ENTERPRISE THROUGH SUBSIDIARITY

2017 CEnet
Annual Report

On behalf of the CEnet Board, I am pleased to introduce this annual report for 2017. CEnet continues its successful operations as a federated shared services organisation supporting the needs of over 770 schools, 294,000 students and 34,000 teachers and support staff, in four states and territories.

It has been 10 years since our joint venture members made the decision to incorporate as CEnet. This journey to develop a mature and robust shared services federation has been incredibly successful, and as we reflect on the past decade, I thought it would be valuable to highlight some of these achievements.

> '...the next phase is to gain the benefits of working systemically without becoming a large system... CEnet is the natural hub to make this happen'

In 2007, CEnet provided nine key services to members which included providing safe access to the internet for teachers and students. Today, CEnet provides 22 services that encompass the full ICT spectrum including network and infrastructure, identity and access, school and diocesan applications, data warehousing and business intelligence, and a much-needed interoperability platform which will support us well into the future.

Our success has been achieved through what I call 'enterprise through subsidiarity' - where we have made our decisions collaboratively for the benefit of all members.

This approach has underpinned the vision for CEnet and was validated by an independent IBRS review in 2017 which commended CEnet for our decision to transform into a shared services organisation saying it has been very successful

and resulted in 'significant tangible savings for members' and set the stage for additional benefits.

IBRS concluded that 'the next phase for the Catholic Education Network is to gain the benefits of working systemically without becoming a large system. CEnet is the natural hub to make this happen'.

The 2017 NMC/COSN Horizon Report notes some of the key trends and challenges over the next three to five years will include analytics, and measuring learning in the classroom. As a federation we are well-placed to respond to these challenges through our continued focus on the ONCE strategy.

With over 100 schools now on the enterprise CeSIS student information platform and five dioceses live on the enterprise CeFMS financial management platform, we are strongly positioned to support rich data-informed choices at both policy and classroom levels. Our data warehouse and business intelligence platform can seamlessly integrate with CeSIS and CeFMS, and various other sources, to support analytics and learning measurement in the classroom.

In 2017, the CEnet Board turned its mind to understanding the emerging security risks in our environment. With our growing shared applications portfolio, security is a key consideration. The Board undertook IT security professional development during the year and is ensuring security is considered and adequately covered in our overall risk management framework.

Through its success as a Catholic shared services organisation, our members have discovered new ways to work together to deliver value to the learning environment. Learning and teaching personnel now engage actively through CEnet to find solutions together. An example of this collaboration is the procurement of online digital books and creative desktop software that has saved member schools over $6,000,000 per year and enabled students to access important curriculum resources that, for many, were not available previously due to the high cost.

I would like to acknowledge all those who provide support to the teachers, students and staff we serve. These groups range from our CEnet Board and staff, to the countless diocesan representatives who serve on our committees and working groups with the aim of fostering and enhancing the concept of sharing for the greater good of Catholic education.

I commend the 2017 annual report to you and congratulate all those involved in another successful year.

Gregory B Whitby
Chair

From the CEO

2017 has been another challenging and successful year for CEnet and its members. We have continued to maintain our strategic focus by supporting the roll out of the ONCE strategy comprising a student information system (CeSIS), financial management system (CeFMS) and corresponding enterprise data warehouse and business intelligence service.

We have supported members to migrate over 100 schools to the CeSIS (Compass) solution and five members to deploy the CeFMS (TechnologyOne) solution. The project has been complex as we work to bring together a significant number of disparate systems and processes into one enterprise solution that will deliver greater efficiency, effectiveness and sustainability over the long term.

Delivering on our strategy of excellence in innovation and service delivery, CEnet has continued to review our services throughout 2017. Our business intelligence tool was reviewed by a working group comprising representatives from member dioceses to ensure that the best service is available to members. A market review was undertaken and the working group will finalise product selection in 2018.

As part of our data centre strategy, we have created two distinct data centre footprints. One centre to support the internet transit core and maximise peering opportunities, and the other to house our applications and data services. This approach supports our strategy to reduce costs on existing services, while also providing for enhanced security and resilience.

