



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



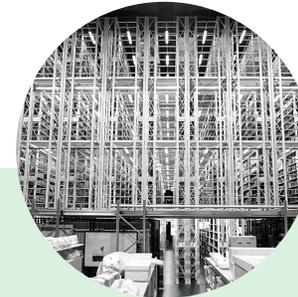
SHARED COLLECTION & GREENGLASS

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

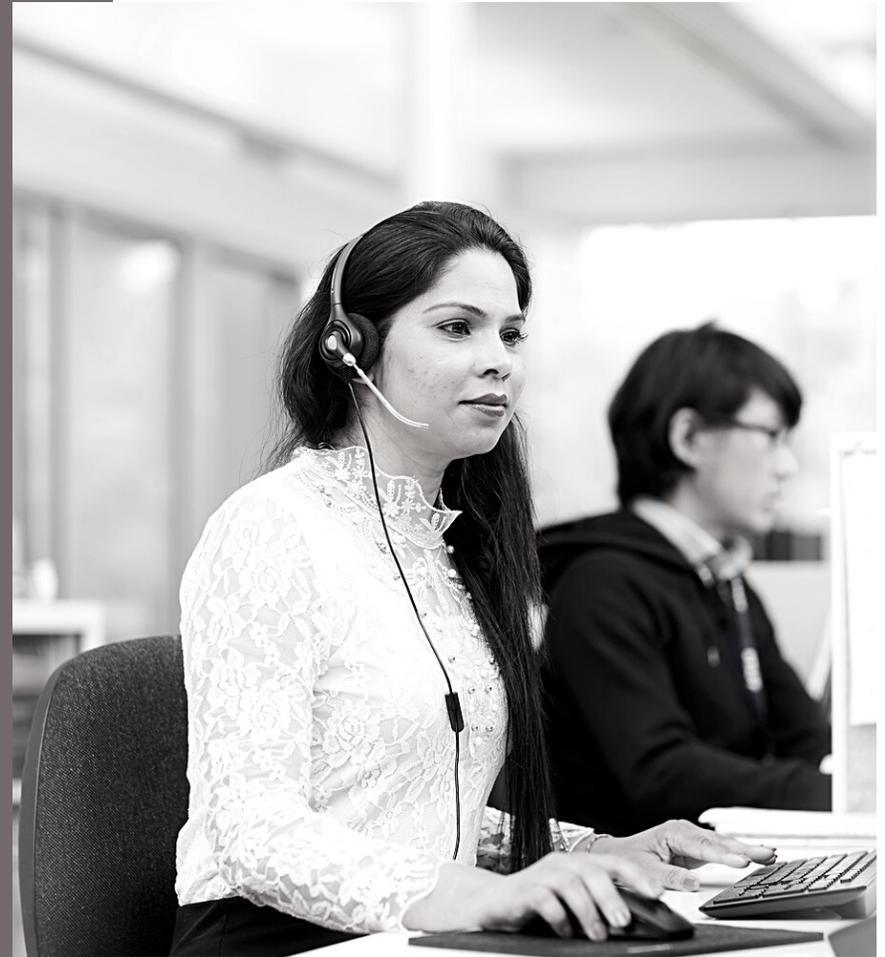
Jessica (JD) Deane, University of New South Wales

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

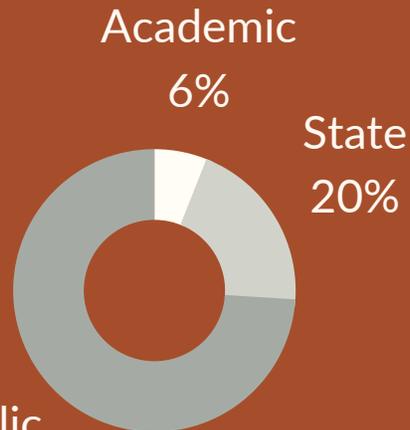
2020 AT A GLANCE

LIBRARY SUPPLY



72355

Items
Catalogued
/Processed



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.

