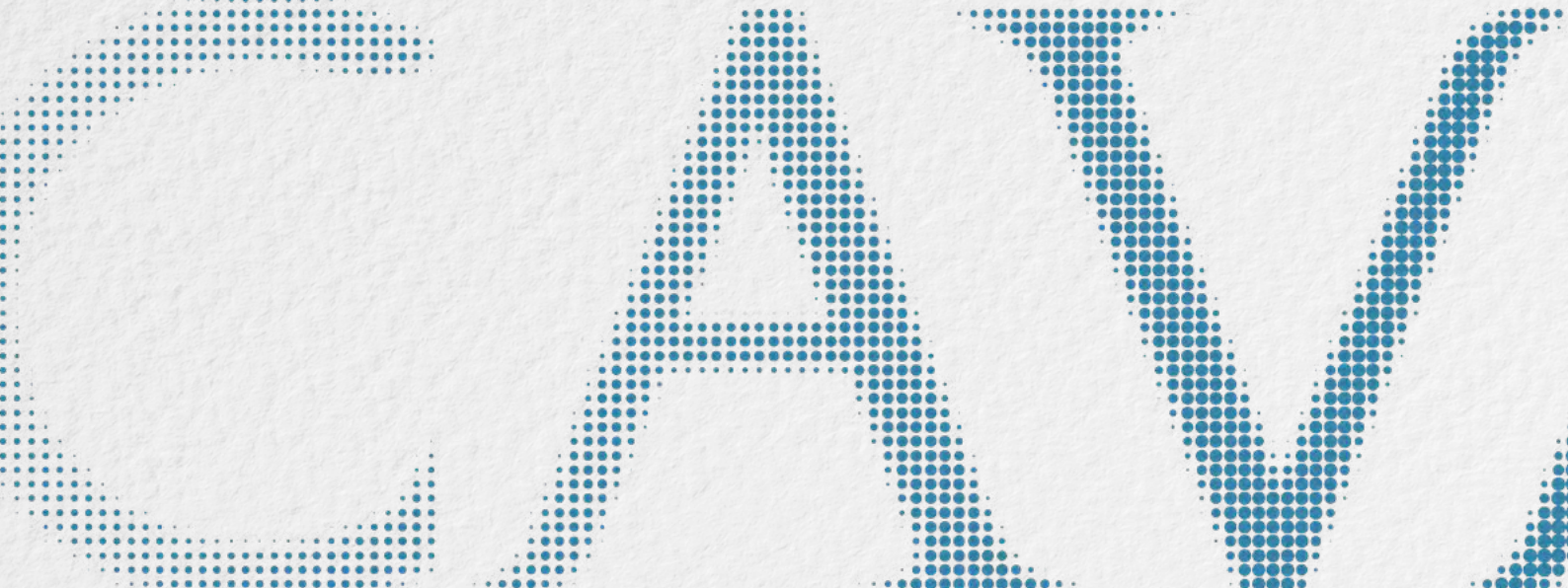




Annual Report

2023-24





Acknowledgement of Country

CAVAL acknowledges the Wurundjeri Woi Wurrung Peoples of the Kulin Nation as the Traditional Custodians of the lands on which the CAVAL office is located. We pay our respects to Elders past and present. CAVAL extends its respect to all Aboriginal, Torres Strait Islander, and other First Nations Peoples.

About Us

CAVAL was created in 1978 to promote cooperation between Victorian academic libraries to benefit its membership. Since then, it has evolved into a relevant and key driver in the global library environment, ever-expanding and diversifying. While members remain the core focus, the quality solutions and services offered by CAVAL provide benefits to libraries and educational institutions throughout Australia and Aotearoa New Zealand.

CAVAL actively builds collaboration and engagement between member and non-member institutions, industry partners, and thought leaders through its leading services, programs that forge professional networks, and initiatives that support growth and innovation.

Vision

We are a trusted partner inspiring and driving innovation in the library community.



Message From The Chair

Jennifer Peasley
Chair, CAVAL Board



2023 has been a highly productive year for CAVAL. Our CEO, Jaime McCowan, has successfully led the company to progress multiple projects and initiatives, with strong support from our members, which will contribute to the business's ongoing viability and ensure our services continue to evolve. Our members and community are always at the core of CAVAL initiatives and projects, and this year, we have focused on actioning our strategic plan for 2023+. The plan was developed in 2022 in collaboration with our members, and in 2023, we took the first key steps to implement the plan.

One of the significant achievements last year was the modernisation of CAVAL's constitution. The changes passed by special resolution at the Annual General Meeting in May 2023 ensure that our constitution reflects current legislation and best practice in the corporate environment. The changes also removed ambiguity

relating to membership, ensuring that membership belongs to the institution rather than an individual.

We continued to review and improve the effectiveness of the Board. The Board developed a skills matrix to document the nature and depth of the skills required to effectively advise and support CAVAL. The matrix will be used to identify any gaps in the current Board's mix of skills and will aid in succession planning. The Board also improved our decision-making by documenting the level of risk the Board is willing to accept when evaluating opportunities.

In 2023, two new Directors, Janette Wright (Federation University Australia) and David Groenewegen (La Trobe University), were elected to the Board. We also welcomed Shainal Kavar, Chief Information Officer at La Trobe University, as an Appointed Director. Fiona Salisbury and Gwenda Thomas stepped down as Directors; we

thank them for the substantial contribution they made to the Board and to CAVAL over the past three years.

CAVAL's management team continues to explore future growth opportunities that will benefit our members, particularly in the areas of digital preservation, collective collections, and open educational resources (OERs). They have also been working behind the scenes to strengthen our policies and procedures, ensure our digital infrastructure is secure, and develop knowledge and expertise that will strengthen our reputation in the industry.

I would like to extend my sincere appreciation to the Board and Committee members, our CEO, Jaime, and CAVAL staff and management for their leadership, dedication, and commitment throughout the year.

Corporate Governance

CAVAL's members and owners are the following Australian Universities: Deakin University, Federation University Australia, La Trobe University, Monash University, RMIT University, Swinburne University of Technology, the University of Melbourne, and Victoria University.

CAVAL BOARD OF DIRECTORS

A Board of Directors governs CAVAL under the terms of the Corporations Act. The primary duty of the Board of Directors is to the current and future members of CAVAL.