Our data assets will be progressively migrated to our new hyper converged infrastructure (HCI). This will result in further cost savings to members as we retire ageing servers and the additional benefit of significantly enhanced functionality for member IT teams.

Our secure internet gateway foundational service continued to deliver significant value to members with:
• An increase in the consumption of digital resources through the internet by 33 per cent
• The download of 8.1 petabytes of data compared to 6.1 petabytes in 2016

• Internet transit costs being reduced by $300,000 or 19 per cent largely due to our ever-growing content delivery network (CDN) providing 93 per cent of data on-net at peak periods averaging 86 per cent daily.

During the second half of 2017 CEnet renegotiated, via tender, our primary and secondary internet links, as well as our inter-capital city links, which will result in further savings of approximately 70 per cent in 2018.

The rollout of the ONCE strategy has been a significant focus in 2017, with CEnet and member pilot teams further refining the CeSIS and CeFMS solutions through development and user acceptance testing of sophisticated data migration and integration tools. The migration of over 700 schools to the enterprise CeSIS solution is a significant task as it involves the transfer of duplicate individuals in disparate school systems into one master data record. It could be argued that this is one of the larger data migration projects to be undertaken in Australia.

To support the ONCE strategy, CEnet was able to deliver our enterprise interoperability platform (EIP) driven from efficiencies and savings in other services. EIP will allow enhancements and efficiencies to be delivered to existing services and allow members to integrate best-of-breed solutions and data with current enterprise solutions as appropriate. EIP will also support members strategically in receiving and delivering data to government and education authorities in real time, which is a rapidly-emerging requirement.

In 1981, St Pope John Paul the Great published *Laborem Exercens* on the dignity of work, and the CEnet Board has made this an important aspect of the CEnet culture. As a result, CEnet was recognised for our efforts in the areas of organisational culture and excellence in innovation during 2017. At the Human Synergistics' annual conference, CEnet was one of eight organisations to receive a Culture Sustainability award from a pool of 67 organisations. CEnet was also nominated as a finalist in the annual Illawarra Business Awards category of Excellence in Innovation where our office is located.

CEnet continues to practice sound stewardship with a small deficit of $13,461 recorded due to the continued build of the enterprise CeSIS. Member funds remain within the target range set by the Board.

I would like to personally thank the CEnet Board and staff for their unwavering support throughout 2017. I would also like to acknowledge the ongoing contribution and support of the members of the CEnet Steering Committee, Standing Committees and working groups.

We look forward to the completion of the rollout of the CeSIS component of the ONCE strategy during 2018 to support learning, teaching and organisational development.

Greg Parrish
Chief Executive Officer

ENTERPRISE INTEROPERABILITY PLATFORM

The organisation and availability of data required to assist school and diocesan staff in the management of students, learning and teaching and the administration of schools is highly complex. This complexity tends to grow organically within an enterprise like the CEnet membership and as new education technology ideas and systems come and go, they can result in an IT environment that lacks the agility to change and adapt effectively in response.

CEnet's enterprise applications and data portfolio is growing, and all of the important education data and information that flows between these systems and repositories is becoming increasingly challenging.

In 2016, as part of the ONCE strategy, CEnet embarked on a strategic project which aims to simplify the data landscape, so as to ensure that educational data and information is readily available to the right people at the right time.

The project known as the enterprise application and data interoperability strategy, or EADIS for short, was designed to detangle the 'hairball' of data and applications that had grown across the CEnet membership over time.

During 2017, the EADIS project was implemented and resulted in the delivery of a new multi-tenant enterprise interoperability platform (EIP) using the Dell Boomi technology as its core. The EIP enabled the connection of CEnet, diocesan and external data and systems in a simpler, more logical and timely manner.

There are many current and emerging data initiatives for K-12 education at school, diocesan, state and national levels. CEnet's new EIP service provides a way for the CEnet membership to respond rapidly as the landscape changes.