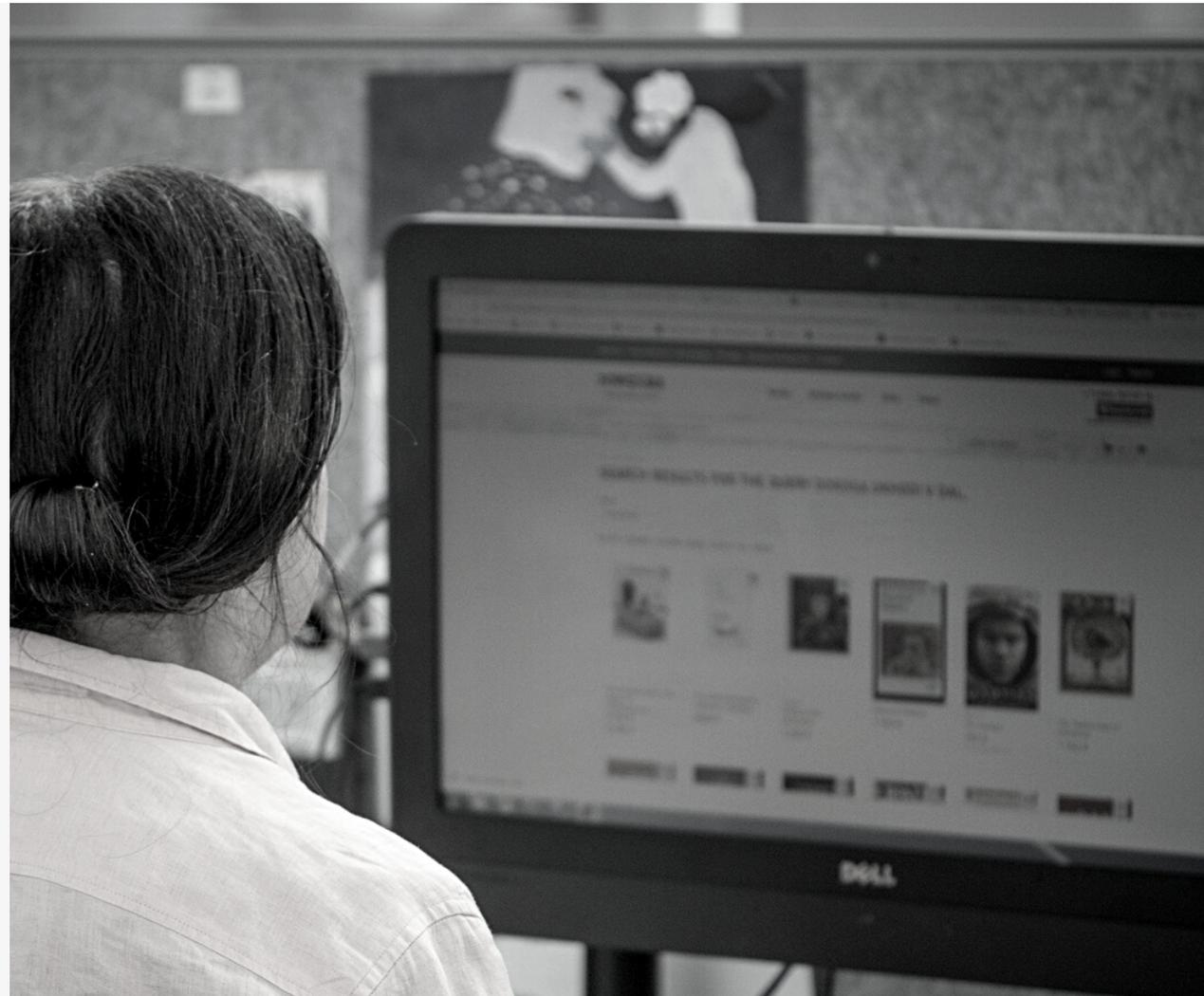
IN SPOTLIGHT

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 REBOUNDING

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**.

