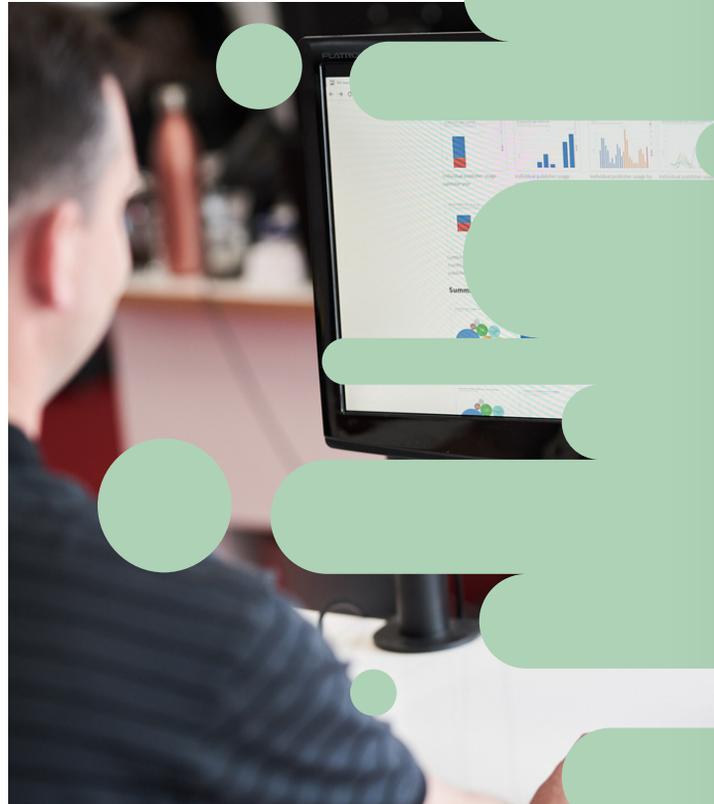




CAVAL 

2020

ANNUAL REPORT



ACKNOWLEDGEMENT OF COUNTRY

CAVAL acknowledges the traditional owners of the lands on which we work. We acknowledge and celebrate the inherent strengths of Aboriginal and Torres Strait Islander people and communities and recognise their continuing connection to land, waters, sky and culture. We pay our respects to their Elders past, present and emerging.

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ABOUT CAVAL

CAVAL was established in 1978 to promote co-operation between Victorian academic libraries, for the benefit of our membership and the staff and student communities they serve. CAVAL members are some of the most prestigious Australian Universities. The membership remain CAVAL's core focus to this day.

CAVAL continues to be relevant and a key driver in the global library environment, ever-expanding and diversifying while retaining its commitment to providing benefit through collaboration.

CORE PURPOSE

COLLABORATION

CAPABILITY BUILDING

COLLECTION MANAGEMENT

We design, develop, and deliver leading services and solutions for our stakeholders, forge professional networks, support growth and innovation in the library and education communities. We engage with members, clients, industry partners, and thought leaders from around the world to provide high-quality services, skills, and knowledge at scale.



OUR VALUES

Our core values not only define our culture, but also help us create a long-lasting, successful, and motivating place to work.



- We take responsibility for our actions - we say what we do and do what we say
- We strive for excellence and innovation through initiative and leadership



- We respect all individuals and value their contributions
- We embrace our differences, diversity is our strength



- We value a fair, open and honest culture in everything we do
- We share information, we listen and we welcome feedback



- We work collaboratively and build relationships based on trust and mutual respect
- We support each other and are ready to lend a hand to achieve common goals

OUR VALUE PROPOSITION

Cooperation
Facilitation
Coordination
Advocacy
Partnerships

Vendor Neutrality
Capability Support
Scalability
Market Strength

VISION

CAVAL has a unique role in providing benefit to libraries and educational institutions throughout Australia and New Zealand. Our aim is to provide quality solutions and services that enable our stakeholders – the CAVAL membership and the wider library and education communities – to deliver the best possible user experiences, through;

- Our unique and specialist expertise
- Economies of scale and cost efficiencies
- Access to innovative services and thought leadership
- Collaboration, sharing, learning, and community
- Enhanced member benefit and opportunities
- Our flexibility and our ability to act with agility

GUIDING PRINCIPLES

- Our services drive and reflect industry trends and best practice and align with client needs
- Our services enable client efficiencies, are cost-effectively delivered, and competitively priced
- Our staff have expert and up-to-date knowledge and skills which are continually enhanced in line with market needs and CAVAL's business
- We harness and exploit the transformative power of new technologies
- We embrace innovation and encourage creativity and the pursuit of new ideas.
- We value teamwork, collaboration, and partnership
- We are committed to continuous improvement and rigorous and regular review and reflection

PAUL CAMPBELL,

CAVAL CHAIR &
DEPUTY CHIEF OPERATING OFFICER,
AUSTRALIAN CATHOLIC UNIVERSITY



I am proud of the resilience that CAVAL has shown during 2020. One of the key achievements includes staying nimble while supporting members and clients all through the year.



MESSAGE FROM THE CHAIR

It has been a year like no other for CAVAL, just as it has been for the wider world, however, I am proud of the resilience that CAVAL has shown during 2020. CAVAL has been well led by our CEO, *Ms Jaime McCowan* who acted in the position from November 2019 until she was appointed as CEO in November 2020 after a formal recruitment process.

In 2020 the CAVAL Board saw the departure of long-standing chairs and Board Members: Andrew Wells and Craig Anderson. Both Andrew and Craig had served CAVAL over many years, leading the organisation into the sustainable business it is today. I would like to thank both for providing valuable direction to CAVAL.

The Board also welcomed 4 new Directors: *Robert Gerrity* (University Librarian, Monash University), *Fiona Salisbury* (University Librarian, La Trobe University), *Roger Tanton* (CEO, VERNet Pty Ltd), *Gwenda Thomas* (Director Scholarly Services and University Librarian, University of Melbourne).

We commenced the year dealing with COVID-19 matters, ensuring safety and well-being of the staff, and devising sustainable practices for CAVAL to adopt in order to continue delivering benefit to its members and clients. CAVAL adapted quickly to the disruptions of the pandemic and conducted many meetings online, including our committee and the Annual General Meeting. The Board continued to implement its 'effectiveness review', prepared in 2019, and a key achievement in 2020 was Board gender equity. We continue to focus on our effectiveness, expertise and culture, and enhancing our relationship with the Leadership team.

Some of the key achievements for 2020 include developing fresh and relevant strategic priorities and supporting it through a strategy management process, successfully implementing the business continuity plan during the initial stages of COVID-19 and remaining nimble while supporting members and clients all this while. I would like to thank our staff, leadership team, Board of Directors, committees, interest groups, members, clients, and the wider community for their ongoing support for CAVAL.

CORPORATE GOVERNANCE

CAVAL is structured as a not-for-profit company limited by guarantee and owned by 10 Australian Universities. Its constitution specifies a range of purposes to assist libraries and education sector.