The CeSIS (Compass) and CeFMS (TechologyOne) projects are two examples, however emerging national and state education initiatives such as NAPLAN Online, NSW HSC, Qld Overall Positions (OPs), and NSW Teacher Award Initiatives Data Exchange will also utilise the CEnet EIP platform.
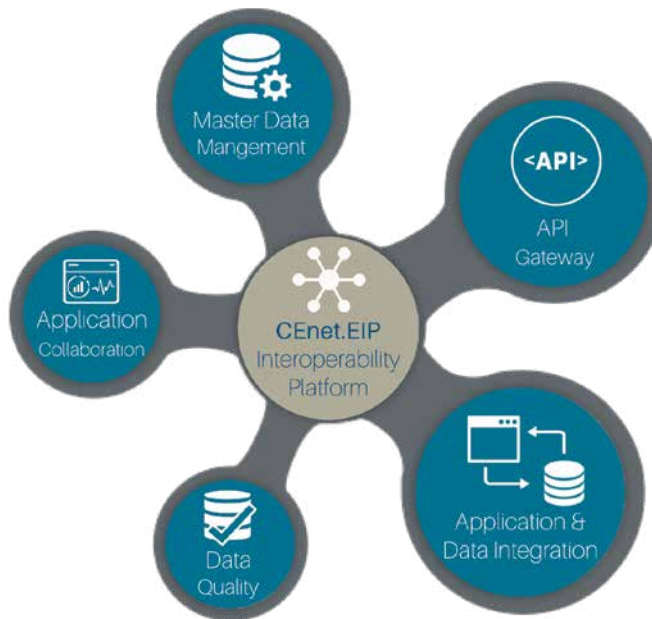
Above: CEnet's enterprise interoperability platform delivers a responsive environment for member dioceses' educational data needs.

GLOSSARY

Enterprise Interoperability Platform - allows different information technology systems and software applications to communicate, exchange data and use the information that has been exchanged.

Hyper Converged Infrastructure - streamlines the deployment, management and scaling of data centre resources by combining server and storage resources with intelligent software.

Infrastructure as a Service (IaaS) - is a service model that delivers technology on an outsourced basis to support enterprise operations including hardware, storage, servers, data centre space and software.

STRATEGIC DATA

DATA CENTRE STRATEGY

CEnet's primary data centre contract expires in Q1 2019 and planning for the next generation of the service has been an ongoing area of focus throughout 2017.

Since 2009, CEnet has delivered its shared enterprise services capability via a single, consolidated data centre environment located in Sydney. This data centre has been responsible for delivering CEnet's shared infrastructure as a service (IaaS) capability, as well as CEnet's shared secure internet gateway infrastructure and connections. It has also provided co-location facilities for CEnet members to host their own physical infrastructure within it.

In 2017, phase one of CEnet's data centre strategy (CeDC) allowed CEnet to establish a new, modern data centre environment in Wollongong and begin migrating the infrastructure that supports its existing IaaS capability to this facility.

The new data centre environment provides for a purpose-built, and highly resilient and flexible IaaS footprint for the membership that also includes integration with the three major cloud IaaS environments namely Amazon Web Services (AWS), Microsoft Azure and the Google Cloud Platform (GCP).

Collectively, this approach provides the CEnet membership with a sustainable, flexible and cost-effective services infrastructure platform for the entire CEnet membership. Subsequent stages of the CeDC project throughout 2018 and 2019 will see migrations of members' own IaaS environments into the new data centre facility, as well as assisting member dioceses to move away from their ageing data centre environments to this new capability.