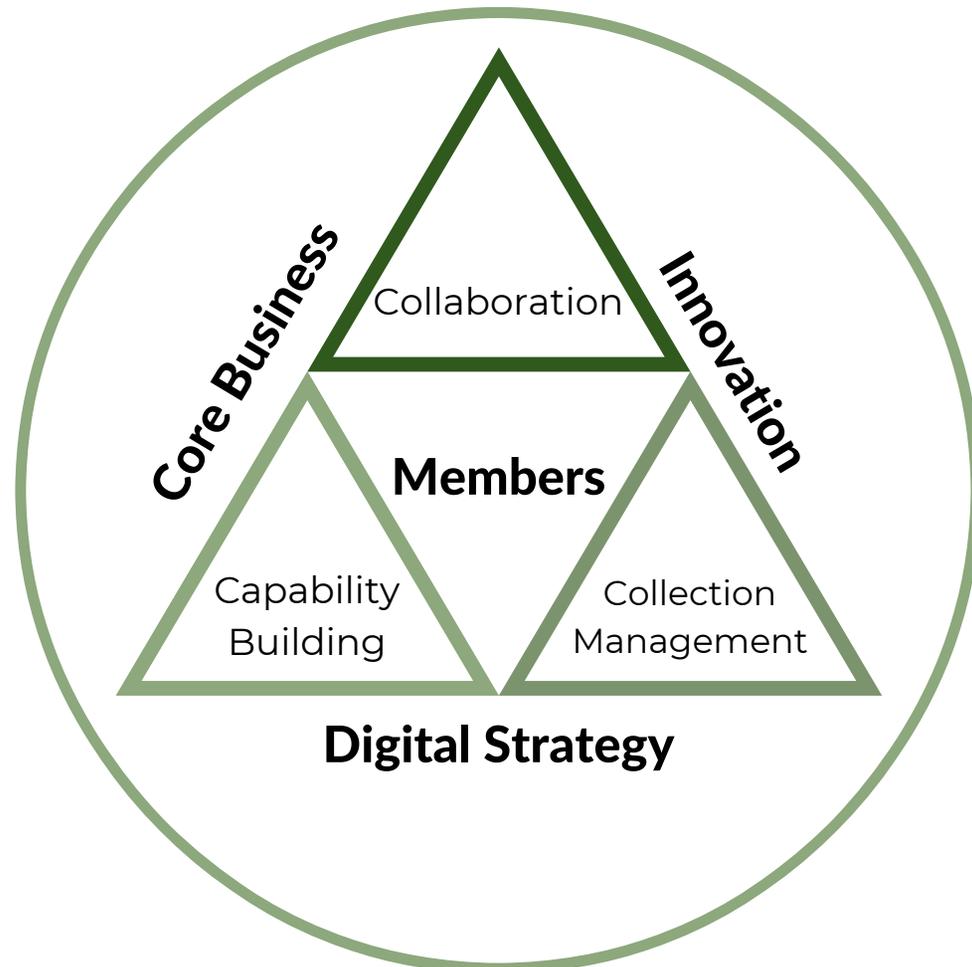
COLLABORATION CAPABILITY BUILDING COLLECTION MANAGEMENT

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

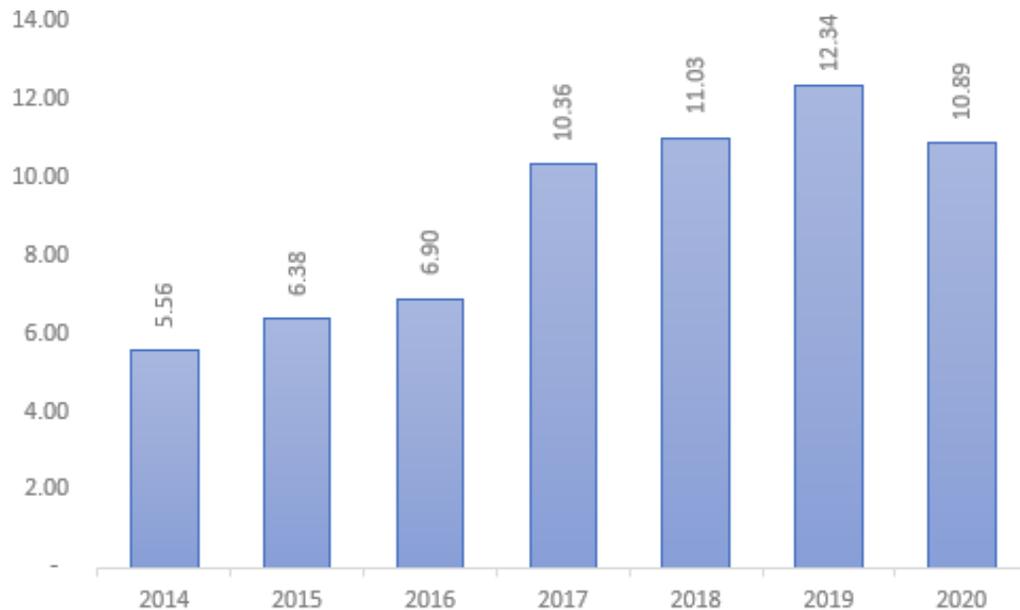


Improve the way we develop and mutually manage our agreements in the future through 'one agreement' for the majority of our services and solutions

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.

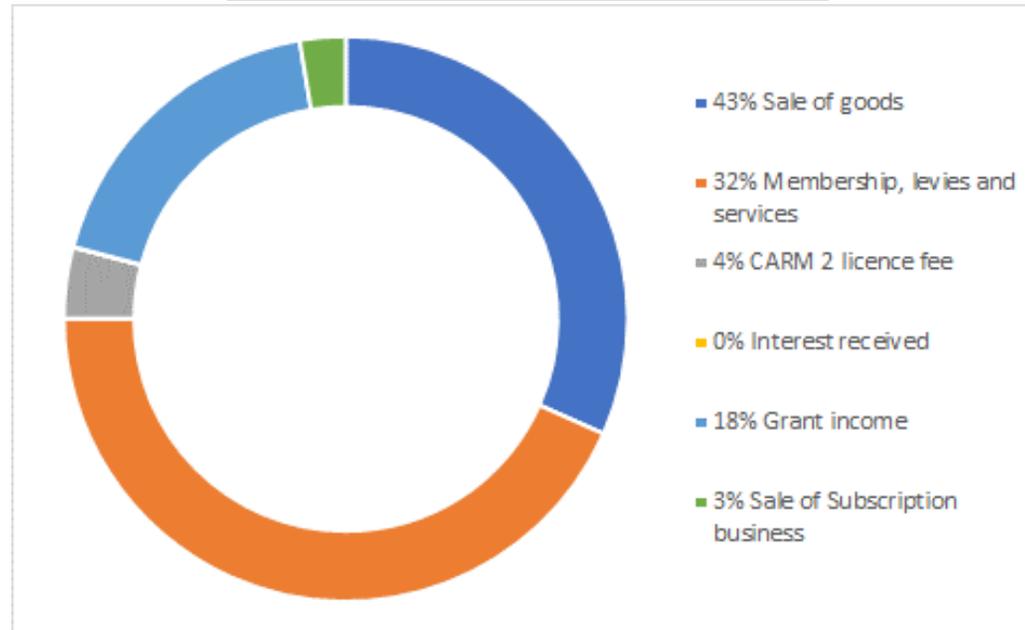
TOTAL REVENUE (\$'000,000s)

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.

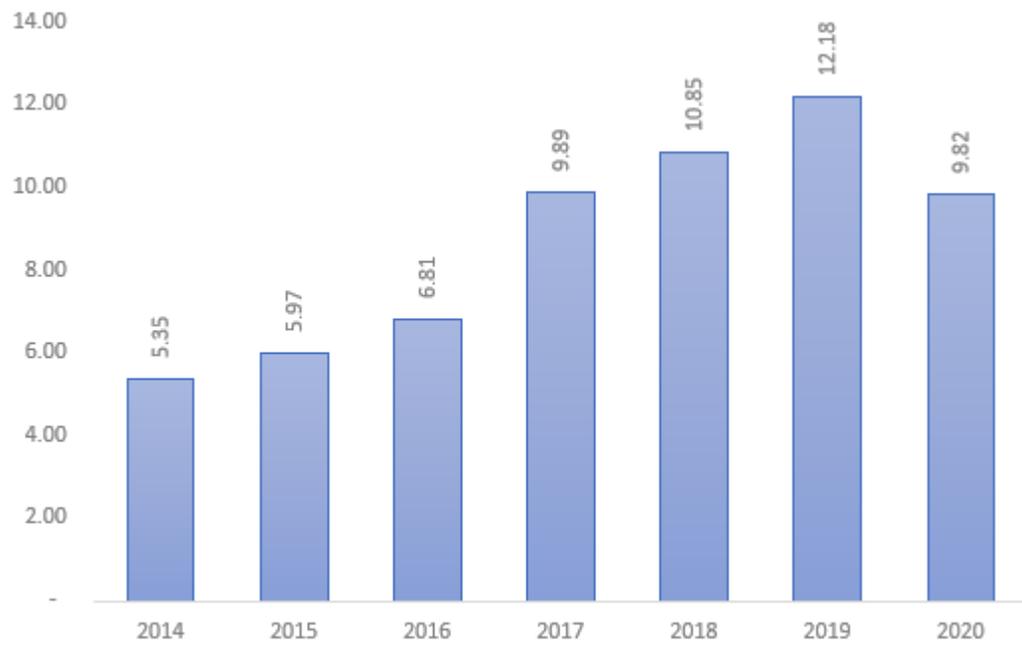
CAVAL also received assistance issued by the government in response to COVID-19, including JobKeeper amounting to \$1.99 million. Full detail of support received can be found in the subsequent pages of this report.

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.

CAVAL LIMITED (ABN 47 005 498 251) DIRECTORS' REPORT 31 DECEMBER 2020

Your Directors present their report on CAVAL Limited ("company") for the financial year ended 31 December 2020.

