

# ANNUAL REPORT

2021



# About CAVAL

## and what we do...

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

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

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# Key Differentiators

- 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

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# Our Values

## Accountability

- 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

## Transparency

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

## Respect

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

## Teamwork

- 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



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# Our Core Purpose

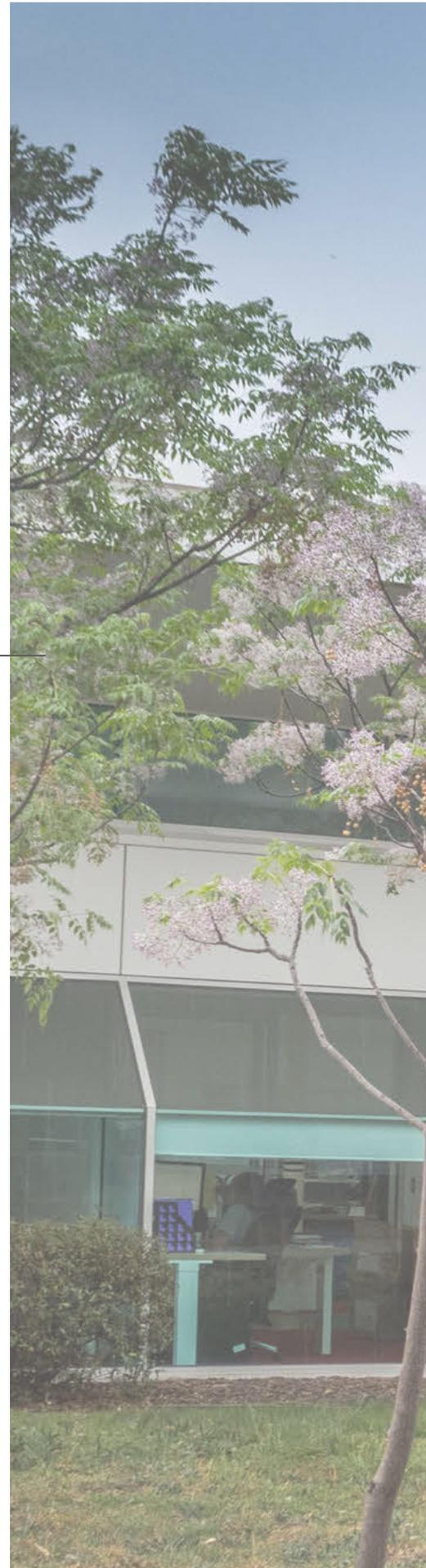
- Collaboration
- Capability Building
- Collection Management

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.

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# 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



# Value Proposition

- Cooperation
- Facilitation
- Coordination
- Advocacy
- Partnerships
- Vendor Neutrality
- Capability Support
- Scalability
- Market Strength



## Our Approach to Sustainability

Sustainability for CAVAL is about more than simply surviving; rather the goal is to ensure our long-term success by making efforts to increase our relevance to the wider library communities as well as to improve our programs, services and solutions and make them feasible and beneficial.



### Digital enhancement

To be a more Digital Enterprise, a Digital Strategy working group has been formed to advance the overall objectives of CAVAL's Digital Strategy and recommend specific, incremental, and achievable improvements.



### Building a culture of innovation

An innovation hub has been developed to highlight our accomplishments and improvements towards this goal. Information gathered during the Innovation workshops is used to develop an approach that gives each new idea the best chance of success. We are moving towards a culture that encourages and rewards innovation.



### Social sustainability

We forge professional networks and enhance collaboration between our members and non-member institutions and industry partners. Collaboration is at the heart of everything we do. Our professional development area constantly works towards building social sustainability within the community.



### Environmental sustainability

A working group has been established to review the waste management and recycling. New regimes are being implemented such as warehouse re-using packaging materials and trying paperless workflows for receiving goods.



# Message from the Chair

**Paul Campbell,**  
CAVAL Chair &  
Deputy Chief Operating Officer,  
Australian Catholic University



CAVAL has continued to lead with its values, prioritising wellbeing and health while continuing to fulfill member and community needs. I am proud of the resilience that CAVAL has shown amidst these volatile conditions. The CAVAL Board also acknowledged that there is no off-the-shelf playbook for the current situation, and were flexible and pragmatic in their governance. The Board has continued to support CAVAL while regularly reviewing relevance and sustainability which continues to be a priority.

I would like to congratulate CAVAL on winning the Voice project Change Champion Award 2021 in the SME category, an evidence of the significant positive shift it has achieved in the workplace culture and practices in a very short and challenging time.

2021 saw an increased level of Board engagement as CAVAL navigated through the pandemic. In the additional Strategic Planning sessions held later in the year, Board members played critical roles within working groups and in strategic development. Key achievements in 2021 include the creation of a policy register including a review process for each policy and the establishment of a Governance Framework based on AICD governance principles for not-for-profit organisations. A Business Impact Analysis framework was created to assist CAVAL Management and Board decision making when analysing current business lines and new business opportunities to invest in. We have also enhanced our Risk Assessment Plan and updated our Finance, Risk and Audit Committee (FRAC) Terms of Reference to incorporate risk at a strategic level.

Despite many operational challenges imposed by COVID-19, 2021 was a productive and transformational year for CAVAL very well led by our CEO, Jaime McCowan. As a result of the restructure, we have a consolidated management team invested in and enthusiastic about CAVAL, its strategic development and financial performance.