The benefits to member dioceses will include reducing the considerable infrastructure duplication that exists across the Catholic Education network, whilst maintaining a level of local autonomy that is currently enjoyed by the membership.
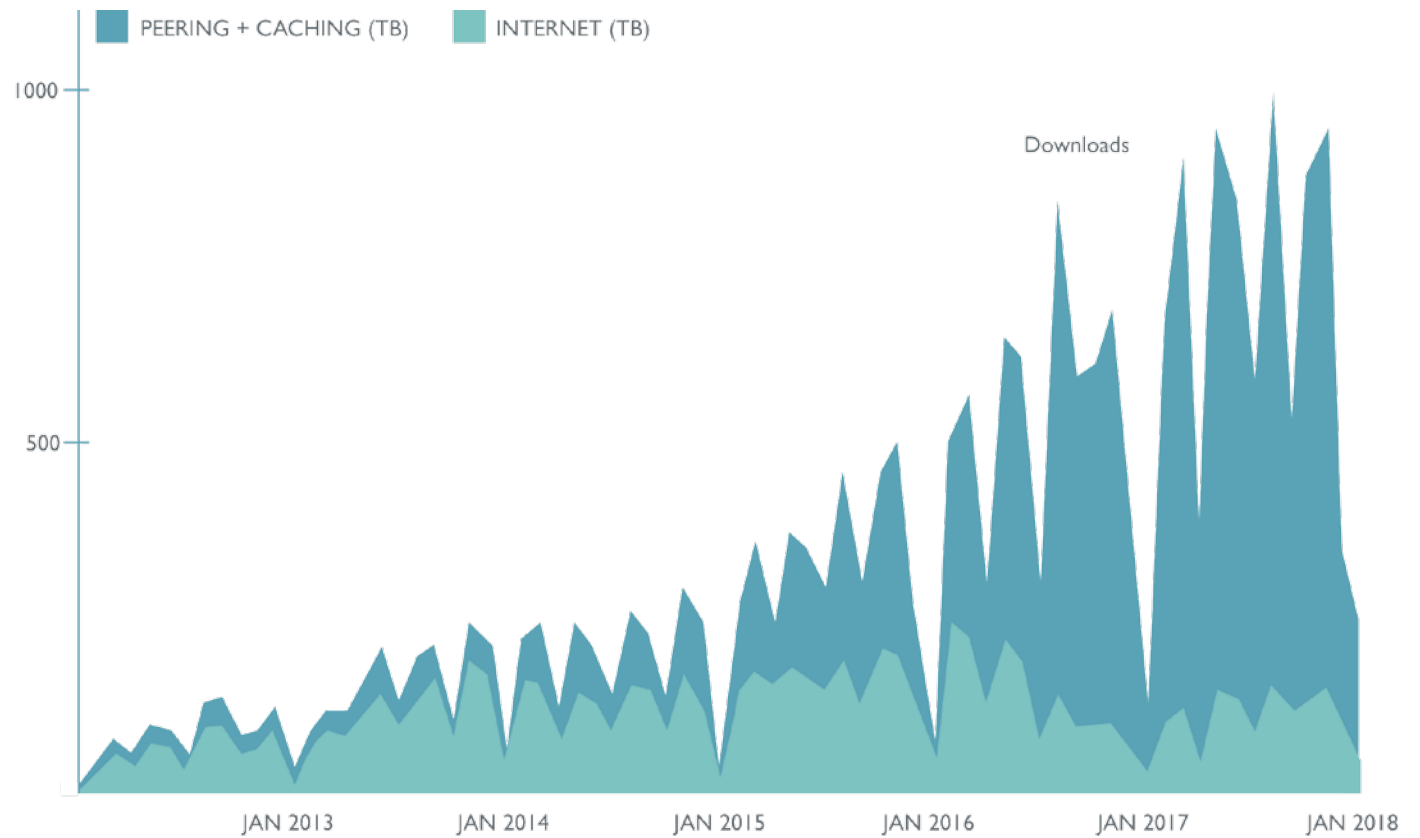
KEEPING DATA COSTS DOWN

The graph above shows the data growth by member dioceses over six years and demonstrates the importance of CEnet's content delivery network (CDN) and the role peering and caching play in reducing data downloaded directly from the internet.

Through our CDN, 86 per cent (daily average) and 93 per cent (daily peak) of data traffic in schools is coming from within the CEnet network or from networks that CEnet has agreements with. This means that schools are able to access 'on-net' resources, without additional data costs for members.

In real terms, since January 2012, CEnet has saved our members nearly $15 million.

DATA-DRIVEN DECISION-MAKING

CeD3 stands for 'data-driven decision-making' and provides a data warehouse of information populated by each of the member dioceses. CeD3 supports schools and dioceses to analyse their own data to inform evidence-based decision-making and practice.

CeD3 is the first CEnet service to be delivered at the request of member diocesan directors directly to non-technical teams as it is designed to support education and administration personnel in learning and teaching, administration, school performance and system management.