Jennifer Peasley
Chair, Elected Director



Paul Campbell
Australian Catholic University,
Appointed Director



David Groenewegen
La Trobe University,
Elected Director



David Howard
RMIT University,
Elected Director



Darren Holland
Federation University Australia,
Appointed Director



Janette Wright
Federation University Australia,
Elected Director



Jennefer Nicholson
Appointed Director



Robert Gerrity
Monash University,
Elected Director



Shainal Kavar
La Trobe University,
Appointed Director

Jaime McCowan

Chief Executive Officer
and Company Secretary, CAVAL



Year of Collaboration

I believe in cycles of collaboration, and 2023 was a year when the world was open to collaborating. In 1978, CAVAL was initially established 'for the primary economic reason of developing projects and providing services from a central point without risk of overlap or duplication' as noted in that year's Annual Report. While this remains relevant today, we have enhanced our vision and aspire to be a 'trusted partner inspiring and driving innovation in the library community'. It is partnerships and engagement with our members, and the dedication of our staff, that enable us to provide services that benefit many.

Providing Shared Services

In the early days of CAVAL, funds were provided for a Shared Cataloguing Project to develop specifications for a shared system. Since then, we have established the unique CARM Shared Collection comprised of Member Library material and are working to develop our Collective Collection of shared resources of participating members.

1978	1979	1995	2023
Shared Cataloguing Project	CAVAL Reciprocal Borrowing	CARM Shared Collection	CAVAL Collective Collection

What CAVAL and its members can achieve together to improve efficiency and prevent duplication of effort and resourcing is an exemplar of effective member collaboration. If we can catalogue an item once, store the last copy of a book and share the resources this requires, we can all benefit and get a better return on investment on our efforts while ensuring future access.

2023 Impact

The 1978 Annual Report also acknowledged that CAVAL'S existence and growth were intertwined with related activities within Australia. However, I believe this extends globally, reflecting the interconnected nature of our work. I was fortunate to attend the IFLA World Library and Information Congress (WLIC) 2023 – making key connections in the student placement and learning area. The conversation helped fast-track our plan to welcome students/aspiring librarians to CAVAL this year and work together to develop future-ready graduates for our workforce.

While walking through the WLIC exhibition hall, someone asked me about CAVAL entering the 'software game'. I was initially taken aback because we have a well-established history of supporting resource-sharing software, however, I soon realised not everyone knows this, and our partnership with Index Data to implement the first FOLIO collection in Australia and develop the CAVAL ReShare resource sharing service was welcoming news to others.

Closer to home, our partnership with Informit led to a new symposium, sharing ways to describe, apply, and amplify Aboriginal and Torres Strait Islander academic outputs. Kummargii Yulendji, meaning 'Knowledge is Rising', brought together representatives from across the industry to share experiences, encourage each other, and collaborate on the next steps. As Professor Gary Thomas, Pro Vice Chancellor Indigenous Education, Research and Engagement at RMIT University, said in his opening keynote, 'Never forget the people that came before you'.

Special Thanks

CAVAL's history is filled with unpredictable stories of chance encounters leading to new initiatives - which is what makes it so exciting. I am proud that CAVAL's collaborative efforts and partnerships have always extended beyond Australia, like our 2023 relationships with partners Index Data and Skilltype which have inspired us as we move forward with our initiatives.

At our end-of-year celebration, I felt honoured to present staff with appreciation awards for over 10 and 20 years of service at CAVAL. It was a bit surprising to realise that some of our staff members, whom we still consider new, have been with us for over a decade! I enjoyed sharing fond memories and I am so grateful for their continued dedication to CAVAL. The full list of staff recipients is available in this report.

Finally, I would like to acknowledge the efforts of our Board which contributes a lot of time and investment into CAVAL, guiding us towards many successful endeavours. Likewise, our members provide input into our priorities and contribute in a way that is mutually beneficial. We value our members, and it is our objective to initiate and administer all forms of collaboration for the improvement and development of their libraries.

Committees

Two subcommittees of the Board – **The Products and Services Committee (PSC)** and **Finance, Risk, and Audit Committee (FRAC)** – provide subject matter expertise and recommendations to the Board and CAVAL.

PSC:

Chair: Jennifer Peasley (until August 2023)

Membership

- Robert Gerrity, Monash University, Chair, from August 2023
- Anton Proppe, Swinburne University of Technology
- Arlene O’Sullivan, RMIT University
- Gwenda Thomas, the University of Melbourne
- Hero Macdonald, Deakin University
- Ingrid Mason, the National Film and Sound Archive

The Products and Services Committee (PSC) is a standing subcommittee of the CAVAL Board. Its purpose is to advise CAVAL executives and management regarding developing its portfolio of products and services.

The PSC farewelled Hero Macdonald (Deakin University) at the end of 2023. Additionally, the Committee’s longstanding Chair, Jennifer Peasley, resigned as she instead assumed the role of Chair of the CAVAL Board. In Jennifer’s stead, Robert Gerrity (Monash University) was elected Chair of the PSC.

FRAC:

Chair: Darren Holland, Federation University Australia

Membership

- David Knox, Monash University
- Janette Wright, Federation University Australia
- Jennefer Nicholson
- Shainal Kavar, La Trobe University

The Finance, Risk, and Audit Committee (FRAC) is a standing committee of the CAVAL Board. The Board uses the FRAC’s expertise to review and monitor the company’s financial performance and related financial matters and makes recommendations accordingly. In 2023, the Committee welcomed Janette Wright (Federation University Australia) and Shainal Kavar (La Trobe University) as new members.

Caval Interest Groups And Networks Reports

CAVAL runs a collaborative network of interest groups and networks to facilitate the exchange of information and ideas among staff in member libraries.

CAVAL RESEARCH & INFORMATION GROUP (CRIG)

CRIG aims to promote exemplary practice and facilitate librarians staying current with library research and information issues. In addition, it offers colleagues from member libraries a forum to discuss and share information and skills relevant to providing reference services and reader education. As a result, the group significantly contributes to developing and improving research services and information literacy programs in academic libraries.

Chair: Naomi Mullumby, the University of Melbourne

Members:

- Beth Deans, Federation University Australia
- Craig Patterson, Deakin University
- David Bradley, Swinburne University of Technology
- Geeta Pandey, Swinburne University of Technology
- Kat Cain, Deakin University (CRIG Seminar Chair)
- Linda Whitby, La Trobe University
- Mare Maticevski, RMIT University
- Meg Weller, Victoria University
- Sarika Singh, Victoria University
- Susie Phillips, Monash University

In 2023, CRIG celebrated the launch of the *Indigenous Referencing Guidance for Indigenous Knowledges*, and its Indigenous Knowledges Attribution Toolkit (IKAT), created by the Indigenous Archives Collective (IAC) and funded by CAVAL. The team’s responsiveness was highlighted when pivoting from online forums to in-person, invite-only IKAT events. Reflections at the launch emphasised the collaborative decision-making process required when implementing the Toolkit and the importance of patience in building trust with Indigenous stakeholders.

The group aims to continue half-yearly IKAT catchups to follow the implementation of the Toolkit across the membership.