**PAUL
CAMPBELL**

Chair, CAVAL Board
Australian Catholic
University



**JENNIFER
PEASLEY**

Deputy Chair,
CAVAL Board



**DARREN
HOLLAND**

Federation
University Australia



**FIONA
SALISBURY**

La Trobe University



**GWENDA
THOMAS**

The University of
Melbourne

CAVAL BOARD OF DIRECTORS

CAVAL is governed by a Board of Directors under the terms of the Corporations Act. The primary duty of the Board of Directors is to the current and future Members of CAVAL. With Paul Campbell as the new Chair of CAVAL, and Jenny Peasley as Deputy Chair, the Board played a crucial role in steering us in the right direction despite the challenges of 2020.

CORPORATE GOVERNANCE

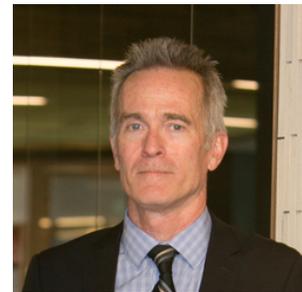
CAVAL members and owners include some of the most prestigious Australian Universities - Australian Catholic University, Deakin University, Federation University Australia, La Trobe University, Monash University, RMIT University, Swinburne University of Technology, The University of Melbourne, The University of New South Wales, and Victoria University.



**JENNEFER
NICHOLSON**



**MARTIN
BORCHERT**
The University of
New South Wales



**ROBERT
GERRITY**
Monash University



**ROGER
TANTON**
VERNet

CAVAL BOARD OF DIRECTORS

Our long-serving Chair Andrew Wells and Deputy Chair Craig Anderson stepped down from their respective positions on the Board of CAVAL in 2019 and continued to serve as Directors until the end of their term in May 2020. Between them, Andrew and Craig have chaired the Board for over sixteen years – Craig from 2003 to 2011 and Andrew from 2011 to 2019, and have led the organisation through a period of significant change and growth.

We would like to thank Andrew and Craig for their long and distinguished service to the CAVAL Board.

JAIME MCCOWAN,

CHIEF EXECUTIVE OFFICER AND
COMPANY SECRETARY, CAVAL



This year I would like to reflect on our 1978 beginnings, provide an informative update, allow future colleagues an opportunity to discover our performance in 2020 and celebrate how we, together, continue to provide the services recommended in the first CAVAL Annual Report, despite the challenges of the pandemic.



MESSAGE FROM THE CEO

When I became Acting CEO in November 2019, I discovered a file of the early CAVAL Annual Reports dating back to 1978. They made for interesting reading. In the first report a consultant recommended the establishment of a central office to administer co-operative activities relevant to academic libraries, with the result that, and I quote, “Early in 1978 the central office was established as the CAVAL Agency.” This agency set the foundation for where we are today.

2020 was another formative period for CAVAL. We found new ways during the pandemic to work with Members and customers, to provide services and meet deadlines. We extended our CARM operating hours to allow contactless delivery of a Member collection and held workshops with Members to review the recommendations arising from the Shared Collection Review. We provided all Members with access to the OCLC Greenglass application for their own use, used additional capacity available to us due to the JobKeeper supplement to complete ingest of materials into the CARM Shared Collection, and gathered input and feedback from our Board, Members and key stakeholders for our 2021 priority planning.

One of our major achievements in 2020 is the finalisation of the Shared Collection Memorandum of Understanding. The Shared Collection is a defining feature of CAVAL, and its Members, and we look forward to the implementation of further recommendations for the Shared Collection in 2021.

I would like to thank our Board members for their stellar support and commitment, for providing valuable direction for our strategic priorities for 2020, and for advice during such a challenging time for all.

JAIME MCCOWAN,

CHIEF EXECUTIVE OFFICER AND
COMPANY SECRETARY, CAVAL



The impact and contribution our Interest Groups made towards capability building and professional development during 2020 provides a striking example of the collaborative capability of CAVAL. Each committee responded quickly to the changing environment and supported each other. They were committed to delivering programs during high-level restrictions, that speaks to the value of the profession and its contribution towards development and information sharing. In some instances, events tripled their audience, resulting in the most successful year of CAVAL Interest Groups programs ever.

Goodbyes are never easy but especially so in a pandemic. Just as a State of Disaster was being declared in Victoria, an agreement was signed between CAVAL and Prenax for the sale of the CAVAL Subscription Services business. The sale aligned with Prenax's consolidation of services and was consistent with our strategy to properly align our business with the interests of our members and clients and improve financial sustainability. We will miss the CAVAL Subscriptions staff and the Prenax/CAVAL relationship and I hope there will be opportunities to work together again in the future.

The structure of CAVAL underwent review in 2020, identifying new functional areas starting with my appointment as CEO in November 2020. I feel privileged to be in this position and would not be here without the support of my colleagues, past and present, and the Chair of the CAVAL Board, *Paul Campbell*, and Deputy Chair, *Jennifer Peasley*. There will be additional structural changes in 2021 that will enhance our ability to deliver for members and customers in the most cost-efficient manner, set us up for our digital transformation, and enable us to respond to opportunities and future innovation.

Our outstanding 2020 achievements are a testament to the entire staff, who worked harder than ever to ensure we delivered. We have made a level of recovery that has allowed us to adapt to the current situation and we are prepared for new opportunities that will arise, challenging ourselves to find innovative services and solutions, while continuously improving our existing services.

Finally, Thank YOU – the reader of this 'back to the future' report, that reads like a letter from home - for being incredibly understanding and supportive during the disruptions of 2020. I feel proud to be a part of a community that values our services and continues to advocate our contribution to the sector.

SERVICE MENU



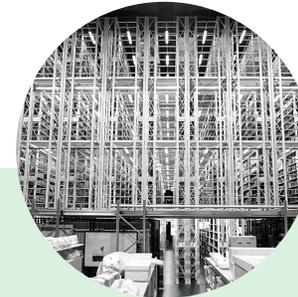
SHARED COLLECTION & GREENGLASS

Preserved at the CARM (CAVAL Archival and Research Materials) Centre, Australia's premier archiving facility, the shared collection enables access to a wealth of resources via a fast delivery interlibrary loan service. These holdings can be found via the CARM Shared Collection catalogue on our website, Libraries Australia national bibliographic database, Trove, and WorldCat. They may also be available via local university catalogues.

GreenGlass helps manage print monograph collections and the valuable space these occupy. As a web application it allows you to:

- Make informed, evidence-based decisions on which titles to deselect, retain, digitise, and transfer
- Explore and visualize your collection
- Quickly model deselection and print management scenarios
- Generate custom reports and lists
- Compare and analyse your collections with CAVAL members, the CAVAL Shared Collection, the Group of Eight University Libraries, and HathiTrust

Our members are at the core of everything we do. CAVAL membership offers industry expertise, professional development, high-quality storage, and all other services at preferential pricing. Member libraries can benefit from significant capital expenditure and maintenance savings through investment in our environmentally controlled CARM Centre.



STORAGE AND ARCHIVE

CAVAL operates the CARM (CAVAL Archival and Research Materials) Centre, a specially designed storage facility for its Members and other organisations requiring high-quality and low-risk storage solutions.

To provide improved workflow efficiencies, cost benefits, and complete project management, we combine our storage solutions with other collection management services such as multi-lingual accessioning, resource description, materials processing, and specialist digitising services for print materials.

The centre was expanded in 2010 by the addition of a second building, the CARM2 facility. The expansion allows storage of up to three million volumes in a typical library configuration, or seven million volumes in a high-density configuration. The final block of the shelving was installed in 2019 which allowed us to provide additional space for lease and fulfill membership commitments.