The CeD3 Data Trustees Committee, comprised of representatives from all member dioceses, was formed

to ensure that the service would best meet the evolving needs of education and administration users. The committee met for the second time in 2017 to continue discussions on the future developments of the data warehouse and ETL (extract, transform and load) and reporting and analytics services. The successful two-day meeting focused on the NAPLAN Online rollout and how the reporting of this data will change in the future, as well as the direction of the analytics strategy. This led to a range of innovative ideas which CEnet will look to incorporate into our 2018-2020 roadmap.

'CeD3 has saved the staff at Sydney Catholic Schools a lot of time and has enabled us to create and use reports relevant to our work. It has been particularly useful for us at a system and regional level, and we have started to build reports that contain information from several sources. This is where CeD3 is really going to shine for us.'
Wendy Moran, Education Officer
Sydney Catholic Schools

CeD3 AND HSC DATA

CeD3 commenced as a production service in the second half of 2015. Since then, member dioceses have been migrating data to the service in order to take advantage of the benefits that CeD3 provides.

CEnet has worked with a number of state and national entities to facilitate the ability of member dioceses to access elements of their data within CeD3. For example, NSW member dioceses were able to access Higher School Certificate (HSC) results within CeD3 at 7.00am on the morning of their release. This was made possible through an agreement with the NSW Education Standards Authority (NESA) formerly BOSTES and Catholic Schools NSW (CSNSW).

Access to HSC data within CeD3 enabled staff in member dioceses to quickly access reports and dashboards and gain insights from the information. Dioceses were also able to create and share report formats across the CEnet membership and the feedback on this service has been overwhelmingly positive.

DOING THINGS ONCE

CeSIS PILOT PROGRESS

CeSIS is a core element of the ONCE strategy and is delivering an enterprise student information system for member dioceses. The CeSIS pilot commenced in 2015 with three member dioceses - Sydney, Townsville and Wollongong - who have been involved in the process with the following schools:

• Mt Carmel Catholic College, Varroville (Wollongong)
• Corpus Christi Catholic College, Oak Flats (Wollongong)
• St Paul's Catholic Primary, Albion Park (Wollongong)
• St Columbkille's Catholic Primary, Corrimal (Wollongong)
• De La Salle College, Ashfield (Sydney)
• Regina Coeli Catholic Primary, Beverly Hills (Sydney)
• St Anne's Catholic Primary, Strathfield South (Sydney)
• St John Bosco Catholic Primary, Engadine (Sydney)
• St Joseph's Catholic Primary, Como (Sydney)
• Southern Cross Catholic College, Annandale (Townsville)
• Gilroy Santa Maria College, Ingham (Townsville)
• St Clare's Catholic School, Burdell (Townsville)

While pilot dioceses have run their own pilot activities headed by a local project manager, the group of project managers met with the CEnet team on a regular basis during 2017 to discuss and share information and experiences.

This collaborative process has enabled each member diocese to benefit from the experiences of others, while managing the unique needs of their local deployment activities, and has been used to support member dioceses as they move into the planning phase of CeSIS implementation.

The pilot was also designed to enable participating schools and dioceses to develop a deep understanding of the solution and how it meets the functional needs and requirements of schools and dioceses.

As the pilot has evolved, and engagement increased, there has been an ongoing process of discovery for functionality enhancements that could only be identified through pilot participation and feedback.

At its April meeting, the CEnet Board extended the pilot until the end of 2017 to allow for the enhancement of functionality identified through the pilot, and to ensure rigorous testing of these enhancements. The extension of the pilot has not impacted on the planned commencements of non-pilot dioceses.

CeSIS GROUP ONE DIOCESES

During 2017, the first group of non-pilot dioceses commenced the planning and implementation of their CeSIS projects.

The group one dioceses are:
• Diocese of Armidale
• Diocese of Bathurst
• Diocese of Broken Bay
• Archdiocese of Canberra-Goulburn
• Archdiocese of Hobart
• Diocese of Maitland-Newcastle
• Diocese of Wagga Wagga
• Diocese of Wilcannia-Forbes

The planning stage of the projects included the appointment of local project managers, forming a CeSIS project steering committee and meeting weekly with the CEnet team to plan their rollouts and identify risk and mitigation strategies.