In 2022, CAVAL is committed to working more closely with the member and non-member institutions to contribute towards a sustainable future together. Understanding and addressing the needs of the wider community, working as partners, and optimising our value will be our priority.

I would like to thank our staff, members of FRAC, PSC, and the Board for their contribution to CAVAL during the year, as well as the University Librarians and staff of member libraries, and CAVAL management. We have made a lot of progress and we welcome all contributions as we implement our strategic priorities for 2022.

# Governance

CAVAL is structured as a not-for-profit company limited by guarantee and owned by 8 Australian Universities. Its constitution specifies a range of purposes to assist libraries and the education sector.

## Our 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 Ltd. With Paul Campbell as the Chair of CAVAL, Jenny Peasley as Deputy Chair, the Board played a crucial role in steering us in the right direction despite the challenges of 2021. CAVAL members and owners include some of the most prestigious Australian Universities - *Deakin University, Federation University Australia, La Trobe University, Monash University, RMIT University, Swinburne University of Technology, The University of Melbourne, and Victoria University.*



**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



**Jennefer Nicholson**



**Martin Borchert**  
The University of  
New South Wales



**Robert Gerrity**  
Monash University



**Roger Tanton**  
VERNet

# Message from the CEO

**Jaime McCowan**,  
Chief Executive Officer, CAVAL



2021 will stand out to me as the year CAVAL began to innovate, find new ways to remain relevant, and make positive changes. Throughout the year we focussed on re-conceptualising our services and began planning for the future, despite the current conditions. Most of our members, staff, colleagues, and partners were in challenging situations. I am grateful to be part of this community which is supportive, open to sharing, and willing to work together to achieve the best outcome for all.

One of the greatest attributes of the CAVAL community has been our ability to rally as a team when the going gets tough. While we were tested repeatedly in 2021, we have never responded better. Our cross-departmental innovation teams did a remarkable job exploring and developing new project concepts and ideas we are integrating into our future planning. Through the year we saw colleagues supporting each other during CAVAL mentoring sessions, providing practical advice on navigating restructures, and holding each other up as we shared our concerns for the future. Our public library customers continued to showcase their strengths in service provision and delivery, and due to their success orders from our Library Supply customers started to recover.

I would like to thank our Board members who actively undertook advisory roles in various working groups and deeply immersed themselves in the strategic initiatives this year. Even though they were dealing with their own personal and professional challenges, they attended every Board meeting and contributed to numerous CAVAL initiatives.

Apart from the principal activities carried out efficiently last year, there is so much more that I am proud of in 2021. I have included but a few examples below:

- CAVAL implemented a change to the organisational structure in the first quarter to improve operations and enable staff to continue to advance strategic initiatives. As a result, we have an enthusiastic and optimistic team operating with CAVAL's sustainable future in mind.
- CAVAL was recognised with a 2021 Voice Project Change Champion Award in the Small-Medium category, achieving significant positive changes with an overall survey score improvement of 14% between the 2019 and 2021 surveys.
- We actively worked on our strategic priorities for the year focussing on innovation to enhance our ability to deliver for members and customers through cross-departmental innovation projects.
- We provided more internal professional development opportunities for staff such as SkillSwaps. These were run for staff in addition to the core professional development programs we offer to the wider community.

We have endured by remaining true to our values, continuing to leverage the benefits of flexible and remote working, whilst committing to giving people the opportunity to come together, build relationships, and share ideas in person. Through all our activities in 2021, we focussed on listening to our members, clients, and the information sector in general, understanding their needs and working more as partners. We intend to continue to build on these honest conversations in 2022 in order to build a sustainable future together for our community.

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# Our Service Menu

## Member & Academic Services

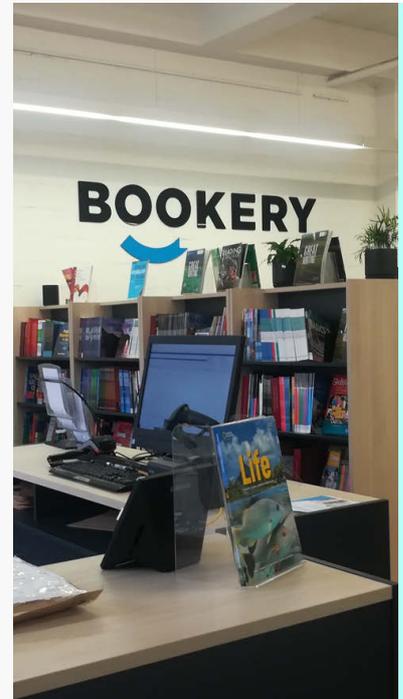
- Shared Collection & OCLC Greenglass
- Storage and Archives
- Professional Development & Networking
- Mentoring
- Digital Platforms

## Library Supply

- Resource Description
- Language Resources and Australiana

## Bookery

A business of CAVAL in English Language Education sector.



# Member & Academic Services

## Shared Collection & OCLC Greenglass

Preserved at CARM (CAVAL Archival and Research Materials) Centre, Australia's premier archiving facility, this collection enables access to a wealth of resources via a fast delivery interlibrary loan service

Greenglass helps you 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 to remote storage or special collections
- Explore and visualise your collection
- Quickly model deselection and print management scenarios
- Generate custom reports and lists to support collection management and shared print activities
- Compare and analyse your collections with CAVAL members, the CAVAL Shared Collection, the Group of Eight University Libraries, and HathiTrust



## Storage and Archives

CAVAL operates the CARM 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, cataloguing, 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 achieved in 2019 which allowed us to provide additional space for lease and fulfil membership commitments.