SERVICE MENU

As members, you receive access to our dedicated, expert staff and enjoy our collaborative approach to shared projects. We provide opportunities for learning and networking through our interest groups, forums and communities of practice, a cross-institutional mentoring program, and our annual Members Day. Member libraries also enjoy Reciprocal Borrowing Program benefits.



PROFESSIONAL DEVELOPMENT & NETWORKING

We engage with members and the wider community through our offerings of tailor-made professional development programs. Our interest groups (CRIG - CAVAL Research and Information Group, PDIG - CAVAL Professional Development Interest Group, CSCN - CAVAL Customer Service and Collaboration Network and CSC - CRIG Seminar Committee (a sub-committee of CRIG) form a collaborative network that curates and presents multiple events and communities of practice throughout the year to provide opportunities for learning, knowledge sharing and networking.

The mission of these groups is to:

- provide a forum for discussing and sharing information and ideas
- foster cooperation and collaboration between them
- identify staff development skills and gaps, and develop strategies or initiatives to fill them.
- facilitate innovative development and support library staff to be able to embrace the future of libraries



MENTORING PROGRAM

The CAVAL Cross-institutional library mentoring program began as a partnership between Monash University and the State Library of Victoria in 2011.

We took responsibility for the program and expanded membership to all our member institutions (all Victoria-based universities, plus UNSW) in 2013, and introduced a second separate program open to universities in New South Wales in 2018.

The objective of the mentoring program is to:

- further facilitate state-wide collaboration and networking by facilitating an evidence based mentoring program
- develop aspirational, professional staff in academic libraries
- offer the participants the opportunity to meet, share, and learn from one another

SERVICE MENU

We offer a wide range of services to libraries including collection management and shared collection access to OCLC's GreenGlass, library supply (acquisition, resource description, shelf-ready), Australiana, digital platforms and helpdesk, professional development, and a cross-institutional mentoring program.



LIBRARY SUPPLY

We are an experienced resource description and shelf-ready services provider in English, community languages and special (archival) collection, offering an efficient workflow compatible with all Library management and Library security systems.

Resource Description:

As a market leader in academic Library cataloguing, we work from item-in-hand, electronic records and strategic scans to search for matching MARC records, with access points and descriptions verified. If no matching records are found, items are catalogued as original and uploaded to the Library's choice of database.

We comply with international standards including RDA and follow the Library's policy regarding full, minimal or modified cataloguing. We offer a range of services in translation, transliteration, retrospective conversion, metadata creation, archiving and indexing. These services are offered for the general library sector, such as public, state and special libraries, in Australia and New Zealand.



LANGUAGE RESOURCES & AUSTRALIANA

Under Language Resources service, we source and catalogue community language and ESL resources from all over the world, match to library profiles, customise to local specifications, and deliver shelf-ready to libraries and the language education sector across ANZ. We have recently launched an online retail site languageresources.com.au with popular titles in over 20 languages.

We hand-select items from worldwide publishers for LOTE materials as well as Australiana, items for literary profiles of Academic Libraries, and English language materials for Public Libraries.

Our Australiana service components include:

- Australian content by authors/contributors from Australian and overseas publishers, award shortlists / winners
- Art exhibition catalogues from major, local, and regional galleries
- Author-specific plans and subject-specific plans
- Plans on an approval or blanket order basis
- Brief MARC records for your LMS to create an on-order record

SERVICE MENU

In addition to delivering industry-leading library and information solutions and resources, we provide services, skills and knowledge to the education community through our Bookery business.



DIGITAL PLATFORMS

Our help desk services provide training, project management, systems and platform management, and workflow efficiency reviews. We also offer the collection and publication of library statistics, benchmarking, library assessment and measurement, data analysis, inter-library loans, and document delivery.

The products supported include:

- OCLC's Australian Relais ILL software services
- BONUS+ Consortium Management
- Jisc's Journal Usage Statistics Portal (JUSP) and Institutional Repository Usage Statistics (IRUS) ANZ instances
- CAUL Statistics

As the sole distributor and support of JUSP and IRUS in the ANZ region, we work very closely with Jisc to provide suggestions for product improvement. We are currently looking to bring more products to Australia to help Libraries make sound decisions regarding their collections and services.



BOOKERY

Our Bookery business is a supplier of ELT resources to schools and universities in ANZ. We provide expertise as well as reliable service and supply. In terms of resources we cater to the ELT market with materials about General English, Academic English, Business English, listening, speaking, reading, writing, and bring a host of other skills related to physical books and eBooks.

In addition to this we :

- Regularly host webinars with esteemed speakers from the education world
- Provide training for teachers adopting new courses and technologies
- Attend conferences and PDs through the year, to stay up to date with trends
- Help teachers build curricula and consult on the best path forward for future courses

At Bookery we work very closely with the major publishers to stay on top of the market and these relationships have allowed us to build a knowledge base unlike any other supplier in ANZ.

COMMITTEES

Our Board of Directors have delegated their powers to two CAVAL committees - Products and Services Committee (PSC) and Finance and Audit Committee (FAC) to deal with complex and specialised issues more effectively.

PRODUCTS AND SERVICES COMMITTEE

The Products and Services Committee (PSC) is a standing sub-committee of the CAVAL Board. The purpose of the PSC Committee is to provide advice to CAVAL executive and management regarding the development of CAVAL's portfolio of products and services.

CAVAL welcomed *Frank Ponte* (RMIT) to the PSC as a co-opted member and would like to thank *Deborah Wright* (RMIT), the outgoing member, for her immense contribution to the committee.



JENNIFER PEASLEY
Chair, Products and Services Committee



FRANK PONTE
RMIT University



MICHELLE GILLESPIE
Swinburne University of Technology



GWENDA THOMAS
The University of Melbourne



HERO MACDONALD
The University of New South Wales



ROBERT GERRITY
Monash University

COMMITTEES

The committees exercise the powers according to any by-laws and regulations of CAVAL and to any directions of the directors. They make recommendations for action to the full board, which retains collective responsibility for decision-making.

FINANCE AND AUDIT COMMITTEE

The Finance and Audit Committee (FAC) is a standing committee of the CAVAL Board.

The FAC has a delegated responsibility from the Board to review and monitor the financial performance of the company and related financial matters and to make recommendations to the Board accordingly.



PAUL CAMPBELL
Chair, FAC, CAVAL

Australian
Catholic
University



DARREN HOLLAND

Federation
University
Australia



DAVID KNOX

Monash
University



JENNEFER NICHOLSON



ROGER TANTON

VERNet

OUR INTEREST GROUPS & NETWORKS

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's (CRIG) goal is to promote exemplary practice and to facilitate librarians staying up-to-date with current library research and information issues.

CAVAL RESEARCH & INFORMATION GROUP (CRIG)

CAVAL Research and Information Group (CRIG) offer our colleagues from member libraries a forum to discuss and share information and skills relevant to the provision of reference services and reader education. Throughout the years, the group has made significant contributions to the development and improvement of research services and information literacy programs in academic libraries.