The CAVAL Interest Groups add value for member libraries by bringing together representatives to share ideas, foster innovation, and grow the academic library sector. More than that, the groups provide a welcoming, safe, and supportive space to share, respond to collective challenges, and celebrate our achievements. For me, participation provides rich networking and professional development opportunities.

~ Meg Weller, Librarian (Sport, Health and Engineering), Victoria University

CRIG SEMINAR COMMITTEE (CSC)

The CSC coordinates the CRIG seminar in liaison with the CAVAL member services team. The committee puts together this significant annual event for academic librarians, which focuses on learning, teaching, and research support. The seminar aims to provide relevant training and an opportunity to exchange ideas, knowledge, and experiences on current issues relating to academic libraries.

Chair: Kat Cain, Deakin University

Members:

- Ange Johns-Hayden, La Trobe University
- Julia Kuehns, the University of Melbourne
- Kelly Ann Smith, RMIT University
- Peggy Hsu, Federation University Australia
- Ramona Naicker, Monash University
- Sam Gibbard, Victoria University

In 2023, the CRIG Seminar Committee introduced an innovative professional development model, shifting from the traditional approach to include a virtual mid-year workshop on AI tools and impacts. The more traditional event series in October, "Libraries and Social Change," explored libraries' dynamic role in societal transformation.

Achievements throughout the year included increased flexibility in program delivery, enhanced engagement and accessibility, diverse and challenging content delivery, and a strategic focus on engaging keynote speakers. The Committee's accomplishments are reflected in positive participant feedback and increased audience reach.

Kelly Ann Smith and Ramona Naicker will succeed Chair Kat Cain as co-chairs of the committee and are committed to innovation in professional development design for the coming year.

PROFESSIONAL DEVELOPMENT INTEREST GROUP (PDIG):

PDIG fosters capability building and collaboration between CAVAL member organisations and with CAVAL in professional practice areas. These include human resource management, staff development and training, workplace-based learning, organisational change, and related activities.

Chair: Marion Slawson, Federation University Australia

Members:

- Adele Walsh, La Trobe University
- Adrian Gallagher, Victoria University
- Andrea Hurt, the University of Melbourne
- Fiona Russell, Deakin University
- Leanne Trembath, Swinburne University of Technology
- Shona Smith, Monash University
- Tanya Bramley, RMIT University

In 2023, the committee members' impressive capacity was highlighted, strategically delivering high-quality events. The conscious decision to focus on in-person connections led to two successful study tours visiting the University of Melbourne's Eastern Resource Centre Library and Baillieu Library's Special Collection, State Library Victoria, and RMIT University's Carlton and Swanston Street libraries, which introduced CAVAL member library staff to innovative practices, gaining positive feedback and suggestions for improvement, including the incorporation of 'roaming time.'

They delivered the biennial joint CRIG-PDIG forum 'What makes a library a library?' which drew 130 registrations and 96 attendees, and the positive feedback highlighted the thought-provoking and inspiring nature of the session.

The group reviewed the *CAVAL Competencies for Academic and Research Librarians (2017)* and agreed it was minimally utilised and needed updates. With PDIG acting as a reference group / subject matter expert, CAVAL will review and refresh the document.

Despite limited professional development (PD) budgets in member libraries, CAVAL events provided invaluable PD opportunities with minimal travel costs. The focus on institutional reports at group meetings shifted towards emerging PD trends, fostering a more beneficial sharing of experiences and practices among members. The equitable approach of combining in-person and virtual meetings enhanced connectivity among group members.



I loved hearing each university's different service model approaches, and the practical examples they included were very helpful.

~ CSCN conference delegate

CUSTOMER SERVICES AND COLLABORATION NETWORK (CSCN)

One of the critical goals of the CSCN is to support frontline library staff to be better prepared and able to 'fit the future' of libraries. The network achieves it by facilitating innovative development and practice in frontline services through information and knowledge sharing. As part of this mission, the CSCN oversees the operation of the CAVAL Reciprocal Borrowing program.

Chair: Kylie Tran, the University of Melbourne

Members:

- Ange Jenkins, Federation University Australia
- Angela Kopelis, RMIT University
- Anthony Campbell, Swinburne University of Technology
- Dearna Mulvaney, Swinburne University of Technology
- Frances O'Neil, Victoria University
- Luke Everson, La Trobe University
- Lydia Bissett-Taverner, Swinburne University of Technology
- Mayssa Matley, Monash University
- Megan O'Brien, Deakin University

In June, CSCN arranged its first in-person conference for frontline services library staff in five years. The event included presentations and a design thinking workshop. Staff could network both within and outside the CAVAL membership, as personnel from several institutions in New South Wales and TAFE libraries attended. For many, the conference provided a first opportunity to present at a conference, attend a workshop outside of their organisation, and meet peers and colleagues from other institutions.

Through the conference, frontline services staff showcased and shared how their libraries have responded to 'change' in frontline services in four key areas: students, staff, services and enquiries, and metrics.

CAVAL CROSS-INSTITUTIONAL LIBRARY
MENTORING PROGRAM (CILMP)
REFERENCE GROUP

Chair: Frank Ponte, Deakin University

Members:

- Andrew Iacuone, La Trobe University
- Arlene O'Sullivan, RMIT University
- Belinda Norman, University of Sydney
- Cassie Connor, University of Newcastle
- Donna Dee, University of Wollongong
- Kaye Sullivan, Monash University
- Leanne Trembath, Swinburne University of Technology
- Marion Slawson, Federation University Australia
- Maureen Quinn, Flinders University
- Meg Weller, Victoria University
- Rachel Neumann, Victoria University
- Ruth Baxter, the University of Melbourne

The CAVAL Cross-Institutional Library Mentoring Program (CILMP) has been operational for over ten years in Victorian universities and five years in New South Wales universities. In 2023, the program welcomed its inaugural South Australian university library participant, Flinders University Library.

In 2023, 100 participants (50 pairs) from 15 institutions were in the program. This is one of the most extensive programs conducted under the CILMP umbrella regarding the number of mentee/mentor pairs.

The three networking events featured short presentations from the mentoring cohort and guest presentations by Yolande Strengers (Monash University) and Catherine Twiss (Catherine Twiss Consulting) on diversity, equity, inclusion and trauma-informed librarianship, respectively.



“ Participating in this program is among the highlights of my year. The program added depth and new perspectives to my year as a new library professional that I don't think I could have gotten elsewhere.