## Professional Development & Networking

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

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 meet these gaps
- facilitate innovative development and support library staff to be better prepared and able to 'fit the future' of libraries



## Mentoring

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 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 a proven mentoring program
- to develop aspirational, professional staff in academic libraries
- to offer the participants the opportunity to meet, share, and learn from one another



## 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.

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.

# Library Supply



## Resource Description

CAVAL is the market leader in academic library cataloguing. We work from item-in-hand or strategic scans to search for matching MARC records, with access points and descriptions verified. If no matching record can be found, items are catalogued as original and uploaded to the library's choice of database

We comply with international standards but follow the library's policy regarding full, minimal, or modified cataloguing, including RDA or AACR2. We offer a range of services in translation, transliteration, retrospective conversion, metadata creation, and abstracting.

These services are offered for the general library sector, such as public, state, and special libraries, in Australia and New Zealand.



## Language Resources & Australiana

We offer plans to meet your specific requirements, sourced from local suppliers and supported by our cataloguing and end-processing services, ensuring prompt and efficient delivery of shelf-ready materials.

Components include:

- Australian content, authors/contributors from Australian and overseas publishers, Literary award shortlists / winners
- Art exhibition catalogues from major, local and regional galleries
- Author-specific plans e.g. focused on faculty staff publications or state-based heritage collections
- Subject-specific plans focused on one area e.g., law and art
- Plans may be supplied on an approval or blanket order basis
- Brief MARC records are supplied to your LMS to create an on-order record

We build collection development profiles for you where our team hand-selects from worldwide publishers. This includes Australiana and Literary Profiles for Academic Libraries and English Language Teaching Profiles for Public Libraries.



Our Bookery business ([bookery.com.au](http://bookery.com.au)) is a supplier of ELT resources to schools and universities in Australia and New Zealand. 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 also:

- 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, keeping close with the education world to stay up to date with trends
- Help teachers to build curricula and consult on the best path forward for future courses

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

# Library Supply : 2021 Report

As Australasia's leading community language supply and shelf-ready supplier, Library Supply includes the resource description, shelf-ready services, and language resources teams.

The team once again delivered high quality shelf-ready services and material through another year of uncertainty due to COVID. This year we supplied material to over 60 customers and our metadata supply was in 54 languages ranging from Arabic to Zulu.

In 2021, the department continued to supply various library sectors with shelf-ready Services. Despite the pandemic, teams continued to work remotely and/or on-site, when possible, with an unwavering commitment to assist new and existing customers with their needs.

To enhance our workflow and efficiency, a brand new 'Collection Development' team was established. This team was a good value add as it assisted the Language Resources Department with selecting, ordering, and allocating LOTE material.

The teams were supported internally through 'Skill swaps', an upskilling initiative very well run and received within CAVAL.



# Products and Services Committee

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

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



**Jennifer Peasley**  
Chair, Products and Services Committee



**Arlene O'Sullivan**  
La Trobe University



**Frank Ponte**  
RMIT University



**Gwenda Thomas**  
The University of Melbourne



**Hero Macdonald**  
Deakin University



**Michelle Gillespie**  
Swinburne University of Technology



**Robert Gerrity**  
Monash University

# Finance, Risk and Audit Committee

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

CAVAL would like to thank Paul Campbell (ACU) and Roger Tanton (VERnet) the outgoing members, for their immense contribution to the committee.



**Darren Holland**  
Federation University Australia  
Chair, Finance, Risk  
and Audit Committee



**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 (CRIG)

CRIG's goal is to promote exemplary practice and to facilitate librarians staying up to date with current library research and information issues. It offers 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  
Kat Frame, 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 University  
Emily Russell, RMIT University  
Craig Patterson, Deakin University  
Cassandra Freeman, Monash University  
Susie Phillips, Monash University  
Linda Whitby, La Trobe University  
Tanya Holm, The University of New South Wales

### NEW IN 2022

Beth Deans,  
Federation University Australia

# CRIG Report 2021

Moving into 2021, the CAVAL Research & Information Group (CRIG) had well and truly found their feet in the online environment. Regular virtual meetings maintained the strong connections within the group and created new ones with the addition of new Committee members. The opportunity to share experiences, ideas, and support throughout the year was invaluable.

For their first webinar series of 2021, CRIG tackled a topic that was increasingly in vogue throughout the year, *open scholarship*. The series focused on open data, open access, and open educational resources, and included examples of how librarians advocate for those areas in their roles throughout the CAVAL membership. The topicality of open scholarship was evidenced by the two webinars attracting 172 and 161 attendees, respectively, in June.

After almost two years of facilitating capability-building activities virtually, the CRIG Committee felt confident enough to attempt a more interactive format for their October webinar. A lauded DigiDeclutter workshop was facilitated by Kat Cain, Deakin University, and Dr Karen Miller, Curtin University. 117 attendees delved into the theory of digital clutter, found out which “DigiClutterbug” they were, and, most importantly, allowed themselves to spend time actually decluttering! One attendee professed: ‘This was the best online workshop I’ve attended throughout COVID! It was fun, engaging, inspiring, and realistic.’