CRIG MEMBERS

Chair: Naomi Mullumby, The University of Melbourne

Cheryl Claridge, Federation University Australia
 Kim Hodgman, Swinburne University of Technology
 Jennifer Murphy, Victoria University
 Karen Campbell, Australian Catholic University
 Michelle Matheson, RMIT
 Craig Patterson, Deakin University
 Cassandra Freeman, Monash University
 Donna Wileman, La Trobe University
 Kat Frame, The University of Melbourne

NEW IN 2021

Linda Whitby, La Trobe University
 Tanya Holm, University of New South Wales

CRIG REPORT 2020

The CAVAL Research & Information group (CRIG) was lucky enough in 2020 to meet in person a couple of times before having to take their meetings online due to the pandemic. There is always something positive with planning the first event of the year. This also presented a challenge when said event quickly had to morph from a half-day face-to-face event into a series of four webinars. This did not deter the group and *Advocating us: Shining a light on our work and achievements inside and outside of the library* turned into the first virtual CAVAL event of 2020.

With the group realising many colleagues would be looking to CAVAL events for their capability building, much work went into making the webinars a positive experience for everyone with the production of webinar etiquettes, including plenty of tips on using virtual platforms, and technology testing and preparation with speakers. This paid off with each of the four webinars attracting between 108 and 150 attendees. CRIG was also able to quickly determine what worked and what didn't. This knowledge was shared with other CAVAL interest groups and taken into consideration when planning for the final CRIG event of the year.

The final webinar series *Something Old, Something New* provided CRIG with a chance to revisit projects that had been introduced at CRIG forums in previous years. This unique webinar offered both the speakers and the group an opportunity to reflect on the progress of their projects. This was highlighted in the feedback with comments such as: *'Wonderful idea to revisit initiatives and projects. So many times we hear about a project like it is a static, isolated, one-off event, so it was great to see how they have an ongoing life and impact on their organisations.'* This enthusiasm was also reflected in the attendee numbers with 185 and 221 people attending the two webinars respectively.



OUR INTEREST GROUPS & NETWORKS

Professional Development Interest Group (PDIG) works towards identifying staff development skills and gaps and develop strategies or initiatives to meet these gaps. It drives sharing interests, growing professional connections and improving learning and development in our membership group.

PROFESSIONAL DEVELOPMENT INTEREST GROUP (PDIG)

The CAVAL Professional Development Interest Group (PDIG) fosters capability building and collaboration between CAVAL member organisations and with CAVAL in areas of professional practice and includes: human resource management, staff development and training, workplace-based learning, organisational change, and related activities.

PDIG MEMBERS

Chair: Marion Slawson, Federation University Australia

Adele Walsh, La Trobe University

Adrian Gallagher, Victoria University

Danielle Low, Monash University

Fiona Russell, Deakin University

Leanne Trembath, Swinburne University of Technology

Ngarie MacDonald, University of New South Wales

Sandra Woods, University of Melbourne

Tanya Bramley, RMIT University

Tatum McPherson-Crowie, Australian Catholic University

PDIG REPORT 2020

PDIG were also lucky enough to get to meet face-to-face once in 2020 prior to transitioning to meeting online. On the back of CRIG's first virtual forum, PDIG went ahead with the three-part webinar series *The New Normal*, which focused on the new working landscape accelerated by COVID-19.

Health and wellbeing, lessons learnt through the pandemic, and a look into the future to see what we have learnt from this experience and what we will carry with us into the future were all areas that were explored through presentations, panel discussion and facilitated breakout room activities. The facilitation of the breakout rooms were all performed by volunteers and highly praised in the feedback. The three webinars were attended by 213 to 252 people each.

In lieu of a second forum, as is customary for PDIG, a special event was arranged with a presentation by author, educator, and keynote speaker *Gabrielle Dolan* on *The Art and Science of Storytelling*. In one of CAVAL's most-attended virtual events, 252 attendees joined Gabrielle to learn about the power of business storytelling, what makes a story a story, and how to avoid the most common mistakes when sharing stories in business.



OUR INTEREST GROUPS & NETWORKS

The mission of the CAVAL Customer Services and Collaboration Network (CSCN) is to provide staff of participating libraries with a forum for discussing, sharing and benchmarking best practice in relation to resource sharing and front-facing library services.

CUSTOMER SERVICES AND COLLABORATION NETWORK (CSCN)

One of the key goals of the Customer Services and Collaboration Network (CSCN) is to support frontline library staff to be better prepared and able to 'fit the future' of libraries and the network achieves it by facilitating innovative development and practice in frontline services through information & knowledge sharing. As part of this mission, the CSCN oversees the operation of the CAVAL Reciprocal Borrowing program. The CSCN was formerly known as the Reciprocal Borrowing Advisory Committee.

CSCN MEMBERS

Chair: Ange Jenkins, Federation University Australia

Angela Kopelis, RMIT University

Cathy Ahern, Deakin University

Dana Perryman, Melbourne Polytechnic / TAFEs

Donna Wileman, La Trobe University

Garry Potter, Victoria University

Joyce Halwenge, The University of Melbourne

Lynlee Rutherford, Swinburne University of Technology

Mayssa Matley, Monash University

Marianne Gration, Australian Catholic University

NEW IN 2021

Frances O'Neil, Victoria University

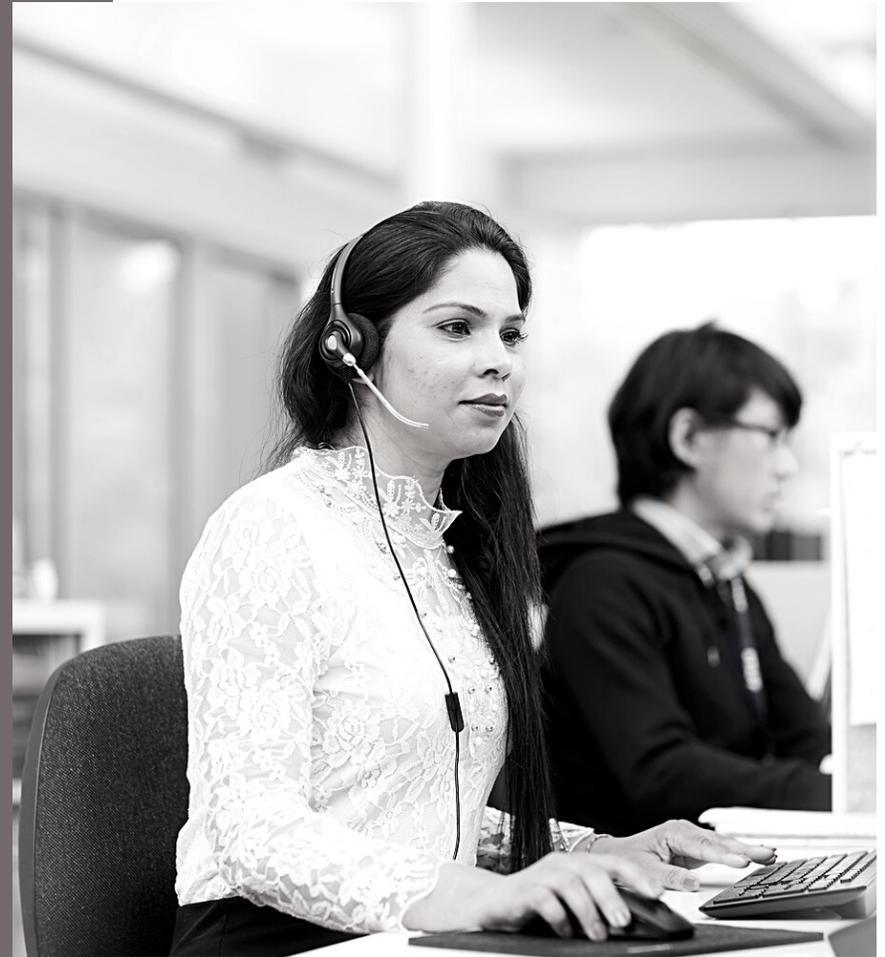
Jessica (JD) Deane, University of New South Wales

CSCN REPORT 2020

Attendance at events is a common challenge for frontline staff, which is the area of the tertiary library sector CSCN usually tailor their Community of Practice events towards, since someone needs to be on hand for clients. During 2020 the two usual face-to-face Community of Practice events, with a maximum of 30 attendees, developed into three virtual 30-minute Community of Practice events across one week with attendee numbers ranging from 83 to 111.

