.
- Not being valued highly enough by Councils.
- COVID-19.
- Audible (a subscription audiobook app).
- Generational perception of the library, what it offers and its relevance.
- Digital era.
- Closure of smaller services.
- Membership declining.

# Appendix B – Survey Data & Results

## 2. Community Engagement Feedback\*

### Community Engagement Feedback \*from Let’s Talk About Libraries Community Survey 2020

714 library members and non-library members had their say in this survey. Almost 30% of respondents were BSC library users and 68% were CVC library users. Survey questions defined demographics of library users, how people use their library, what they

like about their library and what libraries could do better. The survey also gathered data on how people access information, what communications channels they preferred and the best time to attend library events.

**Following are a selection of survey results:**

#### Question 19

What does your library do well?



#### Question 20

What could your library do better?



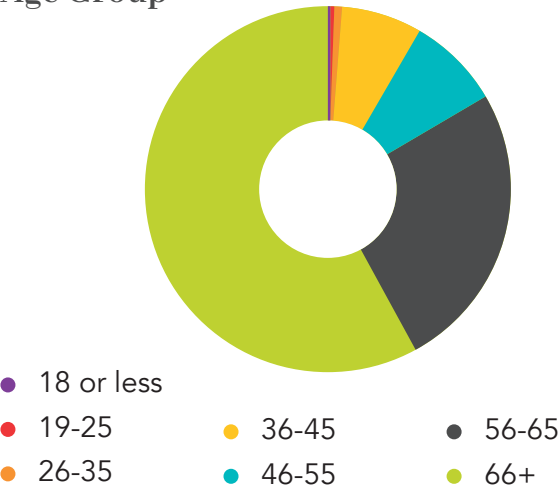
# Appendix B – Survey Data & Results

## 2. Community Engagement Feedback\*

\*From Let's Talk About Libraries Community Survey 2020:

### Question 2

Age Group



### Question 2

Have you downloaded the CRL Library App?



### Question 13

How do you generally hear about new things happening at the library?



### Question 16

What would you like us to tell you about?





## Appendix B – Survey Data & Results

# High School

3). CRL High School Survey 2020

Because of COVID-19 restrictions at all schools in 2020, access to student feedback was limited. CRL conducted a pilot student survey, in collaboration with the English Department at McAuley Catholic College in Grafton, NSW. The English teachers discussed libraries with their classes and then guided students through the survey.

Survey questions were designed to understand what high school students think of libraries, how they use libraries, why they don't, what they'd like to see in a library and the best ways to communicate with this demographic.

211 surveys were completed by Yr 6 – 12 students and three staff members at McAuley Catholic College in September 2020.

# Appendix B – Survey Data & Results

## 3. CRL High School Survey 2020

### Selection of survey results:

#### Question 2

Do you use your school library?



#### Question 4

Are you a Clarence Regional Library member?



#### Question 3

How do you use the library?





# Appendix B – Survey Data & Results

## 3. CRL High School Survey 2020

### Question 5

How do you read?



- eBooks
- Real books
- Both
- Neither

### Question 6

Why don't teenagers visit libraries?



### Question 7

What would you like to borrow or use at your library?

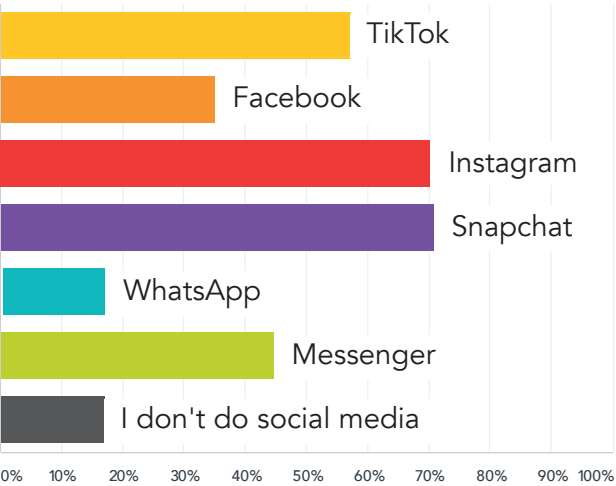


# Appendix B – Survey Data & Results

## 3. CRL High School Survey 2020

### Question 14

What social media apps do you use?