## **CAVAL 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, The University of New South Wales  
Sandra Woods, The University of Melbourne  
Tanya Bramley, RMIT University  
Tatum McPherson-Crowie, Australian Catholic University

### **NEW IN 2022**

Andrea Hurt,  
The University of Melbourne

# PDIG Report 2021

With uncertainty continuing into 2021, PDIG kicked off the year with a webinar series titled Steer your career. The series provided very practical suggestions on how library staff can keep their CVs up to date, how they can connect with colleagues via third party platforms, and what employers are actually looking for at interviews. These concrete tips attempted to instil a sense of control in the audience at a time when a lot of other things were out of their control.

Additionally, a popular panel discussion hosted six panellists who had all moved between different areas of the library and information sector. This highlighted the similarities between the areas of the sector, as well as the transferable skills library professionals possess that can be used across all of them.

In 2021, PDIG joined CRIG for their biennial joint forum which was hosted on a virtual platform for the first time. The webinar series explored the future of library professionals and what it means to be a librarian in the 2020s. The series also included the first virtual debate at a CAVAL event. Throughout the debate two teams of library staff at various stages of their careers, with varying educational backgrounds, argued whether a library and information qualification, or on-the-job experience are most crucial when working in a library. This innovative format was greatly appreciated by the audience.

2021 was concluded, on PDIG's part, by a webinar series on how to boost your comms cred with negotiation and networking. A panel discussion on how to negotiate well with various stakeholders was followed by a practical, virtual networking event where the audience learnt tips and tricks of how to network effectively in a virtual setting. This event allowed many to step out of their comfort zone in a supported space by allowing them to connect with a small group of peers in a facilitated networking environment.



## **Customer Services & 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 and 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  
Clare O'Dwyer, Melbourne Polytechnic / TAFEs  
Donna Wileman, La Trobe University  
Frances O'Neil, Victoria University  
Jessica (JD) Deane, The University of New South Wales  
Joyce Halwenge, The University of Melbourne  
Kylie Tran, The University of Melbourne  
Lynlee Rutherford, Swinburne University of Technology  
Megan O'Brien, Swinburne University of Technology  
Mayssa Matley, Monash University  
Bianca Lee, Monash University

### **NEW IN 2022**

Tanya Trebilcock,  
La Trobe University

# CSCN Report 2021

The CSCN Committee continued to generously share their experiences and tips and ideas about things such as quarantining of books, working from home, and transitioning in and out of lockdowns through their email list. This collegial brain-trust was invaluable for the committee members.

Digital literacy skills for staff and students was the topic for the 2021 Community of Practice events. Members shared stories of initiatives they introduced to increase digital literacy among students, as well as the impact institutional digital literacy programs have had on frontline staff and their confidence in the area. These stories led to further discussion among the attendees about other digital literacy initiatives available at the participating institutions.



## **CRIG Seminar Committee**

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**

Co-Chair: Kat Frame, The University of Melbourne  
Co-Chair: Romney Adams, Monash University  
Emeka Anele, Victoria University  
Jo Gillespie, RMIT University  
Kat Cain, Deakin University  
Sarah Beltrame, La Trobe University  
Danielle Johanesen, La Trobe University

### **NEW IN 2022**

Peggy Hsu, Federation University Australia  
Ange Johns-Hayden, La Trobe University  
Julia Kuehns, The University of Melbourne  
Sam Gibbard, Victoria University

# CSC Report 2021

As in 2020, the CRIG Seminar went virtual in 2021 through turning the full-day seminar into a series of three events, scheduled over a four-day period, focusing on creativity out of uncertainty. The program for the sessions featured presentations from local and national library staff, facilitated Q&As, as well as an interactive workshop.

The decision to have an increased local focus throughout the event was welcomed by attendees who were encouraged by the evident impact of seemingly small changes and initiatives being implemented by their peers. The concluding workshop provided a relaxed opportunity to connect with colleagues, visit the library after dark, and trial a few digital games to take back to their workplaces.



## **CAVAL Shared Collection Working Group**

2021 saw the establishment of the CAVAL Shared Collection Working Group as a working group of the CAVAL Products and Services Committee. The working group's area of focus is to help advance the overall objectives of the Shared Collection and engage with members to identify and recommend specific, incremental, and achievable improvements to the Collection.