Frontline stories from a pandemic shone a light on offerings developed due to the pandemic, the transition into online-only client services, and how to maintain healthy teams throughout working from home.

Throughout the year the CSCN generously shared their experiences, tips and ideas with each other on various areas of client services. This collegial sharing of practices and knowledge was a valuable tool of continued improvement they will maintain moving forward.



OUR INTEREST GROUPS & NETWORKS

The CRIG Seminar committee (CSC) is working party of the CAVAL Research and Information Group who plan, publicise, and conduct CRIG's annual seminar, held in November each year.

CRIG SEMINAR COMMITTEE (CSC)

The Committee coordinates the running of the seminar in liaison with the CAVAL member services team. With its primary focus on learning, teaching and research support, the committee puts together this significant event every year for academic librarians. Complying with the requirements of the ALIA CPD membership program, the seminar aims to provide relevant training and opportunity for the exchange of ideas, knowledge and experiences on current issues relating to academic libraries.

CSC MEMBERS

Chair: Kat Frame, The University of Melbourne

Jo Gillespie, RMIT University
Kat Cain, Deakin University
Romney Adams, Monash University
Sarah Beltrame, La Trobe University
Linda Forbes, Victoria University

NEW IN 2021

Emeka Anele, Victoria University

CSC REPORT 2020

Like other events in 2020 the CRIG Seminar went virtual through turning the full-day seminar into a series of three events, scheduled over an eight-day period, focusing on access, equity and inclusion. The program for each 90-minute session featured presentations from inspiring advocates and experts from Australia, USA, and Canada, followed by facilitated conversations with invited facilitators from Australia and New Zealand.

The events were well attended with between 169 and 201 attendees for each of the sessions. After the events, a page on the CAVAL website was dedicated to presenter slides, video recordings, and a list of resources which were suggested by the presenters and/or raised in the chat in order to continue the learning and sharing within member libraries after the event.



2020 AT A GLANCE

PROFESSIONAL DEVELOPMENT

16
Events



↑ 128%
Increase in Number of
events from 2019

PROFESSIONAL DEVELOPMENT ATTENDANCE

43
Speakers

2686
Attendees



70%
Members

30%
Non-Members

CROSS-INSTITUTIONAL MENTORING PROGRAM



19
Speakers

05
Events



02
States

47
Mentor-Mentee pairs

Mentor-Mentee pairs

ENVIRONMENTAL SUSTAINABILITY

45%

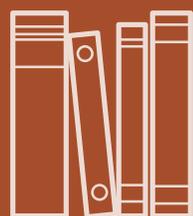
Energy saving
through 730
Solar panels

105

Trees planted as
speaker gifts

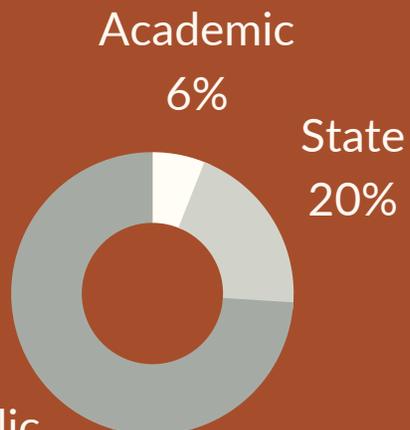
2020 AT A GLANCE

LIBRARY SUPPLY



72355

Items Catalogued /Processed



- Chinese
- English
- Japanese

Top Languages

STAFF WELLBEING

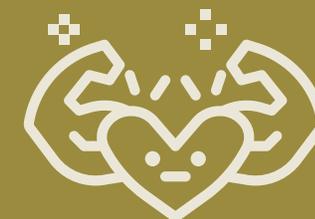


20

Wellbeing Sessions

01

Successful Resilience Workshop



COMMUNICATION

17

E-newsletters and Events alerts

91.8%

Increase in total subscriptions



STORAGE & SHARED COLLECTION

CARM1 Shared Collection at

88.5%

capacity



3500

Shared collection volumes ingested

Shared collection MOU proposed to

10

Members

CARM2 Leased storage at

73%

capacity

IN SPOTLIGHT

CAVAL, like most businesses globally, has had an unprecedented, and at times, challenging year supplying and supporting members and customers.

RESPONDING TO COVID-19 WITH RESILIENCE

The uncertainty of the situation has required CAVAL to question and improve services we provide such as the 'high-touch' ones including the Bookery, document delivery, and shelf-ready services.



RESPONDING TO COVID-19 WITH RESILIENCE

We've all had to change the way we live, work and socialise, and that hadn't been easy. Despite all this change, our staff and our members remained our first priority and we kept their needs in mind as we navigated the situation.

With the likelihood of local and international lockdowns affecting our business, a COVID-19 plan was established and implemented in March 2020. To allow an ever-increasing number of staff members to work from home, especially during the second lockdown, a spotlight was put on the implementation of technology and practices to allow staff to complete their tasks and to be able to maintain service delivery remotely.

Zoom meetings became the new normal in lockdown but it wasn't always work-related. Well-being sessions were created to allow staff to catch up with their colleagues with their favourite beverage and maybe a fur friend or two. Some of the lighter moments were a game or three, of bingo and a virtual disco.

Throughout this period we fast-tracked the establishment of the language resources e-commerce website, the acquisition of e-resources at the Bookery, creating an improved customer experience, and the development and implementation of meta-data harvesting technology leading to decreased time required in the creation of bibliographic records.