~ 2023 participant

Member Engagement

MENTORING PROGRAM:



15

Institutions
including Flinders University,
first South Australian
participating institution



100

Participants



50

Pairs



3

Induction sessions



3

Networking events



19

HEW 10+ Mentors
including 3 University Librarians



13

Speakers



5

States
(Vic, NSW, SA, Tas, ACT)

MEMBER EVENTS:



10

Total events
(2 study tours among them)



711

Total attendees



24

Speakers



18

Facilitators



77%

Member attendees



23%

Non-member attendees



393

**YouTube views of the
5 recorded events**
(Unlisted/only for registrants)



**Most attended
event:**

Getting started with AIs,
Julian Ridden



We have a close relationship with all our members through our Member Services team. With their coordination of the CAVAL interest groups, the Cross-Institutional Library Mentoring Program, and other initiatives, they are the first port of call for many staff members from member institutions regarding capability building and collaboration. As a trusted partner in these areas, we work with our members to arrange events, facilitate bespoke training opportunities, and connect people across our networks.



Sara Davidsson
Member Services Coordinator, CAVAL



Symposium To Amplify First Nations Research

In September 2023, *Informit* and CAVAL co-convened the Kummargii Yulendji Symposium. Kummargii Yulendji means 'Knowledge is Rising' and was named by Boon Wurrung Elder N'arwee't Professor Carolyn Briggs, who was part of the symposium's Steering Committee. The event brought together key representatives from CAVAL's membership, publishing, research, and information industries to discuss how we describe, apply, and amplify Aboriginal and Torres Strait Islander academic outputs.

The Symposium addressed the inadequacies of current academic publication systems and terminology when describing Indigenous-led research. These are areas CAVAL has worked

in recently through the commissioning of the *Indigenous referencing guidance for Indigenous Knowledges* (see page 17) and reparative description projects for several academic institutions to assist with retrospective audits and clean-up of "at-risk" bibliographic records in their catalogues (see page 24).

Kummargii Yulendji presented this and other vital work and encouraged future collaboration. CAVAL views the Symposium as a crucial first step in amplifying Indigenous contributions and is already planning a second one with *Informit* for 12 September 2024.

Panel Discussion

Guidelines for description of First Nations collections

- Michelle Rusiniak, University of Melbourne
- Anthony McLaughlin, AIATSIS
- Tui Raven, Creative Director & Cultural Advisor

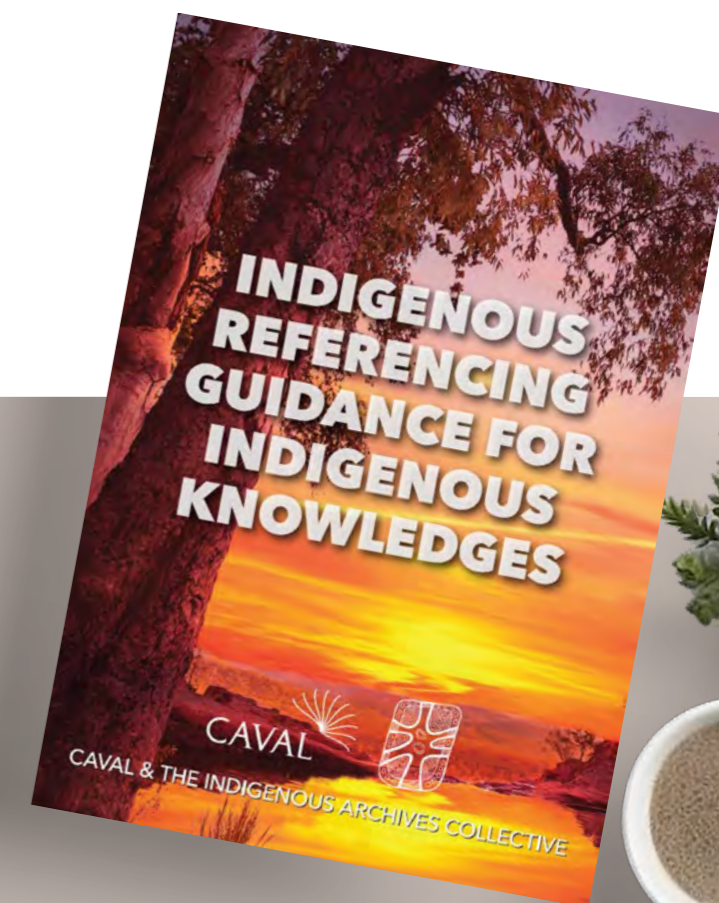
Launch Of The Indigenous Referencing Guidance For Indigenous Knowledges

In May 2023, CAVAL launched the *Indigenous referencing guidance for Indigenous Knowledges* which was commissioned by CAVAL as a member-driven initiative and created by the Indigenous Archives Collective (IAC). The resource includes an Indigenous Knowledges Attribution Toolkit, which assists library staff in guiding undergraduate students to assess and respectfully cite Indigenous Knowledges in academic outputs. The path to releasing the referencing guidelines highlighted the critical need to redress power relationships in citation practices and accurately attribute Indigenous Knowledges in source materials.

Three representatives from each CAVAL member organisation attended the launch event as they had been selected to implement the guidelines at their institution. The day was a celebration of the work done by the IAC and CAVAL, with Dr Kirsten Thorpe and Dr Lauren Booker attending the event from IAC. In their presentation, they reflected:



Implementing something like the Indigenous referencing guidance for Indigenous Knowledges often involves a collaborative decision process, which sometimes means things take time. This is a cultural practice; it isn't a negative but something to harness. Letting the process take time and not stress Indigenous stakeholders builds trust, strengthens the relationship, and can lead to you being invited to other conversations in the future.



Contribution To Increased Sector Collaboration Around First Nations Collection Description

Throughout 2023, CAVAL collaborated with the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), the Australian Library and Information Association (ALIA), Council of Australian University Librarians (CAUL), and National and State Libraries Australasia (NSLA) on a national project to create First Nations Collection Description Guidelines. Sara Davidsson (CAVAL) and Kathleen Smeaton (CAUL) co-led the project with the guidelines developed by Tui Raven.

The 'Guidelines for First Nations Collection Description' for the Australian library sector were launched on 14 November at a well-attended webinar which included a presentation by Tui Raven on the Guidelines themselves and the process of creating them, as well as a panel discussion with Tui, Damien Webb (State Library of New South Wales, NSLA, ALIA, IFLA), Michela Goodwin (National Library of Australia), and Anthony McLaughlin (AIATSIS), facilitated by Kathleen Smeaton (CAUL).

The launch webinar was followed by the release of additional video training resources created by Tui Raven to complement the guidelines. The videos can be accessed through ALIA's Vimeo channel.





CAVAL Collective Collections

The expertise and achievements of the working group

In February 2023, our shared collection went LIVE on the FOLIO Library Management Platform—a first in Australia. FOLIO represents a cornerstone of CAVAL’s long-term strategic commitment to providing user-friendly, low-cost consortial borrowing services to its members and the wider library community, interoperating with the ReShare platform.