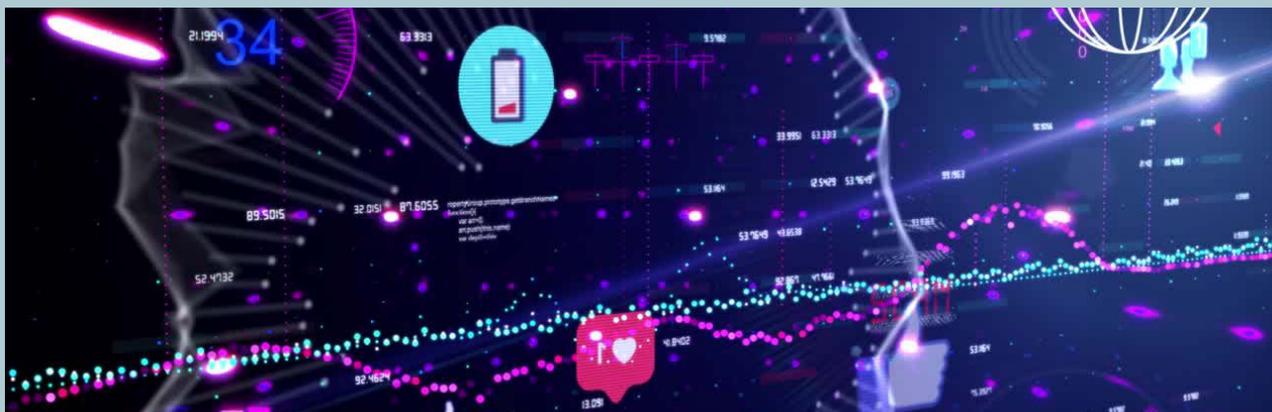
The group comprises subject matter experts, representing each of CAVAL's members, and CAVAL staff. Through 2021 the group met five times and was able to identify and achieve several outcomes, including:

- Documentation of current practices when accessing the Shared Collection
- Developing several best practice recommendations for maximising discoverability of the Shared Collection materials within the institutional context
- Recommending short and long-term goals regarding CAVAL's systems and procedures.

The group also developed an agreed Collection Management Policy resulting in CAVAL being able to create procedures to match the policy to include areas of selection and de-selection of materials as well as the maintenance of the Shared Collection. The group also identified the possible future opportunities of the Collection in a digital environment.

### **CSCWG MEMBERS**

Chair: Robert Gerrity, Monash University  
Carmel Grant, Federation University Australia  
Jane Miller, Deakin University  
Kate Allen, La Trobe University  
Alice Fahey, RMIT University  
Ian Thomas, Swinburne University of Technology  
Ruth Baxter, The University of Melbourne  
Graham Massey, Victoria University



## CAVAL Digital Strategy Working Group

In mid-2021, CAVAL Board and Management formed the CAVAL Digital Strategy Working Group (CDSWG). This working group was created to review CAVAL's internal digital capability, enhance CAVAL's current services, and to investigate opportunities in the digital space within the library environment. The working group also conducted a benchmark survey of like organisations to understand the current digital environment from an international perspective.

In partnership with the CAVAL Shared Collection Working Group, CAVAL management have subsequently conceptualised a clear path for the Shared Collection, the platforms to use, and the desired methods for discoverability and accessibility of the Shared Collection with CAVAL's member collections.

CAVAL organised a "Vision for Change" workshop to be facilitated by Jisc in early 2022. This workshop was attended by the CAVAL Board, Management, staff from CAVAL, and key stakeholders within the CAVAL membership. These workshops were also conducted for CAVAL staff internally. Outcomes are currently being developed for next steps.

### CDSWG MEMBERS

Chair: Gwenda Thomas, The University of Melbourne  
Darren Holland, Federation University Australia  
Robert Gerrity, Monash University  
Roger Tanton, VERNet  
Darren Ryan, CAVAL  
Matthew Robertson, CAVAL  
Jaime McCowan, CAVAL  
Sae Ra Germaine, CAVAL  
Sara Davidsson, CAVAL

# 2021 AT A GLANCE

## PROFESSIONAL DEVELOPMENT



**15**  
Events

**56**

Speakers

**06**

Facilitators



**1,836**  
Attendees

**63%**  
Members

**37%**  
Non-Members

## CROSS-INSTITUTIONAL MENTORING PROGRAM



**11**  
Speakers including  
1 from Switzerland

**05**  
Events



**02**  
Countries

**03**  
States

**35**  
Mentor-Mentee  
pairs

**11**  
Institutions

**05**  
Current / Past ULs  
as Mentors

## ORGANISATIONAL STRATEGY

**03**

Digital strategy  
workshops

**06**

Innovation  
projects and  
Teams



**25**

Innovation  
project  
participants

**45**

Innovation  
workshop  
attendees

## LIBRARY SUPPLY

Academic  
7%

State/National  
18%

Public  
75%



**86,691**  
Items  
Catalogued  
/Processed

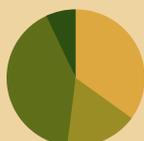
## Top Languages

Japanese  
7%

Chinese  
35%

Other  
41%

English  
17%



## STAFF WELLBEING & PROFESSIONAL DEVELOPMENT

**01**

Winner of the Voice  
Project Change  
Champion Award



**10**

Staff  
Engagement  
Sessions



**10**

Skillswap  
Sessions

## ENVIRONMENTAL SUSTAINABILITY



**34%**

Reduction  
in Envirofill  
Usage

**105**

Trees planted as  
speaker gifts



# CAVAL wins the Voice Project Change Champion Award 2021



CAVAL was delighted to win the Voice Project Change Champion Award based on the positive changes seen in our 2021 employee survey results. The Voice Project is the leading provider of state-of-the-art surveys to drive positive changes in the company and they have run CAVAL's OurVoice surveys in 2019 and 2021.

The Award recognises organisations that have made exceptional improvements in work practices and employee engagement. Feedback from all our staff showed a significant improvement in our scores between 2019 and 2021. Our change scores showed an average improvement of 14% across all survey questions and made us one of the top achievers within the Small/Medium Business Category (Staff <200) which achieved 8% positive change or higher. Only a small number of Voice Project's clients meet the Change Champion criteria, so we are chuffed with the shift attained despite the challenges of the pandemic and hope to accelerate our efforts around staff engagement and satisfaction.