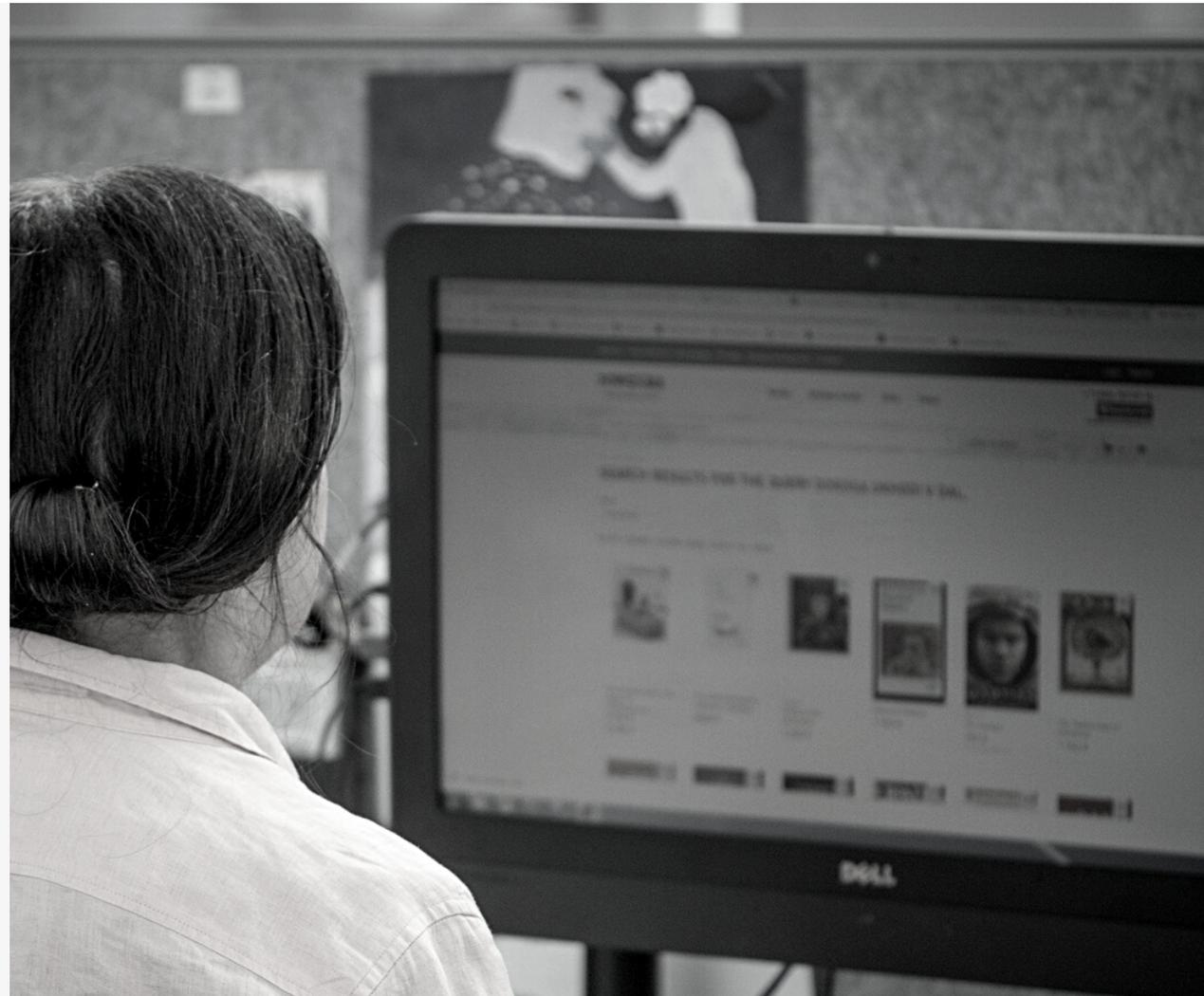
IN SPOTLIGHT

One of CAVAL's strategic focuses has been innovation and development of its existing services in a way which enables it to move increasingly into the digital space.

NEW ONLINE RETAIL SITE FOR LANGUAGE RESOURCES LAUNCHED

We are always striving to identify digital opportunities in our product and services development for better customer engagement and service delivery. Aligned to this goal and accelerated by the challenges of 2020, our effort to roll out our first and exclusive Language Resources online shop

<https://www.languageresources.com.au/> was successful in late 2020.



ONLINE RETAIL SITE FOR LANGUAGE RESOURCES

The Language Resources website has been designed keeping in mind our existing and potential public library customers, students and migrant communities. This site is for anyone looking for books and AV materials in their native language or for those who are learning a new language and seeking relevant and up-to-date material.

The Language Resources website project was supported by committed and expert professionals from our teams: Shelf-ready and customer services, IT, Marketing, and Digital Platforms. Due to COVID-19 they collaborated remotely to ensure rapid delivery of the website in a short three-month period.

The Language Resources website has been designed keeping in mind our existing and potential public library customers, students and migrant communities. This site is for anyone looking for books and AV materials in their native language or for those who are learning a new language and seeking relevant and up-to-date material. There are also exciting and rich resources for our young readers in the form of bilingual and junior picture books, graphic novels, and young adult fiction. Carefully selected by our language experts, we currently have titles across different categories in more than 20 languages (and growing!).

The website has been designed to be user-friendly and easy to navigate, providing users with a streamlined experience when making a purchase or simply browsing the collection. We are currently serving Australia and New Zealand and our consultants are always ready to help if users cannot find what they are looking for, need advice on resources, or want to have an add-on service such as cataloguing.

IN SPOTLIGHT

2020 has been a year of challenges for our Bookery business with the closure of international borders having a dramatic impact on our customers from English language schools.

BOOKERY LOOKS FORWARD TO REBOUNDED IN 2021

Student numbers have fallen and institutions have had to reduce or cease programs which has driven a fall in the value of their orders to Bookery. Language schools across the region have had to adapt quickly to transform their curricula from being delivered in person using physical books to courses delivered online to students onshore or overseas.



BOOKERY LOOKS FORWARD TO REBOUNDED

While Bookery has remained operational during the Victorian lockdown, the team has taken the opportunity to introduce new systems and workflows to improve productivity.

Bookery, fortunately, has been well placed to support our customers in this transition to online delivery, with a focus on moving them from physical to eBooks and to online learning support platforms such as Clarity English. The team has worked doggedly to learn about these digital formats in order to be the first port of call for institutions needing assistance with both the supply of the products and their implementation.

In response to lower revenue, Bookery has necessarily had to undertake cost minimisation including halving our operational space, transitioning the team to home-working arrangements and reduced hours, and consolidating team size to ensure viability until the borders reopen and the students return.

While Bookery has remained operational during the Victorian lockdown, the team have taken the opportunity to introduce new systems and workflows to improve productivity, including rolling out new ticket management and inventory management systems to streamline the entire book supply operation. We have also used this time to host webinars and PD for schools and universities, maintaining a standing in the education community as more than simply a supplier of resources.

The Bookery team are looking forward to rebounding in 2021 as English language schools continue to evolve and grow their online offerings and as onshore teaching slowly but surely begins to return.

IN SPOTLIGHT

I am truly grateful that I've got the experience to be a Mentee in this program this year. I have been allocated not only an experienced and expert Mentor, but also one who is very supportive. The program has been really helpful in guiding me through the current uncertain change. Many, many thanks for organising such a great mentoring program.- 2020 Mentee, CAVAL Cross-Institutional Library Mentoring Program.

GOING STRONG ON CAPABILITY BUILDING

The CAVAL Cross-Institutional Mentoring Program is a highly regarded, multi-faceted mentoring program. 2020 saw Victoria celebrate its eighth and NSW its third year in this program. The Program launched with our mentors and mentees matched at a face-to-face meeting. This was sadly the last time in 2020 that our Member and Academic Services team would travel interstate to see CAVAL's NSW colleagues. COVID-19 became a reality the very next day with the country shutting down.