Directors

The names of the Directors in office at any time during or since the end of the 2020 financial year are:

- Andrew Wells
- Craig Anderson
- Darren Holland
- Fiona Salisbury
- Gwenda Thomas
- Jennefer Nicholson
- Jennifer Peasley
- Martin Borchert
- Paul Campbell
- Robert Gerrity
- Roger Tanton

Martin Borchert, Paul Campbell, Darren Holland, Jennefer Nicholson and Jennifer Peasley have been in office since the start of the financial year to the date of this report. Craig Anderson's and Andrew Wells' terms as Elected Directors ended at the Annual General Meeting in May 2020. Robert Gerrity, Fiona Salisbury and Gwenda Thomas commenced their terms as Elected Directors at the Annual General Meeting in May 2020. Roger Tanton's term as Appointed Director commenced in July 2020.

Operating Results

CAVAL receives revenue from Member fees and operational activities. During 2020, CAVAL experienced a decline in turnover due to the COVID-19 pandemic. As a result, CAVAL was eligible for the Australian Government's JobKeeper Payment scheme, a wage subsidy to assist in the payment of employees that provided \$1.9 million of extraordinary revenue. The duration of the subsidy was for the period between April 2020 and March 2021. CAVAL also received other income from the sale of the Subscription Services business to Prenax in August of 2020. The combination of operational activities, member fees, the sale of Subscription Services and the JobKeeper wage subsidy resulted in a profit of \$1,075,203 for the 2020 financial year. This compares with a loss of \$155,844 for the 2019 financial year.

With the onset of the COVID-19 pandemic, revenues in some areas declined dramatically. Supply of materials to libraries dropped by \$583,047. The Bookery business experienced a significant downturn from international border closures, with revenue from book sales dropping by more than \$2.1 million from 2019 results.

Due to the pandemic and a significant lockdown period, there was limited access to the CAVAL warehouse and office sites. To adapt to the changing conditions total staffing hours were reduced to match the level of available and useful work. Whilst revenue from operational activities decreased by 30% compared to 2019 results, the Cost of Sales decreased by 44% resulting in a 23% decline in gross profit compared to 2019 results. Additional cost cutting measures applied across the organisation have also contributed to the decrease in expenditure.

Principal Activities

The principal activities of the company during the 2020 financial year were the provision of library-related services both to member institutions and the library and information sector in general. These included but were not restricted to services such as:

Collaboration

- The management of the CARM Shared Collection of approximately 850,000 print volumes on behalf of CAVAL members.
- The preparation, hosting, collection, and management of the CAUL statistical dataset.
- The support of library-related software products in Australia and New Zealand supporting ILL and Document Delivery.

Capability Building

- Collaborative professional development and networking programs, principally through the coordination of CAVAL Interest Groups and the management of the Cross Institutional Mentoring Program (Victoria & NSW).
- Administrative support for the CAUL Digital Dexterity Program.
- Administrative support for the CAVAL Reciprocal Borrowing Program and other services for CAVAL member institutions and their staff and student communities.

Collection Management

- The storage and preservation of library and other collections on a fee-for-service basis.
- The supply and shelf-ready processing of Languages Other Than English (LOTE) in over 80 languages throughout Australia and New Zealand.
- The creation of metadata records for born-digital material.
- The supply of English language teaching resources and Australian published materials.
- The support of library related usage statistics portals specifically JUSP (Journal Usage Statistics Portal) and IRUS (Institutional Repository Usage Statistics).
- The accessioning of print serials subscriptions through a partnership with subscription management company Prenax.

After Reporting Date Events

During 2020, a review of the organisational structure was undertaken, highlighting the required functional model to drive the strategic vision and initiatives for 2021 and beyond. This change to the organisational structure was completed in the first quarter of 2021 through both direct appointments and internal Expressions of Interest.

2021 Strategic Priorities

- The CAVAL Strategic Plan 2018-2022 outlines the goals and strategic direction for CAVAL. Each year, CAVAL management identifies key priorities for that year to ensure these goals are achieved. The Priorities for 2021 are:
- Develop and Implement a new Digital Strategy to provide a framework to successfully transition CAVAL to be a more digital enterprise.
- Review of Member value with a focus on member experience, fees, business lines and reach.
- Benchmark and compare against like organisations in areas of Member value and core business
- Review and implement a new Library Management System to improve access and discoverability for Members
- Develop an Innovation Framework to provide a basis for the creation of an Innovation Hub
- Expand partnerships to provide more opportunities and services for Members
- Provide Members with a consolidated agreement as part of the CAVAL Universal Member Agreement.

Looking Forward

- The company's long-term objectives are to:
- Create an innovation hub to evaluate new ideas and create opportunities that will provide measurable business impact (ie improved financial results, growth or productivity gains) and cultivate a culture of innovation by changing internal mindset and improving capability.
- Ensure the ongoing viability of the company by building on current strengths and continually assessing future opportunities for business development that benefit Members.
- Expand and adapt collection management and storage solutions to offer suitable solutions based on member and customer needs.
- Become a key driver of sophisticated resource description techniques to set the standard of high-quality metadata records to improve access and discovery.

Information on Directors

Andrew Wells

Retired, University Librarian
 Qualifications: B Sc (Qld), MA (Macq), FALIA
 Experience : Board Member since 2011
 Other Directorships : Australia Advance Education Group, AustLII Foundation Limited

Darren Holland

Director, Infrastructure Planning, Federation University Australia
 Qualifications : BAppSc, GradDipCompSc, GradDipEd (sec), MBA
 Experience : Board Member 2004 - 2005, Board Member since 2007
 Other Directorships : NIL

Gwenda Thomas

Director, Scholarly Services and University Librarian
 Qualifications : BA Degree (Uni Cape Town 1979), HDLIS (UC)
 Experience : Board member since 2020
 Other Directorships : CAUL Board

Jennifer Peasley

Retired, University Librarian
 Qualifications : MBA, BA, Diploma of Teaching, Grad Dip Teacher Librarianship
 Experience : Board Member since 2018
 Other Directorships : NIL