# Accelerating Digital Transformation through Innovation



Like many institutions, COVID created a necessity for CAVAL to evolve and change at a rapid pace, but we need to ensure that we are continuously adapting and changing rather than waiting for the necessity to dictate to us when change is to occur.

CAVAL ran several Innovation Workshops and Innovation groups to align with CAVAL's strategic priorities and to also enhance our ability to deliver for members and customers and set us up for our digital transformation. These workshops also helped us begin to prepare to respond to opportunities and future innovation, to create a culture of innovation, and build a mentality to try new things and take risks.

Our innovation groups focused on the 3 key areas of Open Educational Resources, Open Access, and Collection Management. The groups were able to explore and discover new knowledge in these areas that are important to CAVAL and its broader community.

# Empowering staff to deliver quality service to customers



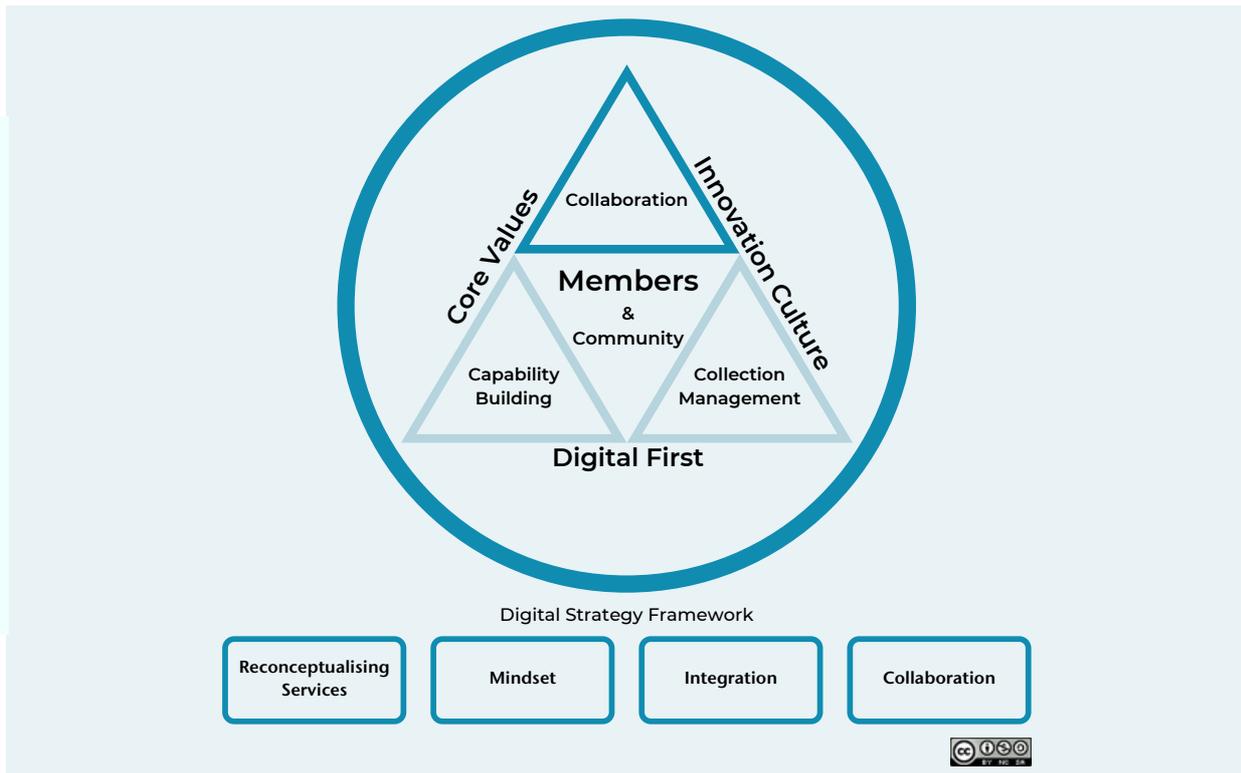
The objective of CAVAL's 2021 Performance Development process was to enable all staff to perform at their highest capability, with meaningful support, continuous and honest two-way communication, empowerment, and shared accountability for success.

CAVAL undertook a process to identify capability and development gaps in the teams. To address these development requirements, there was an increased focus on cross-team collaboration and upskilling from within, by leveraging existing staff skillsets throughout 2021. SkillsSwap sessions were a highlight throughout the year and were well received by CAVAL staff with high levels of participation.

Ten SkillsSwap sessions were conducted for staff between June and November 2021. Each session was on average 1 hour long, and covered topics such as "Using Slack", "Documentation Writing", "Office 365", "LC Classification Web", "Presentation Tips", and "Introduction to Windows 10" among others. With over 300 participants across all sessions, the highest attended session had 33 participants. Sessions that focused on specific needs were also conducted with smaller groups with 2-3 people.

# 2022 Strategy

The four focus areas that underpin the CAVAL strategy as incorporated into the strategic planning diagram below. The current iteration of this diagram is shown below.