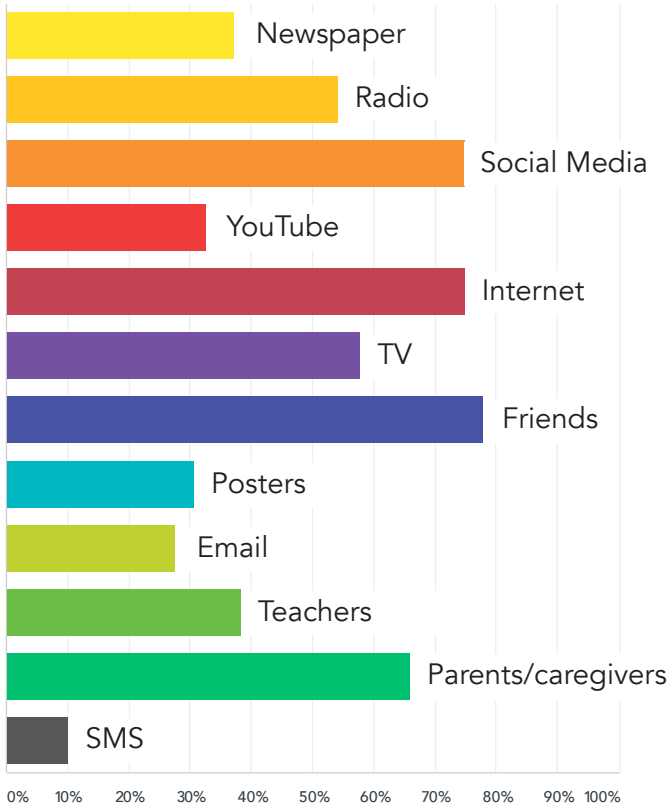


### Question 8

What workshops would you like?

### Question 12

How do you find out what's on around town?



# Appendix C

## Target Markets

### Target Markets

Four target markets were defined using:

- Feedback from CRL Staff SWOT Survey 2020
- Feedback from CRL High School Survey 2020
- Feedback from CRL Let’s Talk About Libraries Community Survey 2020
- The Clarence 2027 CVC Community Strategic Plan (1.1 and 1.3) and BSC Community Vision 2030
- Clarence Regional Library Strategic Plan 2012 - 2022
  - Objective 1.1 Maximize Community Access to Library Services
  - Objective 1.3 Relevant and contemporary targeted services, programs and activities
- Clarence Regional Library Strategic Plan Action Plan 2012 - 2022:
  - 1.5.1 Target particular groups on an annual basis,
  - 1.1.6 Increase community awareness of library services
  - 1.2.8 Focus on expansion of Aboriginal Resources
- Clarence Regional Library Strategic Plan vision: Focus on social inclusion of individuals including target groups, and their needs and aspirations

**The Four Target Markets:**

- 1). Young People (10-19)
- 2). Aboriginal People
- 3). Retirees and Seniors (Aged 60+)
- 4). Local Cultural Tourists/Visitors

## Appendix C Target Markets

### Young People (10-19)

#### Why target this group?

This age group has been targeted because:

- This age group was identified in CRL Staff SWOT Survey 2020 as an age group where library visitation/usage dropped off.
- CRL's Library Management System, Spydus, analyses circulation data in age increments of five years so borrowers aged 10-14 and 15 – 19 can be tracked and measured.
- Spydus circulation analysis from Jan 2020 – Jan 2022 shows 'total days issued' for aged 10-14 was 12,100 days. This dropped to 4,665 'days issued' for borrowers aged 15-19. This is a significant drop in library usage in this demographic.
- This age group encompasses high school-aged youth, who we surveyed in CRL High School Survey 2020. We can use this data to strategically engage and deliver services to this demographic.
- CRL has a Young Adult collection.



#### Demographic Breakdown

Young People (10-19) make up less than 10% of the CRL membership.

According to Australian Bureau of Statistics 2016 Census results, there are 6000 young people aged between 10-19 in the Clarence Valley and 1500 young people aged between 10-19 in Bellingen Shire. Of these 7500 Young People (10-19) in the region, less than 3000 are library members. By engaging and listening to this age group now, we will not only be increasing library membership and filling a demographic hole that exists, but we can also future-proof the needs of library members and library services into the future.

#### Engaging

In our 2020 High School Survey, 58% of students said they used their school library, but the same number did not use public libraries. We see Young People (10-19) as a target market we can grow by listening to feedback we received in the 2020 high school survey, and developing actions that deliver some of the needs and wants these students expressed in the survey

We can connect young people with our physical and online collections and educational resources, promote our study spaces, HSC collection and deliver targeted workshops and events that they have asked for, including cooking, makeup and gaming workshops. The survey also provides valuable data on how to connect information and marketing with young people, including potential new channels for CRL to explore such as TikTok.

## Appendix C Target Markets

### Aboriginal People

#### Why target this group?

This specific group has been targeted because:

- Engaging more with local Aboriginal people, communities and cultures was identified in the CRL Let's Talk About Libraries Community Survey 2020.
- Engaging, connecting and working with Aboriginal people and their cultures is identified in The Clarence 2027 CVC Community Strategic Plan, BSC Community Vision 2030 and Clarence Regional Library Strategic Plan 2012 – 2022.
- This is a growing population with opportunities to increase membership and library visitation and develop partnerships with community groups.
- Embedding Aboriginal priorities in NSW public library services and building a vibrant public library network inclusive of Aboriginal peoples and communities is a strategic priority for The State Library of NSW.
- CRL has an Aboriginal Collection and Local Studies Collection.