Paul Campbell

Deputy Chief Operating Officer, Australian Catholic University
 Qualifications : MBT, GAICD
 Experience : Board Member since 2014
 Other Directorships : Vernet Pty Ltd

Craig Anderson

University Librarian, Deakin University
 Qualifications : B Sc.-Ed., Grad. Dip. Lib., Grad. Dip. Man., MB (IT), PhD, FALIA
 Experience : Board member since 2003
 Other Directorship : Member – OCLC Board of Trustees (effective November 2018)

Fiona Salisbury

Executive Director and University Librarian
 Qualifications : BA (Melb), MLIS(Melb), Grad Cert HE (LTU)
 Experience : Board Member since 2020
 Other Directorships : CAUL Board

Jennefer Nicholson

Retired IFLA Secretary General
 Qualifications: BA, GDIP IM Grad Cert Pub Policy, FALIA
 Experience : Board Member since 2017
 Other Directorships : NIL

Martin Borchert

University Librarian, UNSW Sydney
 Qualifications : B Sc (U.Q), M.Infotech (QUT), MBA (USQ)
 Experience : Board Member since 2018
 Other Directorships : Chair of the Executive – Australian Open Access Strategy Group (AOASG), Chair of the Board – Global Sustainability Coalition of Open Science Services (SCOSS)

Robert Gerrity

University Librarian
 Qualifications : MLIS Degree (Univ of Albany), Associate Member, ALIA
 Experience : Board Member since 2020
 Other Directorships : CAUL Board

Roger Tanton

CEO, VERNET Pty Ltd
 Qualifications : BCOMPT, FCCA, CA
 Experience : Board Member since 2020
 Other Directorships : NIL

Meetings of Directors

During the financial year, 6 meetings of Directors were held. Attendances by each Director during the year were as follows:

DIRECTORS	DIRECTORS' MEETINGS 2020	
	Number eligible to attend	Number attended
CRAIG ANDERSON	2	2
ANDREW WELLS	2	2
DARREN HOLLAND	6	6
FIONA SALISBURY	4	2
GWENDA THOMAS	4	4
JENNEFER NICHOLSON	6	6
JENNIFER PEASLEY	6	6
MARTIN BORCHERT	6	6
PAUL CAMPBELL	6	6
ROBERT GERRITY	4	4
ROGER TANTON	3	3

Indemnification and insurance of officers and auditors

Indemnification

In accordance with the constitution, an officer shall be indemnified out of the property of CAVAL against any liability incurred by him in his capacity as officer or agent of CAVAL or any related corporation in respect of any act or omission whatsoever and howsoever occurring or in defending any proceedings, whether civil or criminal.

CAVAL has not entered into any agreements to indemnify their auditors, William Buck for any liabilities to another person (other than CAVAL or a related body corporate) that may arise from their position as auditors.

CAVAL Limited
Directors' report
31 December 2020

Members Guarantee

The company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the company is wound up, the Constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the company. At 31 December 2020, the number of members was 11 (2019: 11).

Auditor's Independence Declaration

The auditor's independence declaration for the year ended 31 December 2020 has been received and can be found attached to this Directors' Report.

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the directors



Paul Campbell



Jennifer Peasley

19th April 2021



AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 60-40 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012 TO THE DIRECTORS OF THE CAVAL LIMITED

I declare that, to the best of my knowledge and belief during the year ended 31 December 2020 there have been:

- no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-Profits Commission Act 2012* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in blue ink that reads "William Buck".

William Buck Audit (VIC) Pty Ltd
ABN 59 116 151 136

A handwritten signature in blue ink that reads "C. L. Siddles".

C. L. Siddles
Director

Dated this 19th day of April 2021

ACCOUNTANTS & ADVISORS

Level 20, 181 William Street
Melbourne VIC 3000
Telephone: +61 3 9824 8555
williambuck.com

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General information

The financial statements cover CAVAL Limited as an individual entity. The financial statements are presented in Australian dollars, which is CAVAL Limited's functional and presentation currency.

CAVAL Limited is a not-for-profit unlisted public company limited by guarantee.

The registered office and principal place of business is:
4 Park Drive
Bundoora VIC 3083

The financial statements were authorised for issue, in accordance with a resolution of directors, on 19th April 2021. The directors have the power to amend and reissue the financial statements.

	Note	2020	2019
Revenue		\$	\$
Revenue	3	8,616,020	12,330,940
Other Income	3	2,277,582	8,671
Cost of goods sold		(2,344,147)	(4,188,445)
Expenses			
Employee benefits expense	4	(4,720,744)	(5,538,123)
Depreciation and amortisation expense		(976,036)	(1,074,774)
Finance costs	4	(28,615)	(32,659)
Impairment expense	10	(503,592)	-
Lease expense		(7,532)	(27,973)
Office services & supplies		(178,383)	(510,245)
Computer processing		(159,587)	(121,609)
Consultancy		(157,221)	(276,879)
Publicity & promotions		(22,464)	(89,813)
Travel		(27,045)	(124,481)
Insurance		(160,208)	(71,097)
Other expenses		(532,825)	(439,357)
		<u>1,075,203</u>	<u>(155,844)</u>
Surplus/(deficit) before income tax expense		1,075,203	(155,844)
Income tax expense		<u>-</u>	<u>-</u>
Surplus/(deficit) after income tax expense for the year attributable to the members of CAVAL Limited		1,075,203	(155,844)
Other comprehensive income for the year		<u>-</u>	<u>-</u>
Total comprehensive income for the year attributable to the members of CAVAL Limited		<u><u>1,075,203</u></u>	<u><u>(155,844)</u></u>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

	Note	2020	2019
		\$	\$
Current assets			
Cash and cash equivalents	5	1,550,381	154,443
Trade and other receivables	6	2,351,271	3,376,605
Inventories	7	602,834	719,325
Financial Assets		95,000	95,000
Prepayments		152,457	154,381
Total current assets		<u>4,751,943</u>	<u>4,499,754</u>
Non-current assets			
Financial assets		106	106
Property, plant and equipment	8	13,777,086	14,616,947
Right-of-use assets	9	183,037	406,963
Intangible assets	10	<u>1,623,146</u>	<u>2,126,738</u>
Total non-current assets		<u>15,583,375</u>	<u>17,150,754</u>
Total assets		<u>20,335,318</u>	<u>21,650,508</u>