To support this commitment, we developed a CAVAL Collective Collections Working Group (CCCWG), chaired by Ruth Baxter. We drew on the expertise of our member library colleagues: Arlene O’Sullivan, Robert Gerrity, Graham Massey, Roger Clark, Jane Miller, Tracy Robertson, and CAVAL representatives Jaime McCowan, Sae Ra Germaine, and Sara Davidsson.

The group’s diversity of perspectives and skills proved instrumental in its accomplishments and showed the value of collaboration. In a short period of time, a strong return-on-investment framework was created, and the CAVAL Collective Collection was clearly defined among CAVAL and its members. The group also released a three-tiered Memorandum of Understanding before its conclusion at the end of 2023. A Collective Collections pilot project is slated to commence in 2024 within our membership, supported by a newly created discussion group.

We appreciate the working group’s contributions and insights and encourage our members to join the pilot program.



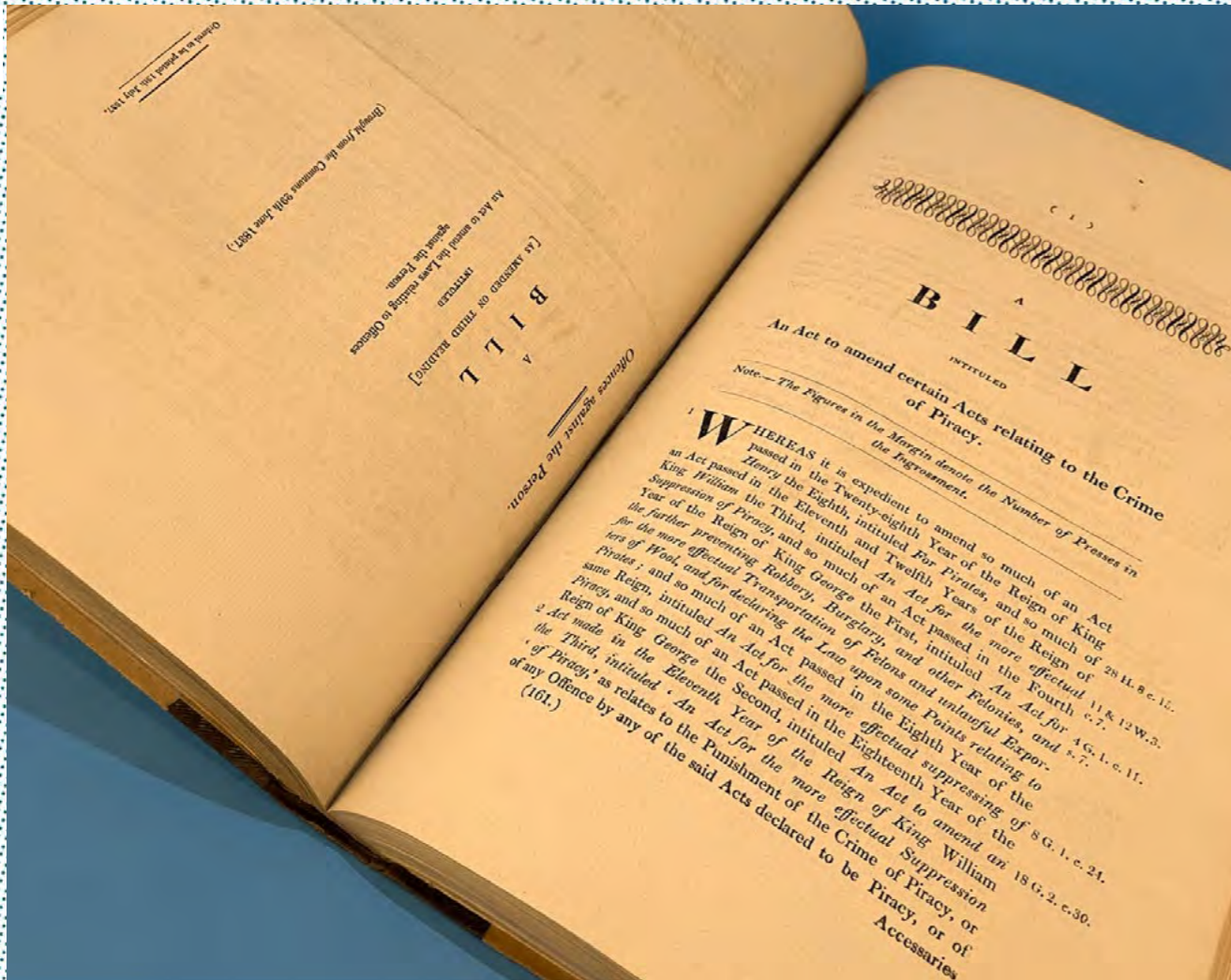
As a member of the working group, I can say that a shared motivation to get institutions together to enhance resource sharing, and enrich access to knowledge, culture and collections was a driving factor for the success of this work. In a short time, we have made significant contributions paving the way to address uncertainties in the resource sharing space, leveraging our collective collections and importantly keep the conversation active and moving forward.



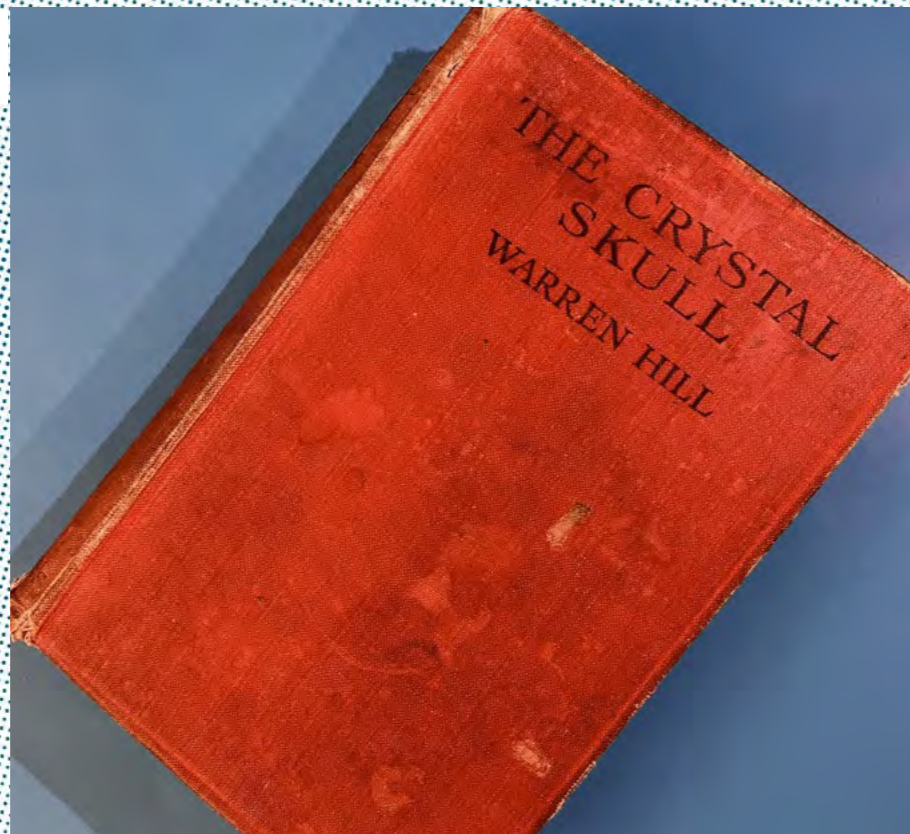
Arlene O’Sullivan

Associate Director, Library Services (Collections), RMIT University

1.