#### Demographic Breakdown

Our region has a large and growing Aboriginal population. In the Clarence Valley the Aboriginal and Torres Strait Islander population, including the Yaegl, Bundjalung and Gumbaynggirr First Nations people, grew 13% from 2011–2016, compared to 2% for the general population. (<https://profile.id.com.au/clarence-valley>)

In Bellingen Shire the Aboriginal and Torres Strait Islander population, including the Gumbaynggirr First Nations people, grew 18.5% from 2011 – 2016. (<https://profile.id.com.au/bellingen>)

The growth in this population segment requires a corresponding increase in additional cultural and social opportunities that provide positive educational, social and mental health benefits.

#### Engaging

Guided by The Clarence 2027 CVC Community Strategic Plan, BSC Community Vision 2030, CRL Strategic Plan 2012 - 2022, and the State Library of NSW's strategy, 'Indigenous Spaces In Library Places: Building a Vibrant Public Library Network Inclusive of Indigenous Peoples and Communities', in 2020 CRL focused on developing relationships with Aboriginal and Torres Strait Islander library members, community members and stakeholders, and to begin to authentically and inclusively weave Aboriginal culture across the library collection and services, as well as develop the CRL Aboriginal Collection.

By including Aboriginal people and culture as a target market in the CRL Marketing Plan we will ensure strategic actions targeting this audience are embedded into CRL programming, promotions and marketing. The explicit goal will be an increase in Aboriginal members of our communities accessing and using library services and embedding Aboriginal culture authentically in the CRL service.

## Appendix C Target Markets

### Retirees and Seniors (Aged 60+)

#### Why target this group?

This age group has been targeted because:

- Retirees and Seniors (Aged 60+) were the most engaged in the CRL Let's Talk About Libraries Community Survey 2020 with over 400 responses. As well as providing hundreds of reasons why they love their library services, they also provided hundreds of ideas to improve library services and increase their usage. Ideas included expanding hours, increasing large print collection, collection ideas, courses and resources to improve digital skills, library event ideas.
- Engaging, connecting and providing inclusive services for seniors is identified in The Clarence 2027 CVC Community Strategic Plan, BSC Community Vision 2030 and Clarence Regional Library Strategic Plan 2012 – 2022
- This is a growing population with opportunities to increase membership, library visitation and develop partnerships with community groups.
- CRL has a Home Library Service.
- Digital education for seniors and free access to technology are growth areas for CRL.



#### Demographic Breakdown

According to the Australian Bureau of Statistics 2016 Census results, approx. 33% of the populations of the Bellingen Shire and Clarence Valley regions are aged 60+ and Retirees and Seniors (Aged 60+) are the highest growth segment in the local region's population.

This age group makes up over 27% of our membership. This market participates and attends library events on a regular basis and Spydus circulation analysis from Jan 2020 – Jan 2022 shows this group to be the most frequent borrower of the collection with over 161,000 'Days Issued' over 12 months.

#### Engaging

As a growing population for both LGAs, there is ongoing potential to grow this target market, with particular focus on encouraging new arrivals to the region to join their local library, and delivering events and programs targeting this market.

Connecting seniors with technology was a reoccurring request that came through in the community survey (2020) – delivered both in libraries and as outreach programs partnering with community stakeholders. Expanding CRL's digital lending programs is another opportunity to grow membership and library usage.



## Appendix C Target Markets

### Local Cultural Tourists/Visitors

#### Why target this group?

This specific group has been targeted because:

- In CRL Let's Talk About Libraries Community Survey 2020 libraries were identified as desirable destinations. As well as borrowing, people said they visited their library to relax, enjoy air-conditioning, use the toilets, access free Wi-Fi, use computers and printers, work, hold meetings, meet friends, enjoy the space, get tourist information.
- In CRL Strategic Plan 2012-202, 'Visitors/ Tourists' are identified as a growth market: "The library plays an increasingly critical role in providing information to tourists and other visitors. There is also an increasing demand for visitor/tourist access to online services, wireless connectivity etc."
- CRL Staff SWOT Survey 2020 results suggested CRL could look at opportunities that arise from the current pandemic. Increased domestic travel, including people exploring their own backyards, is an opportunity libraries could use to promote libraries to locals as destinations when visiting the Clarence Valley and Bellingen Shire regions.
- Potential for increased library visitation and CRL membership.



#### Demographic Breakdown

With a combined population of over 63,000 people in the Clarence Valley and Bellingen Shire regions, and COVID-19 restrictions limiting travel, local cultural-inspired day trips are increasing (Tourism Research Australia data).