The above statement of financial position should be read in conjunction with the accompanying notes

Liabilities	Note	2020	2019
		\$	\$
Current liabilities			
Trade and other payables	11	855,153	1,316,440
Borrowings	12	9,506	1,108,108
Provisions	13	661,744	704,851
Income in advance	14	3,112,555	3,357,162
Total current liabilities		<u>4,638,958</u>	<u>6,486,561</u>
Non-current liabilities			
Borrowings	12	209,194	185,586
Provisions	13	172,874	179,871
Income in advance	14	8,683,692	9,190,377
Total non-current liabilities		<u>9,065,760</u>	<u>9,555,834</u>
Total liabilities		<u>13,704,718</u>	<u>16,042,395</u>
Net assets		<u>6,630,600</u>	<u>5,608,113</u>
Equity			
Retained surpluses		<u>6,630,600</u>	<u>5,608,113</u>
Total equity		<u>6,630,600</u>	<u>5,608,113</u>

The above statement of financial position should be read in conjunction with the accompanying notes

	Retained	
	Profits	Total Equity
	\$	\$
Balance at 1 January 2019	5,745,265	5,745,265
Adjustment on adoption of AASB 116 Leases	<u>18,692</u>	<u>18,692</u>
Balance at 1 January 2019 - restated	5,763,957	5,763,957
Deficit after income tax expense for the year	(155,844)	(155,844)
Other comprehensive income for the year	<u>–</u>	<u>–</u>
Total comprehensive income for the year	(155,844)	(155,844)
Balance at 31 December 2019	<u><u>5,608,113</u></u>	<u><u>5,608,113</u></u>

The above statement of changes in equity should be read in conjunction with the accompanying notes

	Retained	
	Profits	Total Equity
	\$	\$
Balance at 1 January 2020	5,608,113	5,608,113
Adjustment to the carrying value of Lease Liability	(52,716)	(52,716)
Balance at 1 January 2020 - restated	<u>5,555,397</u>	<u>5,555,397</u>
Surplus after income tax expense for the year	1,075,203	1,075,203
Other comprehensive income for the year	<u>—</u>	<u>—</u>
Total comprehensive income for the year	<u>1,075,203</u>	<u>1,075,203</u>
Balance at 31 December 2020	<u><u>6,630,600</u></u>	<u><u>6,630,600</u></u>

The above statement of changes in equity should be read in conjunction with the accompanying notes

Cash flows from operating activities	Note	2020	2019
		\$	\$
Receipts from customers and members		10,377,874	10,012,405
Receipts of JobKeeper grants		1,657,500	
Payments to suppliers and employees		(9,692,883)	(11,243,820)
		<u>2,342,491</u>	<u>(1,231,415)</u>
Interest received		2,016	8,671
Interest and other finance costs paid		(28,615)	(32,659)
Net cash from/(used in) operating activities		<u>2,315,892</u>	<u>(1,255,403)</u>
 Cash flows from investing activities			
Payments for property, plant and equipment	8	(19,954)	(1,021,782)
Net cash used in investing activities		<u>(19,954)</u>	<u>(1,021,782)</u>
 Cash flows from financing activities			
Borrowings (repayments)/proceeds		(900,000)	900,000
Net cash (outflow)/inflow from financing activities		<u>(900,000)</u>	<u>900,000</u>
Net increase in cash and cash equivalents		1,395,93	(1,377,185)
Cash and cash equivalents at the beginning of the financial year		<u>154,4438</u>	<u>1,531,628</u>
Cash and cash equivalents at the end of the financial year	5	1,550,381	154,443

The above statement of cash flows should be read in conjunction with the accompanying notes

Note 1. Significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and Interpretations issued by the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012 and Victorian legislation the Fundraising Act 1998 and associated regulations and the Corporations Act 2001, as appropriate for not-for profit oriented entities.

Historical cost convention

The financial statements have been prepared under the historical cost convention, except for, where applicable, the revaluation of financial assets and liabilities at fair value through profit or loss, financial assets at fair value through other comprehensive income, investment properties, certain classes of property, plant and equipment and derivative financial instruments.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

Revenue recognition

The company recognises revenue as follows:

Revenue is recognised either under AASB15 or AASB1058. AASB 15 requires revenue to be recognised when control of a promised good or service is passed to the customer at an amount which reflects the expected consideration. The customer for these contracts is the fund provider. Revenue is recognised by applying a five-step model as follows: 1. Identify the contract with the customer 2. Identify the performance obligations 3. Determine the transaction price 4. Allocate the transaction price 5. Recognise revenue

Generally the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability. None of the revenue streams of the company have any significant financing terms. AASB 1058 requires that where there are no contracted performance obligations, revenue is recognised when received.

Sale of goods

Revenue from the sale of goods is recognised at the point in time when the customer obtains control of the goods, which is generally at the time of delivery.

Rendering of services

Revenue from a contract to provide services is recognised over time as the services are delivered to members.

CARM2 licence fees

CARM2 licence fees are recognised on a straight line basis over time, which represents the rate of fulfillment of obligations.

Note 1. Significant accounting policies (continued)

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

Grants

Grant revenue is recognised in profit or loss when the company satisfies the performance obligations stated within the funding agreements. If conditions are attached to the grant which must be satisfied before the company is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a liability until those conditions are satisfied.