2.



3.



Some gems from our current collection:

1. The sessional papers of the House of Lords - Dating back to 1837, over a century of papers documenting the processes of the Parliament of Great Britain.
2. The Crystal Skull - From South Yorkshire in the UK to CARM. A family history researcher located a rare copy of fiction penned by her great grandfather.
3. Global Tools - Described by the curator of the Vitra Design Museum in Germany as 'a very rare but highly relevant object'.

To access CARM Shared Collection materials, contact us at carm@caval.edu.au

Library Supply Report

99,472
Total items catalogued



- Delivering Indic languages for Yarra Plenty Regional Library's new Mernda branch
- Making over three thousand boxes of microfiche for the University of Melbourne library discoverable

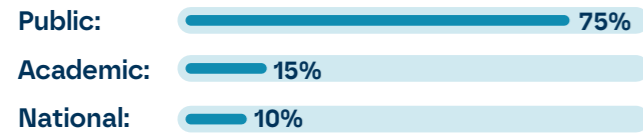
Several consultancy projects were undertaken throughout the year, with staff members engaged in reviewing and improving the University of Wollongong library's metadata and reviewing the research outputs collection services (ROCS) at Monash University Library.

The FileBound workflow system was replaced with Odoo. Odoo enabled us to decommission multiple legacy systems, saving staff time on maintenance.

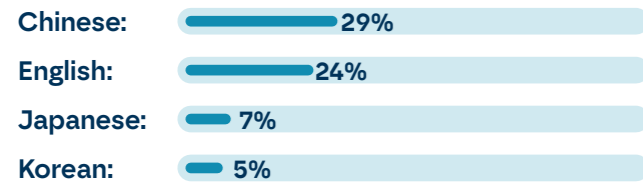
After six years of providing a collection development profiling service to source and acquire newly published Australian monographs for the academic market, the Australiana service ended in September 2023 due to declining usage and non-alignment with CAVAL strategy.

In our commitment to customer engagement, staff attended the NSW Public Libraries Switch conference in Sydney, the Public Libraries New Zealand conference in Auckland, and the Public Libraries Victoria conference in Melbourne. Additionally, CAVAL partnered with Public Libraries Victoria for a statewide 'Love your library in your own language' campaign during Cultural Diversity Week and Harmony Week in March 2023. Over 300 Victorians expressed their love for their local public library in more than 26 languages on postcards, which were digitally and physically showcased where possible. Our language experts translated these postcards into English, advocating for the importance of libraries in Victoria's multicultural communities to the state government.

Library Sectors



Languages



In 2023, Library Supply had a busy year, cataloguing and processing over 99,000 items in 60+ languages delivered shelf-ready to 68 customers in Australia and Aotearoa New Zealand. New libraries such as Queenstown Lakes District, Frankton (Aotearoa New Zealand) and Myli (Victoria) joined us for the first time, and Sutherland Libraries (NSW), after a few years of non-supply, returned.

Throughout the year, Library Supply achieved notable accomplishments:

- Supplying Chinese, Japanese, and Korean material for the Melbourne Library Service's new Naarm Ngarrgu library