GOING STRONG ON CAPABILITY BUILDING

“ I have very much appreciated being involved as a mentor in the program throughout 2020 - I have learned so much and it has served as a positive way to engage with colleagues during the long WFH situation in Victoria. I actually think the Zoom sessions have enabled more thoughtful engagement since the need to be distracted by travel etc. was removed by COVID-19.-
2020 Mentor, CAVAL Cross-Institutional Library Mentoring Program.

Despite the major disruption and the inability to meet and network face-to-face the seven month program offered a rich, diverse range of experiences for both mentees and mentors, incorporating introductory training, one-on-one meetings, and a series of exclusive online networking events with inspiring and engaging speakers. Each year extremely positive feedback is received from participants and 2020 was no exception. 100% of respondents to the 2020 evaluation reported that they would ‘recommend the program to others’, and 100% of mentors who responded stated that they would consider being a mentor again.

COVID-19 has proved to us that making connections are now more important than ever. A need for an external connection allowed us to share ideas and to feel more supported. The mentoring program facilitated this for our mentors and mentees.

2021 is looking to be an epic year with the merger of the Victorian and NSW programs. We are also going to be joined by the RMIT Vietnam staff sharing their wonderful experience and perspective with us.

With all the changes and the “New Normal”, CAVAL in collaboration with its Interest Groups, were able to pivot very quickly and adapt to our new ways of working. Events quickly became webinar series. Our reach was further than ever, and our attendance numbers grew due to the broader reach. We had attendees from as far as Cambridge contributing to the conversation and collaborating with us. We have provided a crucial and stable avenue of professional development, capability building, and professional networking to the Academic Library sector in a time of increased uncertainty and unprecedented change.

OUR STRATEGIC PRIORITIES

As we moved beyond our immediate response to COVID-19 and continually re-evaluated operations during the pandemic, we realised the need to reset our business strategy.

OUR STRATEGIC PRIORITIES

We took this as an opportunity to reset, refresh and renew and focus on more strategic priorities to make ourselves more resilient, sustainable, and value generating for our members and clients.

Our rationale to develop Strategic Priorities received immense support from the Board of Directors, management team, and staff members from across the key functions.



PRIORITY PLANNING OUTCOMES

We commenced planning in June 2020 followed by multiple priority and strategy planning sessions with the Board and committee members, colleagues from member and public libraries, partner institutions, and a working group from CAVAL. Some of the outcomes from our initial priority planning day are depicted below.



Collaboration being at the centre of everything we do, remained our biggest strength during this time as we drilled down not only into our own challenges and strengths but also listened to what our members, clients and partners had to say and aligned both.

All the findings were then brought back to the Board, committees and the leadership team to confirm our key Strategic Priorities for 2021.

OUR CORE BUSINESS AND VALUE PROPOSITION

We could develop a deeper shared understanding of our purpose and core business, operating environment and potential challenges and opportunities. There was general agreement that the primary focus for CAVAL's Purpose is **Members**.

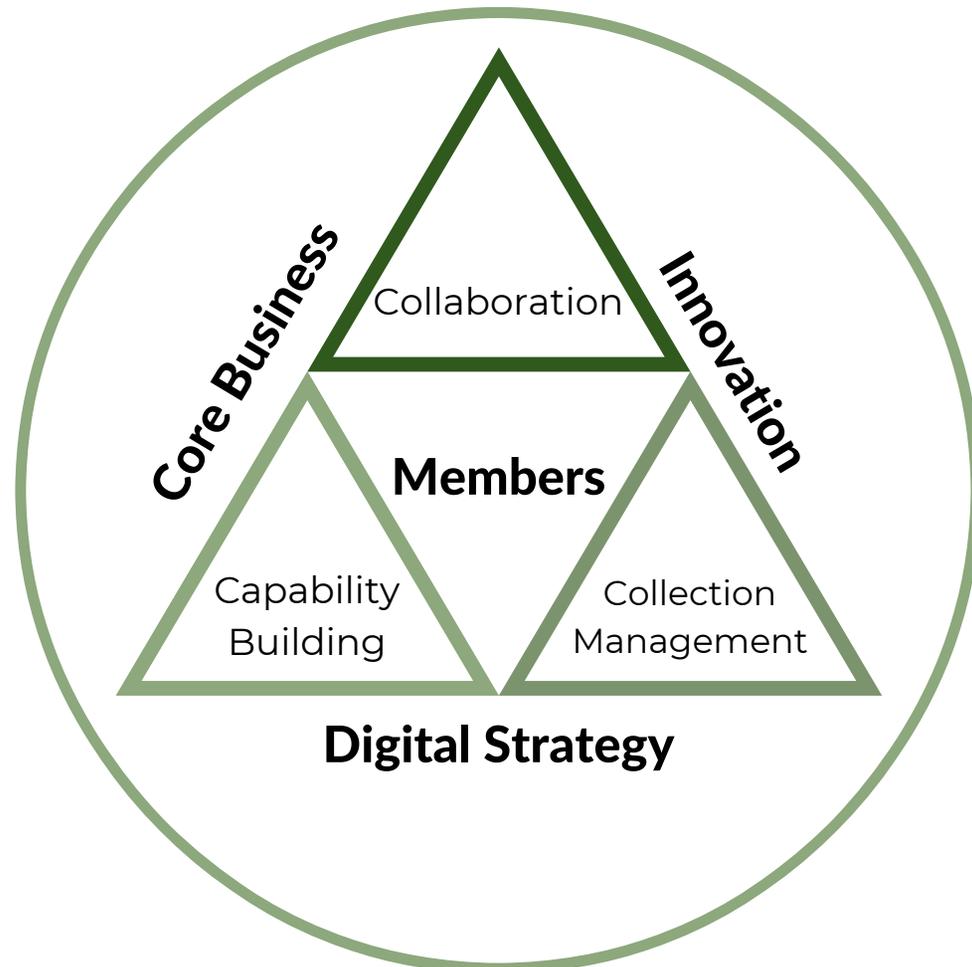
COLLABORATION CAPABILITY BUILDING COLLECTION MANAGEMENT

There is value in the collective benefit CAVAL provides its members and that is led through Collaboration, the first object in our constitution, focusing on Capability Building and Collection Management as the basis of our core business.

VALUE PROPOSITION

Cooperation
Facilitation
Coordination
Advocacy

Partnerships
Vendor Neutrality
Capability Support
Scalability
Market Strength



PRIORITIES FOR 2021

Our priorities for 2021 emerged from these planning sessions, committee and interest group meetings, a performance scorecard evaluation and our original strategic plan for 2018-2022.