Income tax

As the company is a charitable institution in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Deferred tax assets and liabilities are always classified as non-current.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

The company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

Inventories

Finished goods are stated at the lower of cost and net realizable value on a 'first in first out' basis. Cost comprises of purchase and delivery costs, net of rebates and discounts received or receivable.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Note 1. Significant accounting policies (continued)**Property, plant and equipment**

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

CARM Buildings & Fittings	2.5% to 10%
Plant and equipment	10%
Motor Vehicles	20%
Office Equipment	7.5% to 20%
Computer Equipment & Software	20% to 33%

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Intangible assets

Intangible assets acquired as part of a business combination, other than goodwill, are initially measured at their fair value at the date of the acquisition. Intangible assets acquired separately are initially recognised at cost. Indefinite life intangible assets are not amortised and are subsequently measured at cost less any impairment. Finite life intangible assets are subsequently measured at cost less amortisation and any impairment. The gains or losses recognised in profit or loss arising from the derecognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset. The method and useful lives of finite life intangible assets are reviewed annually. Changes in the expected pattern of consumption or useful life are accounted for prospectively by changing the amortisation method or period.

Goodwill

Goodwill arises on the acquisition of a business. Goodwill is not amortised. Instead, goodwill is tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Impairment losses on goodwill are taken to profit or loss and are not subsequently reversed.

Note 1. Significant accounting policies (continued)

Impairment of non-financial assets

Goodwill and other intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

Trade and other payables

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

Loans and borrowings are initially recognised at the fair value of the consideration received, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method.

Finance costs

Finance costs attributable to qualifying assets are capitalised as part of the asset. All other finance costs are expensed in the period in which they are incurred.

Provisions

Provisions are recognised when the company has a present (legal or constructive) obligation as a result of a past event, it is probable the company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. If the time value of money is material, provisions are discounted using a current pre-tax rate specific to the liability. The increase in the provision resulting from the passage of time is recognised as a finance cost.

Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Revenue in Advance

Revenue in advance generally consists of fees received on the condition that specified services are delivered or conditions are fulfilled. The services are usually provided, or the conditions usually fulfilled within 12 months of receipt of the fees. Where the amount received is in respect of services to be provided over a period that exceeds 12 months after the reporting date or the conditions will only be satisfied more than 12 months after the reporting date, the liability is presented as noncurrent.

Note 1. Significant accounting policies (continued)

Where the monies are received for the company to acquire or construct an item of property, plant and equipment which will be controlled by the group then the funds are recognised as a contract liability and amortised to revenue as and when the obligation is satisfied.

Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

Note 2. Critical accounting judgments, estimates, and assumptions.

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

The fair value of assets and liabilities classified as level 3 is determined by the use of valuation models. These include discounted cash flow analysis or the use of observable inputs that require significant adjustments based on unobservable inputs.

Estimation of useful lives of assets

The depreciation of the buildings is based on the management's best estimates of useful life and is not in line with the option for the land leased by La Trobe University. In the case of leasehold property, expected useful lives are determined by reference to comparable owned assets or over the term of the lease, if shorter.

Goodwill and other indefinite life intangible assets

The company currently holds Goodwill in respect of the acquisitions of the Languages Direct and Bookery businesses, acquired in 2011 and 2017 respectively. At each reporting date management perform an impairment test to assess whether an impairment charge is required in the period. In preparing an impairment testing model, management uses judgement in determining the assumptions which are used in the calculation.

Accounting treatment of deferred licence fee

Melbourne, Monash and RMIT Universities paid licence fees in advance for the use of the CARM 2 centre for a 30 year period commencing 1 November 2010. CAVAL has recognised the income over the life of the contractual agreement and has not discounted it.

Coronavirus (COVID-19) pandemic

Judgement has been exercised in considering the impacts that the Coronavirus (COVID-19) pandemic has had, or may have, on the company based on known information. This consideration extends to the nature of the products and services offered, customers, supply chain, staffing and geographic regions in which the company operates. Other than as addressed in specific notes, there does not currently appear to be either any significant impact upon the financial statements or any significant uncertainties with respect to events or conditions which may impact the company unfavourably as at the reporting date or subsequently as a result of the Coronavirus (COVID-19) pandemic.

Note 3. Revenue**Revenue**

	2020	2019
	\$	\$
Membership, levies and services	4,722,417	5,706,754
CARM2 licence fee	444,384	434,187
Sale of goods	3,449,219	6,189,999
	<u>8,616,020</u>	<u>12,330,940</u>
Other income		
Grant income received	1,989,250	–
Sale of subscription service business	286,316	–
Interest revenue	<u>2,016</u>	<u>8,671</u>
	<u>2,277,582</u>	<u>8,671</u>

Note 4. Expenses

	2020	2019
	\$	\$
Surplus/(deficit) before income tax includes the following specific expenses:		
Contained within employee benefits expense are the following:		
Salaries and Wages	4,117,829	4,834,356
Superannuation	341,860	445,301
Payroll tax	230,605	230,458
Workcover	30,450	18,666
	<u>4,720,744</u>	<u>5,528,781</u>
Contained within finance costs are the following:		
Interest and finance charges paid/payable on lease liabilities	<u>28,615</u>	<u>15,800</u>

Note 5. Cash and cash equivalents

	2020	2019
	\$	\$
Cash on hand	700	700
Cash at bank	<u>1,549,681</u>	<u>153,743</u>
	<u><u>1,550,381</u></u>	<u><u>154,443</u></u>

Note 6. Trade and other receivables

	2020	2019
	\$	\$
Trade receivables	2,093,933	3,339,298
Accrued Income	257,338	37,307
	<u>2,351,271</u>	<u>3,376,605</u>

Note 7. Inventories

	2020	2019
	\$	\$
Finished goods - at cost	619,847	763,554
Less: Obsolescence provision	(17,013)	(44,229)
	<u>602,834</u>	<u>719,325</u>

Note 8. Property, plant and equipment

	2020	2019
	\$	\$
Buildings - at cost	21,905,346	21,886,346
Less: Accumulated depreciation	(8,298,033)	(7,584,754)
	<u>13,607,313</u>	<u>14,301,592</u>
Plant and office equipment - at cost	597,577	597,577
Less: Accumulated depreciation	(510,286)	(482,004)
	87,291	115,573
Motor vehicles - at cost	—	39,663
Less: Accumulated depreciation	—	(28,899)
	—	<u>10,764</u>
Computer equipment - at cost	1,244,270	1,243,316
Less: Accumulated depreciation	(1,161,788)	(1,054,298)
	<u>82,482</u>	<u>189,018</u>
	<u>13,777,086</u>	<u>14,616,947</u>