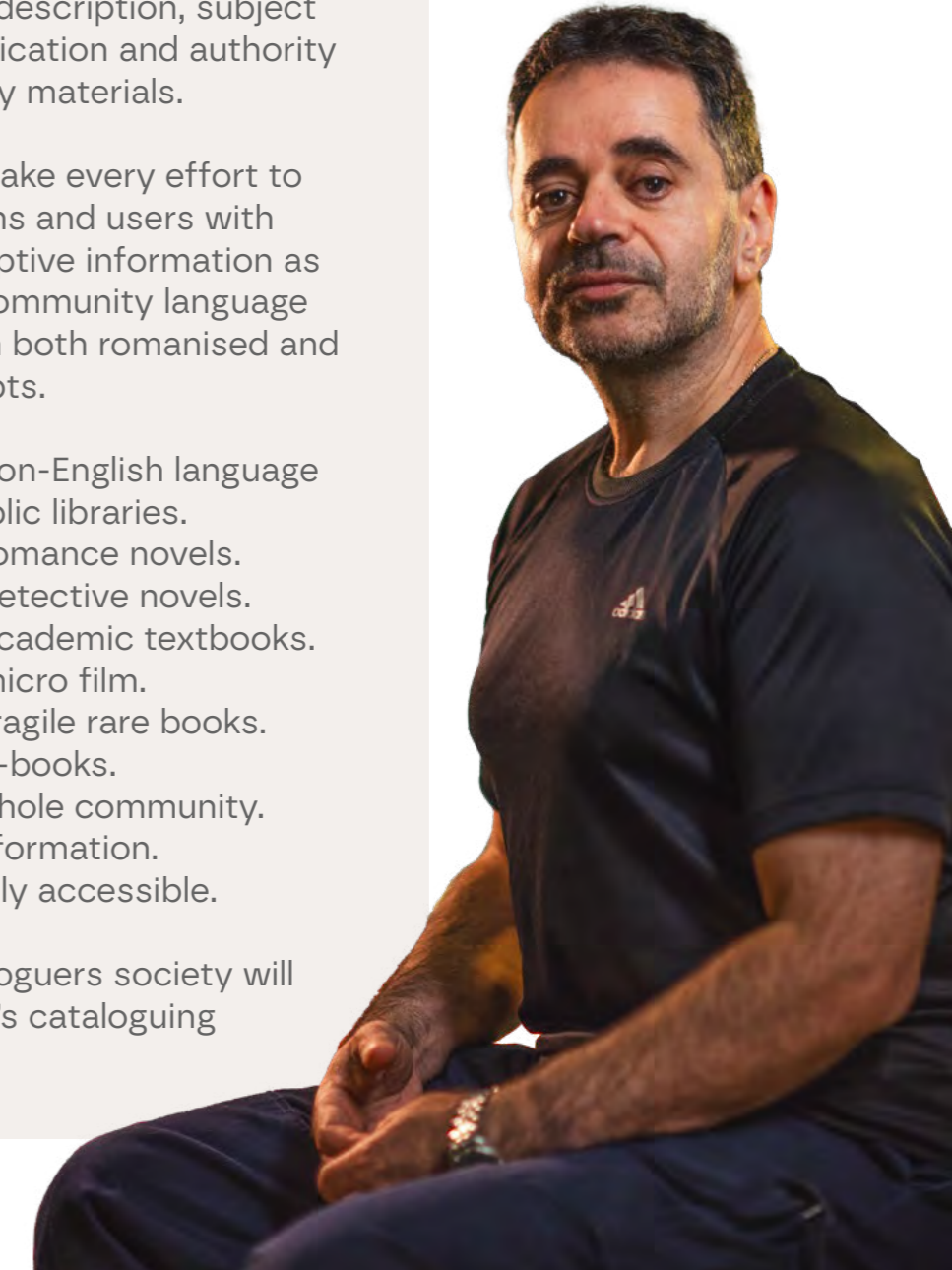


As a cataloguer I am responsible for the process of description, subject analysis, classification and authority control of library materials.

At CAVAL we make every effort to provide librarians and users with as much descriptive information as possible. Our community language records contain both romanised and vernacular scripts.

We catalogue non-English language material for public libraries.
We catalogue romance novels.
We catalogue detective novels.
We catalogue academic textbooks.
We catalogue micro film.
We catalogue fragile rare books.
We catalogue e-books.
We serve the whole community.
We organise Information.
We make it easily accessible.

Without a cataloguers society will not function. It's cataloguing or chaos.



Lazarus Lazarakis
Collection Development Specialist and Cataloguer

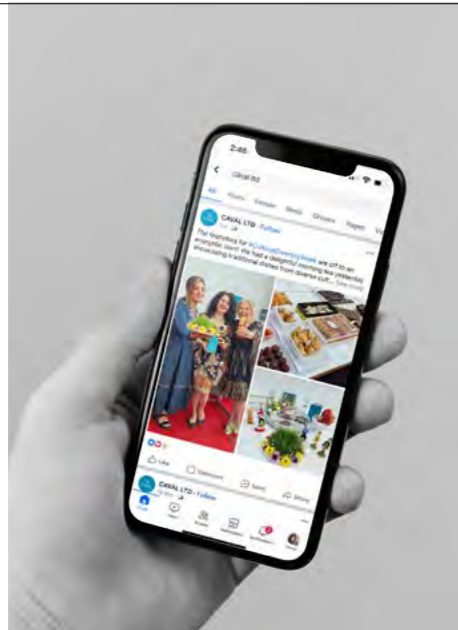
Marketing and Communications Impact

Email



- ↑ **23%**
increase in open rates
- ↑ **52%**
surge in clickthrough rates
- ↑ **1.6%**
increase in email subscriptions
- ✉ **14**
email campaigns

Social media



- ↑ **19%**
rise in total fans and followers
- 👍 **19%**
overall post engagement increase
- ↑ **73%**
increase in page and profile impressions
- in **123%**
increase in LinkedIn impressions
- ↑ **60%**
growth in total reach
- ♀ **42%**
increase in LinkedIn followers
- ↓ **3%**
decline in X/Twitter impressions

Shelf Matters Blog and Podcast website



- 👁 **2541**
views and 1182 visitors
- 🎙 **2**
podcast episodes
- ↓ **70+**
downloads
- ▶ **200+**
Youtube views



CAVAL likes to tell stories that matter, so we have changed the way we create content. We want our members and the library community to be at the forefront of everything we do, as their ideas and experiences are vital to us. We are, therefore, sharing more in-depth pieces like blog posts, social media articles, case studies, and interview podcast episodes, which have been a great success so far.



Anna Srivastava

Manager, Marketing Strategy and Communications, CAVAL

In 2023, our Marketing and Communications team made strides with a refined strategy, based on continuous improvement and collaboration.

We designed Values Workshops that encouraged maximum interaction, allowing staff members to actively participate in redefining our current values (Accountability, Respect, Transparency and Teamwork). This initiative was met with enthusiasm, and the recommendations from the first phase are being worked on by our leadership team in consultation with staff.

External communications grew significantly, surpassing industry averages in email marketing, and saw increased uptake, reach and engagement through social media due to a strategic shift in our content marketing approach. It is also noteworthy that our current inbound efforts are all organic, largely through earned, shared and owned media. Additionally, our web collaterals, publications and branded merchandise have enhanced our outbound efforts at conferences.

To enhance collective thought leadership, we successfully launched the 'Shelf Matters' Blog and Podcast Website in March 2023. While engagement is steadily increasing on the platform, it would not have been possible without our industry experts who have featured so far.

A standout was our collaboration with Public Libraries Victoria for the 'Love Your Library in Your Language' campaign during Cultural Diversity Week and Harmony Week in March 2023. The campaign's social media engagement was significant. We translated 300 postcards in 26 languages into English, emphasising libraries' importance for Victoria's diverse communities.

Going forward, we aim to expand our marketing and communications reach through paid media, building on our momentum for 2024 and beyond.



Strategic Priorities 2024 – An Overview

Our 2023+ Strategic Plan provided a framework for how we developed our 2024 Strategic Priorities. With Members and Community at the centre of everything we do, we are focused on enhancing member value and extending opportunities to the broader community with an increased focus on the Associate Membership tier.

Full and Associate Membership will bring together like-minded organisations to provide collaborative solutions through investment in shared platforms, professional development, and other innovative projects. These initiatives include Resource Sharing for CAVAL's Collective Collection network, Digital Preservation, Skilltype, and space optimisation projects in the CARM 2 facility.

Sustainability will also be a priority for CAVAL in 2024 in the form of

- Redefining the Board's risk appetite: Since 2020, CAVAL has consolidated and adapted to a rapidly changing environment. With a growth mindset, we are now looking to innovate and invest in projects and initiatives that will help us succeed in the future.
- Greater succession planning: CAVAL has committed to creating internal career and professional development pathways to increase CAVAL's capability and ensure adequate succession plans are in place. CAVAL is also developing a Core Competency Framework which will be useful for our highly specialised staff as well as the next generation of technical library professionals.

- Review of CAVAL's Mentoring Program and Committees: CAVAL and its committees have a renowned reputation for delivering high-impact capability building events. A review of our existing offering will ensure that the activities and structure of the programs and committees meet the needs of CAVAL's members and provide maximum benefit.
- Maintaining successful employee engagement survey results: Following CAVAL's positive staff engagement survey results in 2023, CAVAL is working hard to ensure we maintain the strengths identified in the survey.



We aim to achieve these priorities while maintaining strong relationships with our partners, members and community, and keeping ourselves aligned to our values.