All of the locations of CRL libraries are popular tourist destinations, encompassing three distinct geographical areas – ocean, river, and mountains. Iluka, Urunga and Yamba on the coast, Bellingen, Maclean and Grafton on the rivers, and Dorrigo on the plateau. The Mobile Library services small and remote picturesque locations in the Clarence Valley, including Brooms Head, Woolli, Minnie Water, Nymboida, Glenreagh and Copmanhurst. Each library location is in a vibrant and rich community with its own characteristics, tourist attractions, shops and services. Grafton and Bellingen are the main service towns for the two LGAs.

#### Engaging

By promoting our 8 unique libraries (including the mobile library) as destinations not only for library members, but all residents of the Bellingen Shire and Clarence Valley regions, we could increase library visitation, library membership and also build on the branding and community understanding of CRL.

In particular, Local Cultural Tourists/Visitors could be interested in our local studies collection, Aboriginal Collection, flagship libraries and free streamlined access to library services across the region. Have you visited [insert library name] library? Access to air-conditioning, toilets, Wi-Fi and spaces to meet and relax when visiting one of our library towns could also be appealing for Local Cultural Tourists/Visitors.

There is also potential for cross marketing and promotion with CVC and BSC tourism departments, visitor information centres and regional events to put libraries on the tourist map as destinations.

## Appendix D

### Channels

#### Print

CRL produces a suite of print collateral items designed to promote the collection, events, programs and library services. These include DL's, bookmarks, posters, brochures, handouts.

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#### Digital Mail

CRL has recently extended its digital marketing channels to achieve a wider market connection in a sustainable way, including Clarence Regional Library app and regular Electronic Direct Mail (EDM) linking library members directly to digital assets including CRL website, Spydus and CRL Library App.

Feedback from CRL's community and user surveys in 2020 found that over 50% of participants sourced their library news from the regular CRL EDM newsletter, 'What's on @ Your Library'. In 2020 the frequency of this newsletter was every 4-8 weeks.

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#### Social Media

Social media is an area of growth for the library. This avenue has the potential to reach and connect with new audiences and grow participation. CRL has a suite of digital platforms to engage with different audiences including Facebook channels, Instagram, Pinterest, Flickr, LinkedIn YouTube, LINKTREE and scheduling software to program Facebook, Instagram and YouTube channels. CRL will consider adding a TikTok to channel to its social media assets in 2022.

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#### Library notices

CRL sends regular communications to members via letter, email and SMS regarding overdue notices, membership renewal, welcome emails, and reservations. There is potential to add automated targeted marketing messaging to these communications.

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#### Media Advertising

CRL advertises in local newspaper and print magazines with a focus on promoting upcoming events, programs and collection. With key community newspapers closing down, or moving to digital platforms, CRL is also trialling radio sponsorship/advertising with commercial and community radio stations in the region to promote library membership, events and library services.

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#### Word of mouth

Word of mouth is a powerful marketing and advertising avenue in the Clarence Valley and Bellingen Shire. The Library utilises local relationships and networks with community groups to market and promote. Library staff are key to maintaining this channel.

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#### News Media

CRL has solid working relationships with local newspaper, TV and radio journalists. Media releases consistently generate regular stories and free promotion. This is however a changing landscape with community newspapers closing and moving to a digital platform.

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#### Flags & Signage

The Library has the opportunity to advertise Library Information Week on street flags in Grafton annually.

Pull-up banners and on site banners are used to promote collections and events.

Sandwich boards have been introduced for external library-specific promotion of programs and collections.

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## Appendix D

### Channels

#### Library Team

The frontline for all library communications is the CRL library team. Keeping staff up-to-date with all library services and programs is key to successful communications with CRL members and potential members.

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#### Community Networks

CRL has expansive networks through Council staff, volunteers, and community groups to market and advertise programs and events.

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#### External Newsletters

Community newsletters are a way to reach audiences outside of existing library markets. These opportunities are becoming important as we expand event offerings to target markets. These include: council rates newsletters; ratepayers group newsletters; book club newsletters; school newsletters; State Library newsletters; and, other community group newsletters.

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#### Internal Channels

CRL is explicitly promoting library services, events and programs through internal council channels to take advantage of community networking channels across the organisation and internal and external partnerships possibilities. Internal promotion across council also raises the profile of libraries across the organisations.

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#### Smart TVs

All libraries have smart TVs to promote library services and events.

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#### Convenience Advertising

The back of toilet doors in all libraries can be used to promote library services.

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#### Buses

CRL is trialling bus advertising on bus routes in the CVC and BSC areas.

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## Thank You

In preparing this marketing plan we acknowledge the support, input, guidance, coordination and assistance provided by the staff and management of all libraries in the Clarence Regional Library network, all 714 members of the community and over 200 high school students, for their invaluable contribution to this initiative through surveys conducted online, on paper and in guided focus groups.