Note 8. Property, plant and equipment (continued)

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Buildings	Plant and Office Equipment	Motor Vehicles	Computer Equipment	Total
	\$	\$	\$	\$	\$
Balance at 1 January 2020	14,301,592	115,573	10,764	189,018	14,616,947
Additions	19,000	–	–	954	19,954
Disposals	–	–	(8,231)	–	(8,231)
Depreciation expense	(713,279)	(28,282)	(2,533)	(107,490)	(851,584)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Balance at 31 December 2020	<u>13,607,313</u>	<u>87,291</u>	<u>–</u>	<u>82,482</u>	<u>13,777,086</u>

Note 9. Right-of-use assets

	2020	2019
	\$	\$
Land and buildings - right-of-use	209,189	604,527
Less: Accumulated depreciation	(26,152)	(197,564)
	<hr/>	<hr/>
	<u>183,037</u>	<u>406,963</u>

Note 10. Intangible assets

	2020	2019
	\$	\$
Languages Direct Business - goodwill at cost	<u>667,363</u>	<u>667,363</u>
Bookery Business – goodwill at cost	1,459,375	1,459,375
Less: Impairment	<u>(503,592)</u>	<u>–</u>
Bookery Business -goodwill net of impairment	<u>955,783</u>	<u>1,459,375</u>
	<u>1,623,146</u>	<u>2,126,738</u>

Note 11. Trade and other payables

	2020	2019
	\$	\$
Trade payables	221,137	946,126
Sundry creditors and accruals	634,016	370,314
	<u>855,153</u>	<u>1,316,440</u>

Note 12. Borrowings

CURRENT	2020 \$	2019 \$
Bank loans (secured*)	–	900,000
Lease liability	9,506	208,108
	<u>9,506</u>	<u>1,108,108</u>
NON CURRENT		
Lease liability	209,194	185,586
	<u>209,194</u>	<u>185,586</u>

**The loan from the NAB is secured with a fixed and floating charge over all of the present and future rights, property and undertakings of the company.*

Note 13. Provisions

	2020 \$	2019 \$
CURRENT		
Annual leave	328,349	306,123
Long service leave	333,395	286,533
Other provisions	–	112,195
	<u>661,744</u>	<u>704,851</u>
NON CURRENT		
Long service leave	172,874	179,871
	<u>172,874</u>	<u>179,871</u>

Note 14. Income in advance

CURRENT	2020	2019
	\$	\$
Fees and levies received in advance	404,347	405,611
Service fees received in advance	2,263,824	2,569,468
CARM 2 licence fees paid in advance*	444,384	382,083
	<u>3,112,555</u>	<u>3,357,162</u>
NON CURRENT		
CARM 2 license fees paid in advance*	<u>8,683,692</u>	<u>9,190,377</u>

*CARM 2 licence fees were paid in advance by Melbourne, Monash and RMIT universities for a 30 year period commencing 1 November 2010.

Note 15. Financial instruments

The company's financial instruments consist mainly of deposits with banks, local money market instruments, short term investments, accounts receivable and payable.

The carrying values of financial assets and liabilities reflect their fair values.

Note 16. Key management personnel disclosures

Compensation

The aggregate compensation made to directors and other members of key management personnel of the company is set out below:

	2020	2019
	\$	\$
Aggregate compensation	<u>472,864</u>	<u>636,975</u>

Note 17. Contingent liabilities

The company has a bank guarantee of \$15,000 as 31 December 2020 for performance guarantees (2019: \$15,000)

Note 18. Related party transactions

(a) The names of the persons who were directors of the company at any time during the financial year were as follows: C Anderson, M Borchert, P Campbell, R Gerrity, D Holland, J Nicholson, J Peasley, F Salisbury, R Tanton, G Thomas and A Wells. Key Management Personnel include J McCowan, M Robinson, A Rowe.

(b) Information Central (Australia) Pty Ltd is the corporate trustee for Information Central Australia Unit Trust, which has been established to provide library and information systems, services and products. CAVAL owns 100% financial interest in both entities. There were no transactions during the year.

Key management personnel

Disclosures relating to key management personnel are set out in note 16.

Note 19. Events after the reporting period

The impact of the Coronavirus (COVID-19) pandemic is ongoing and while the impact on the operating activities of the Company has been negative up to 31 December 2020, it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

- the attached financial statements and notes comply with the Corporations Act 2001, the Australian Accounting Standards - Reduced Disclosure Requirements, the Australian Charities and Not-for-profits Commission Act 2012 and Victorian legislation the Fundraising Act 1998 and associated regulations, the Corporations Regulations 2001 and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 31 December 2020 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors made pursuant to section 295(5)(a) of the Corporations Act 2001.

On behalf of the directors

A handwritten signature in black ink, consisting of a stylized 'M' followed by a horizontal line extending to the right.

19th April 2021



Caval Limited

Independent auditor's report to members

Report on the Audit of the Financial Statements

Opinion

We have audited the financial report of Caval Limited (the Company), which comprises the statement of financial position as at 31 December 2020, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion the financial report of Caval Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a) giving a true and fair view of the Company's financial position as at 31 December 2020 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Basis of Accounting

We draw attention to Note X to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Company's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

ACCOUNTANTS & ADVISORS

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Telephone: +61 3 9824 8555
williambuck.com



Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note X to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The directors responsibility also includes such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of these financial statements is located at the Auditing and Assurance Standards Board website at:

<http://www.auasb.gov.au/Pronouncements/Australian-Auditing-Standards/Auditors-Responsibilities.aspx>

This description forms part of our independent auditor's report.

A handwritten signature in black ink that reads "William Buck".

William Buck Audit (Vic) Pty Ltd
ABN 59 116 151 136

A handwritten signature in black ink that reads "C. L. Siddles".

C. L. Siddles
Director

Melbourne, 19th April 2021



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