## 2022 Strategic Priorities

We have developed the strategic priorities for 2022 over a series of strategy sessions. The 2022 Strategic Priorities sit within the core business framework

- Collaboration,
- Capability Building and
- Collection Management

The Strategic Priorities for 2022 are:

- To optimise the value of CAVAL
- To develop a Digital Strategy
- To diversify services through innovation, partnerships, and market expansion
- Build our Collections and Data capability with modern infrastructure and improved discovery and access

# Financial Overview 2021

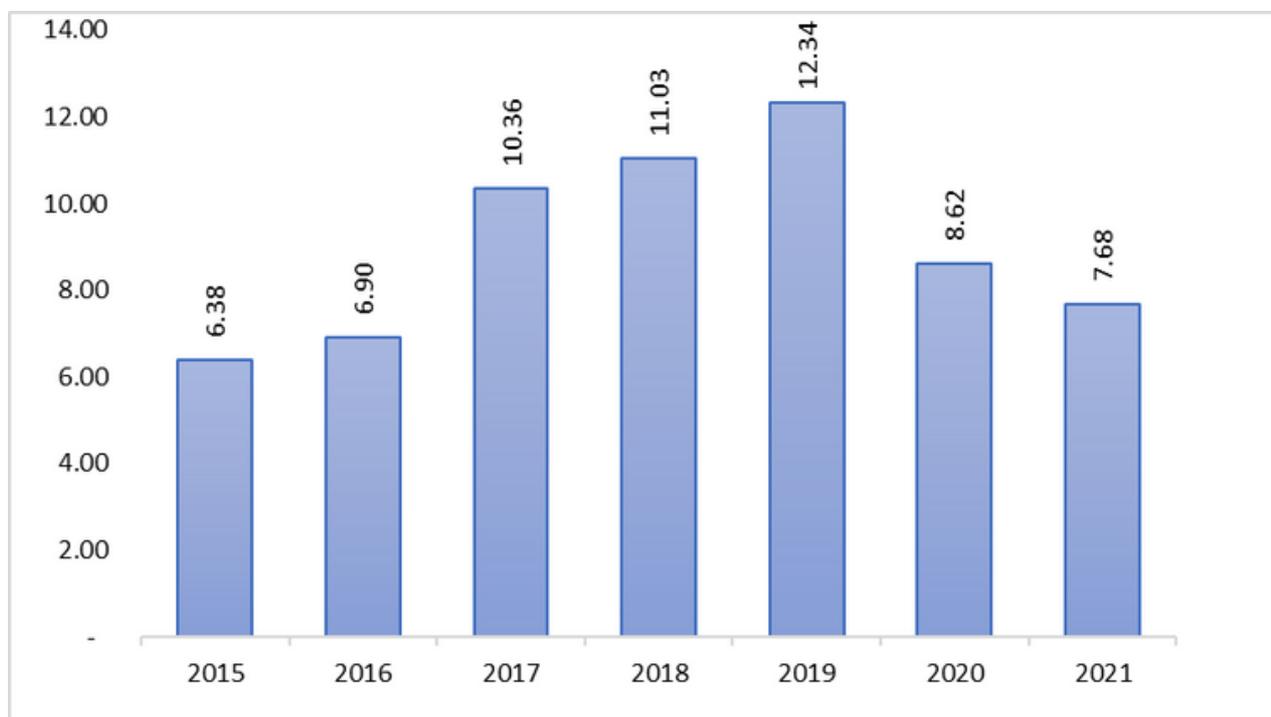
## Financial Performance

\$'000,000s	2021 total revenue	2021 total expenses	2020 total revenue	2021 surplus/(deficit)
All allocations	8.07	7.17	10.89	0.89

In 2021, our surplus was \$0.89 million (2020: surplus \$1.08 million). The surplus for 2021 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 provided an opportunity to further invest in member services and strategic initiatives. CAVAL also received assistance issued by government in response to COVID-19, including JobKeeper amounting to \$0.39 million (2020 JobKeeper \$1.99 million). Full details of support received can be found on the financial report.

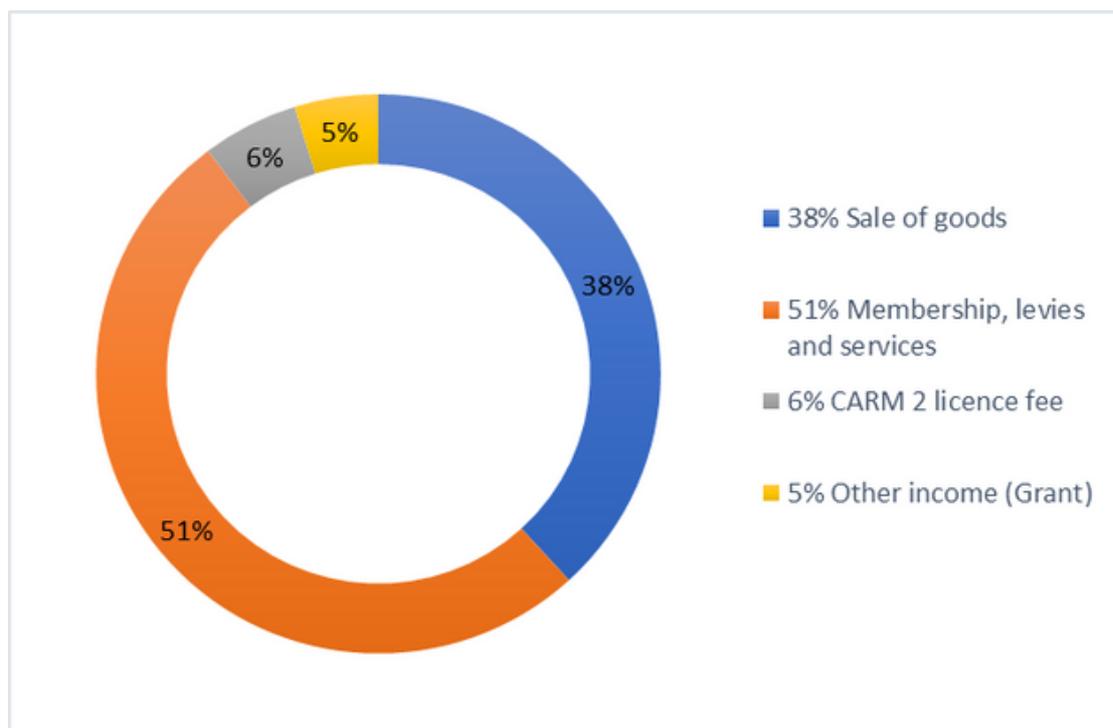
Consistent with the government objectives of JobKeeper, financial support received allowed CAVAL to maintain its relationship with its people and deliver ongoing services during 2021. This was through the retention of existing roles for initiatives to support customers into the future.