Development and implementation of a digital strategy to help CAVAL transition into a successful digital enterprise



Benchmarking against like organisations in areas of Member value and core business



Review of Member Value



Develop an Innovation Framework to support the Innovation Hub



Expansion of Partnership opportunities and service offerings



Review and Implement New Library Management System

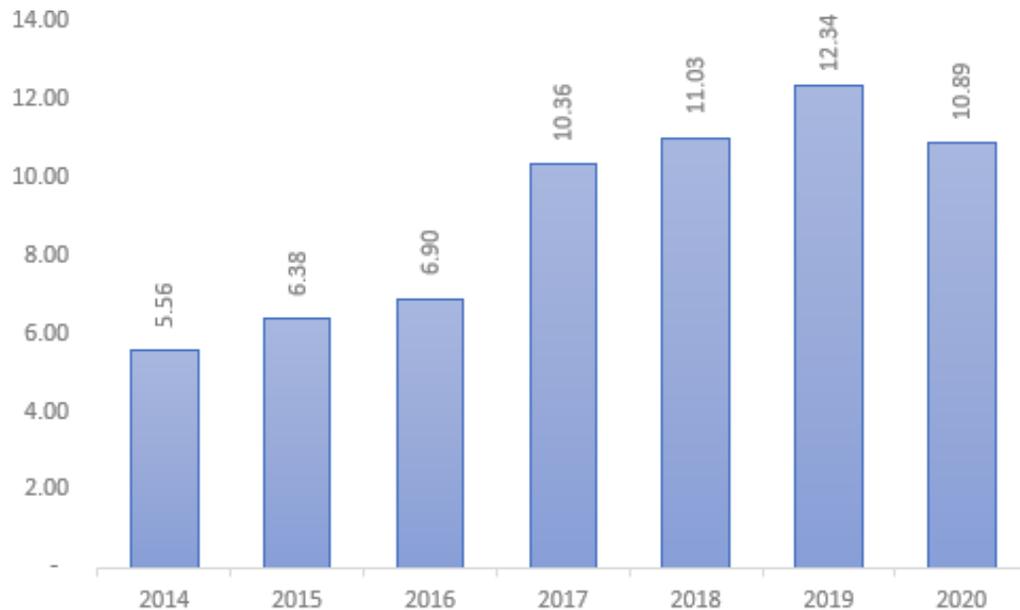


Improve the way we develop and mutually manage our agreements in the future through 'one agreement' for the majority of our services and solutions

FINANCIAL PERFORMANCE

\$'000,000s	2020 total revenue	2020 total expenses	2020 surplus/(deficit)	2019 surplus/(deficit)
All allocations	10.89	9.82	1.08	(0.16)

In 2020, our surplus was \$1.08 million (2019: Deficit (\$0.16 million)). The surplus for 2020 was delivered during a year that was significantly impacted by COVID-19, while continuing to invest in resources that enabled us to deliver key strategic objectives. The surplus achieved last year provides an opportunity to further invest in member services and strategic initiatives.

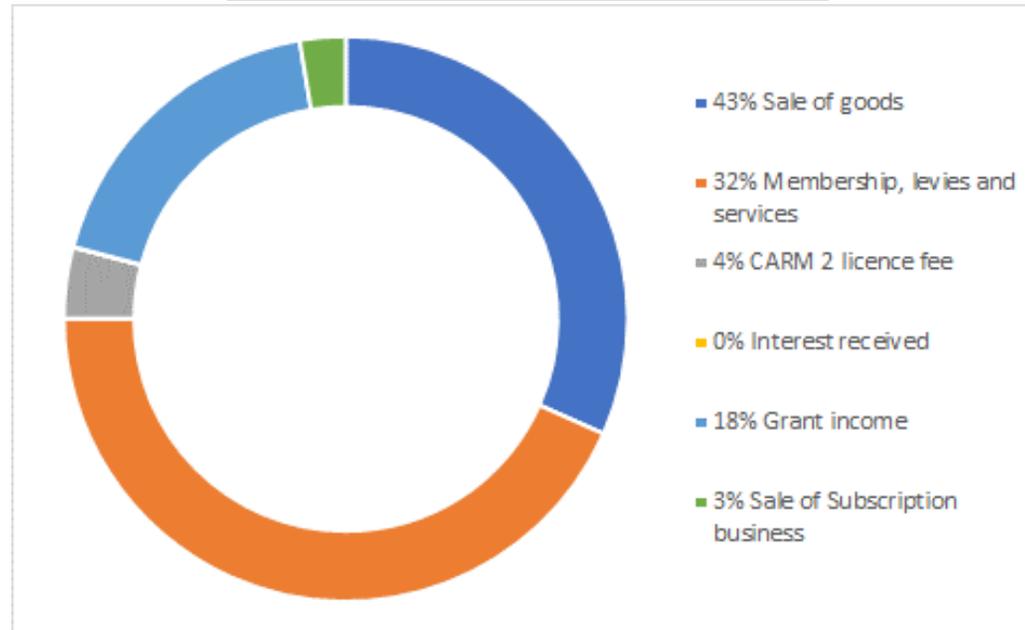
TOTAL REVENUE (\$'000,000s)

Overall revenue decreased by \$1.45 million or 11.75 percent over the 2020 financial year to \$10.89 million. This was primarily due to a decline in sales as a substantial number of libraries were closed during the lockdown as a result of COVID-19.

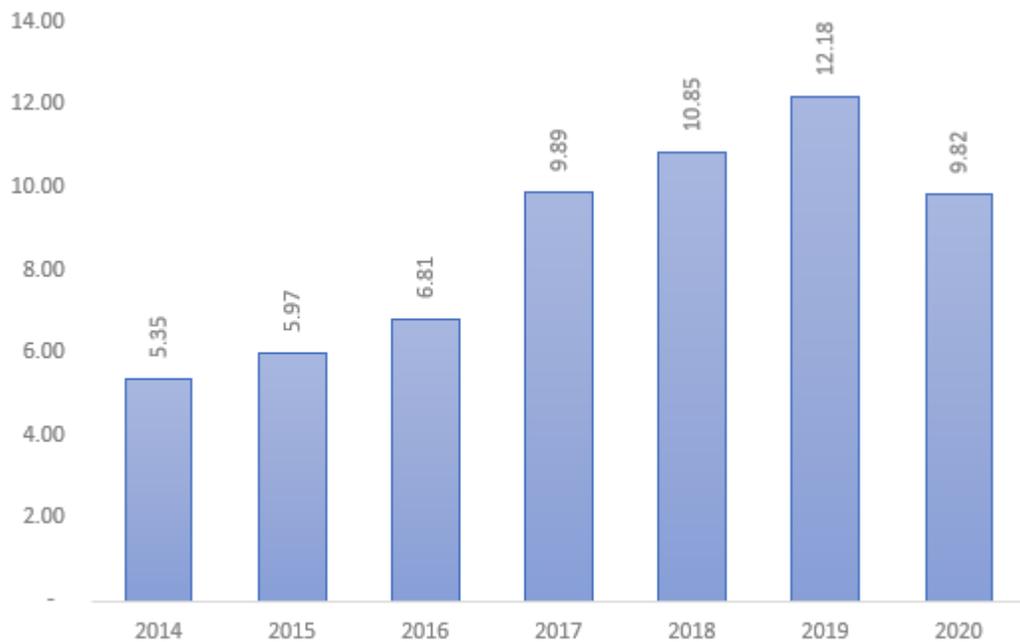
CAVAL also received assistance issued by the government in response to COVID-19, including JobKeeper amounting to \$1.99 million.

Consistent with the government objectives of JobKeeper, the financial support received allowed CAVAL to maintain our staff and deliver ongoing services to our members and clients.

REVENUE BY CATEGORY FY 2020



TOTAL EXPENDITURE (\$'000,000s)



Expenditure was \$2.1 million lower than 2019 at \$9.82 million. The decrease is primarily attributable to lower business activities as a result of COVID-19 restrictions in place during most of 2020.

The restrictions placed required CAVAL to limit access to the premises, consequently reducing staff hours. Additionally, various cost cutting measures were implemented across the organisation contributing to reduction in expenditure.



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