Upgraded Technology And Ongoing Training For Safe Digital Workspace



Entering the new year, we are more committed than ever to keeping our digital infrastructure safe. We recognise that cyber threats constantly evolve, so we must stay vigilant and prepared to protect our digital assets. Our IT team is leading this effort, working hard to strengthen our defences. They have established a robust set of best practices and strategies, aiming to not only react to cyber threats but stay ahead of them.

We are upgrading staff computers, installing new machines equipped with the latest technology and security features, which show our firm commitment to a secure and efficient digital workplace.

The cyber security effort includes regular online security training for all CAVAL staff. We believe our proactive approach, use of the latest technology, and ongoing staff training will minimise risks to members and customers.





Xref Engage Best Workplace Award And Staff Milestones

CAVAL's biennial Staff Engagement survey was conducted in October 2023. 84% of staff responded to the survey, resulting in a 5.5% margin of error. The average staff satisfaction score of 81% resulted in CAVAL receiving the Best Workplace award for 2023 by Xref.

The survey showed high levels of engagement and increased scores since the 2021 survey.

There is room for improvement regarding salaries and benefits. However, the results on respect have improved positively since 2021, which is a testament to the work CAVAL has undertaken in this area through workshops and discussions. The staff met to discuss the survey and future focus areas in communication and respect.

This year, we celebrated the dedication and commitment of our staff for a journey spanning a decade or two marked by resilience, growth, and passion.



Craig Quirke
Wayne Brasher
Emylia Siahay
Azadeh Enayati
Nicole Todeschini
Zeljka Lonac
Matthew Robertson
Kazuya Yokoyama
Sae Ra Germaine
Nathan Mahney
Debra Bayne
Karen Lochhead
Leigh Kingshott
Wei Jiang
Christo Giles



Jaime McCowan
Wai Ching Lung
Mara Papile
Annalisa Kristof
Joy Fu
Pramila Tharmaratnam
Yewang Wang
Bolanle Adeoba
Lazarus Lazarakis
Lamis Sukkar
Eva Varga

We thank them for their passion and commitment, contributing to our success.

Financial Performance

During 2023, CAVAL continued to invest in key initiatives to support the before strategy put in place in 2022. This included evaluating business units to optimise resources, streamline operations, and enhance overall profitability.

In 2022, the decision to divest Bookery was due to a misalignment with CAVAL's core operations, leading to finalising a sale agreement in the first half of 2023.

In quarter three, service to provide Australiana material to libraries was reviewed and ceased as it no longer aligned to CAVAL's strategy. These strategic decisions enable CAVAL to focus on areas with higher growth potential, improve financial performance and member value. In April 2023, CAVAL was advised of its eligibility for a Victorian state payroll tax exemption. Engaging a payroll tax specialist, CAVAL successfully lodged the exemption application, securing exemption and a refund notice for taxes paid since June 2018. The refund decision was finalised in January 2024 and CAVAL treated the prior year refunds as a windfall gain.

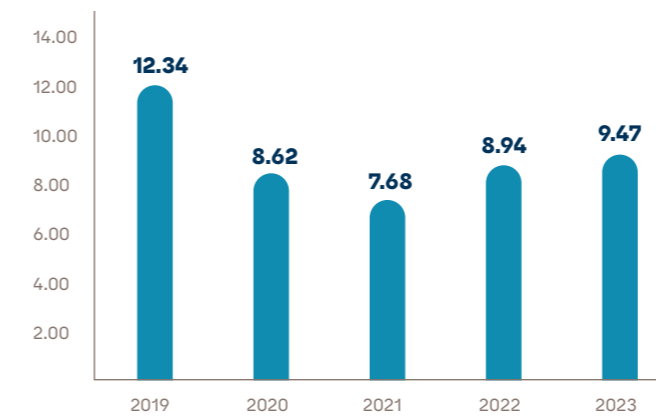
The payroll tax windfall allowed CAVAL to write-down assets relating to divested services and return an overall surplus.

Financial Performance

\$Million (M)	2023 total revenue	2023 total expenses	2023 surplus (deficit)	2022 total revenue	2022 total expenses	2022 surplus (deficit)
All allocations	9.473	8.824	0.648	8.935	9.481	(0.546)

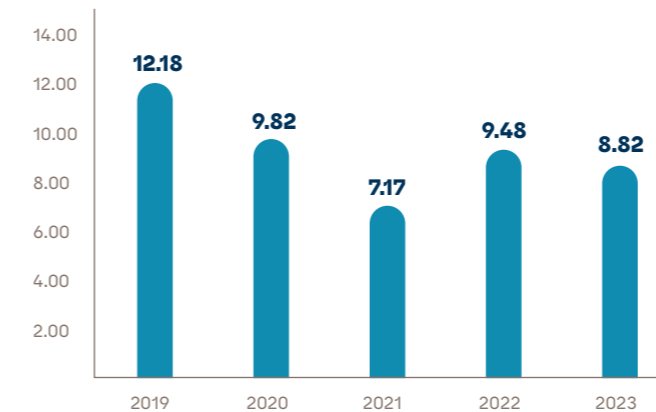
Financial Performance

Total revenue (\$M)

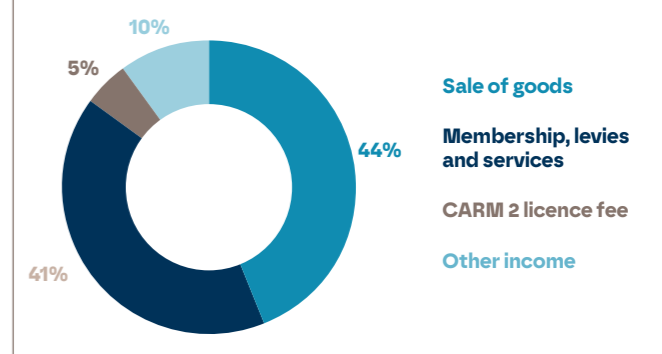


In 2023, the overall operating revenue decreased to **\$8.55M** from **\$8.94M** in 2022, primarily due to the divestment of the Bookery business. However, this decrease was offset by payroll tax refunds and other income totalling **\$0.92M**, this contributed to the overall revenue, resulting in a total revenue of **\$9.47M**.

Total expenditure (\$M)



Revenue by Category FY 2023



Expenditure for 2023 was \$8.82M, 7% percent lower than 2022 which was at \$9.48M. The decrease in expenditure stems from divesting from non-core businesses and reallocating resources to core operations, resulting in the minimising of costs associated with non-essential activities. This targeted strategy facilitates overall improvement in CAVAL's performance whilst optimising financial resources and boosting operational efficiency.



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Business Hours

Monday to Friday
9.00am to 5.00pm

Closed public holidays
except Labour Day and
Melbourne Cup Day
Closed between Christmas Day
and New Year's Day