## Total revenue (\$'000,000s)

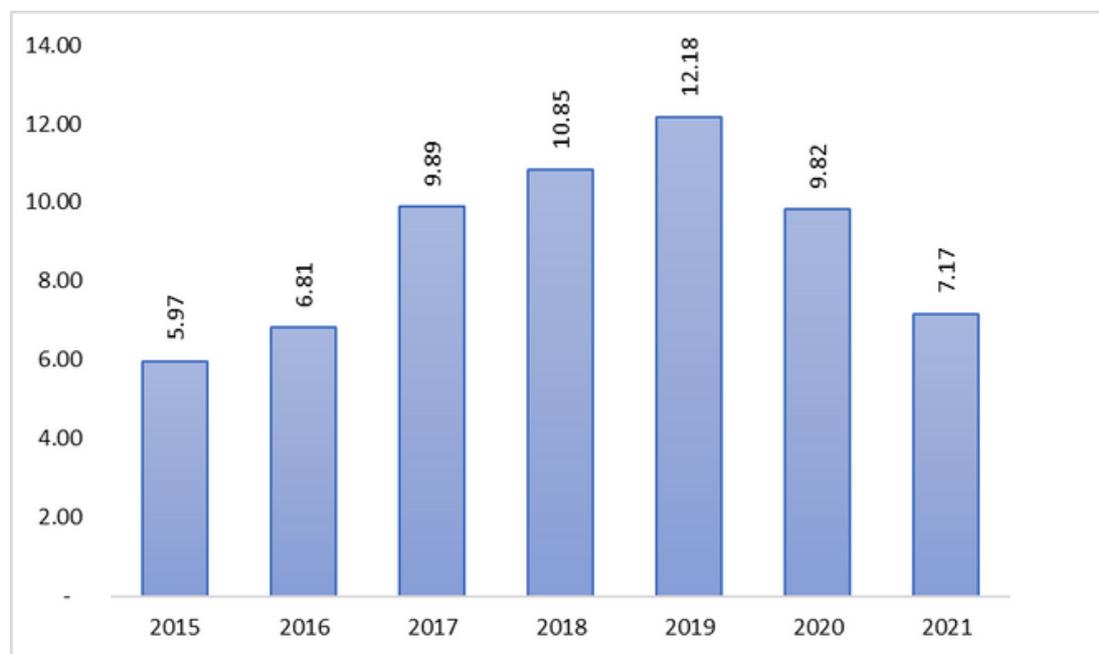


Overall revenue decreased by \$0.94 million or 10.90 per cent over the 2021 financial year to \$7.68 million. This was primarily due to the decline in sales as a substantial number of libraries were impacted during COVID-19 lockdowns.

**Revenue by Category FY 2021**



**Total expenditure (\$'000,000s)**



2021 expenditure was \$2.65 million lower than 2020 at \$7.17 million. The decrease is primarily attributed to lower business activities as a result of COVID-19 restrictions in place during most of 2021. The restrictions placed required CAVAL to limit access to the premises, resulting in reduced staff hours. Moreover, various measures were implemented across the organisation contributing to the reduction in expenditure.



# Get in touch with us!

## MEMBER AND ACADEMIC SERVICES

[members@caval.edu.au](mailto:members@caval.edu.au)

## COLLECTION SERVICES & CARM

[collections@caval.edu.au](mailto:collections@caval.edu.au)

## BOOKERY

[info@bookery.com.au](mailto:info@bookery.com.au)

## LIBRARY SUPPLY

[language.resources@caval.edu.au](mailto:language.resources@caval.edu.au)  
[caval@caval.edu.au](mailto:caval@caval.edu.au)

## HELP-DESK AND TECHNICAL ENQUIRIES

[support@caval.edu.au](mailto:support@caval.edu.au)

## MARKETING & COMMUNICATIONS

[marketing@caval.edu.au](mailto:marketing@caval.edu.au)

## If unsure, please contact :

### GENERAL ENQUIRIES

[caval@caval.edu.au](mailto:caval@caval.edu.au)  
+61 3 9450 5500

## For more information:



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