Some dioceses moved forward their planning schedules to gain access to the service earlier than projected, which reflects both the need and value of the student information system to member dioceses. The remaining member dioceses commenced the planning phase of their CeSIS projects in Term 3, 2017 with the aim of deploying the service to their schools by mid-2018.

By the end of 2017, there were 102 schools on CeSIS from both pilot and group one dioceses.

'...this collaborative process has enabled each member diocese to benefit from the experiences of others'

CeFMS INTEGRATION

CeFMS will deliver a tool specifically designed to support the complexities of school and diocesan financial management.

During 2017, work on the integration of the CeFMS - following rigorous testing by finance personnel - ran in parallel with the CeSIS pilot and planning of non-pilot dioceses. This enabled the fees management and billing functions to be integrated in CeSIS so that data could be entered ONCE within the system and flow automatically into the financial management application.

Throughout 2017, CeFMS was deployed into the central offices of the Archdiocese of Hobart and the Diocese of Maitland-Newcastle.

The evolution of CeSIS and CeFMS to become production services will be the culmination of almost four years of work that has involved many staff in the CEnet team and member dioceses.

GROUP PROCUREMENT

Since 2014, group procurement of commonly-used software and services emerged as a popular and beneficial service for CEnet member dioceses, with dioceses identifying their needs and CEnet facilitating the procurement agreements.

Enterprise licensing arrangements were procured for a number of software products including Adobe, AODocs, Lucid Premium, Overdrive, Oliver, PaperCut, PageUp, SketchUp Pro, Edval and Timetabler, and for group discount rates at attendance at conferences such as Edutech.

Over the past three years, member dioceses have achieved approximately $23 million in savings due to these group procurement agreements.

For example, CEnet member dioceses are now able to access the complete Adobe Creative Cloud enterprise suite at less than 10 per cent of the cost of access prior to the agreement (see graphs right).

This has enabled schools to make valuable learning tools such as Photoshop, After Effects, Illustrator and Premier Pro available to students. The program has been structured with two opt-in periods per year to enable dioceses to join when convenient.

COST COMPARISON

SAVINGS OVER AGREEMENT PERIOD

COST REDUCTIONS POST CEnet MEMBER AGREEMENTS

CASE STUDY
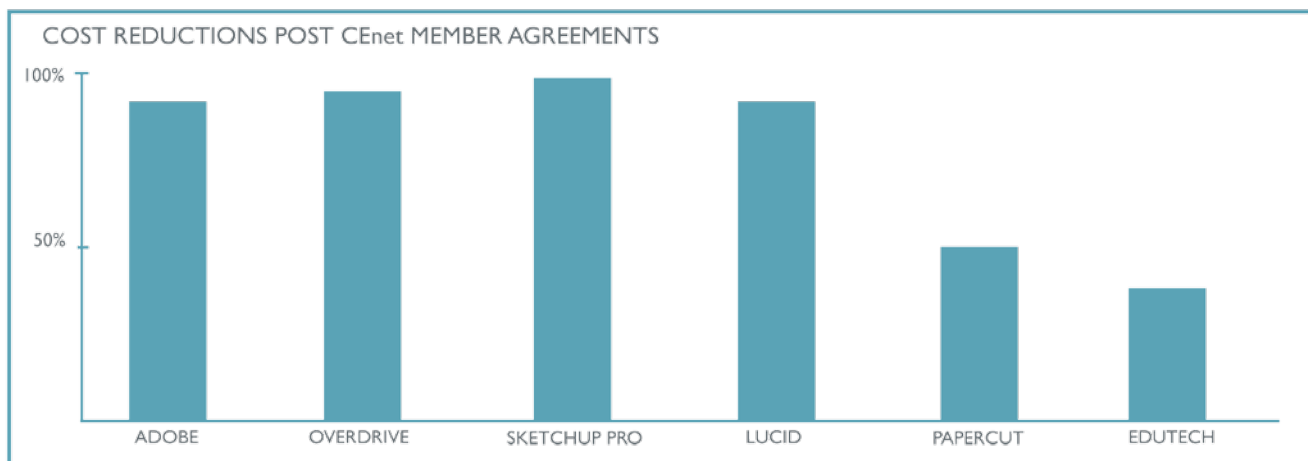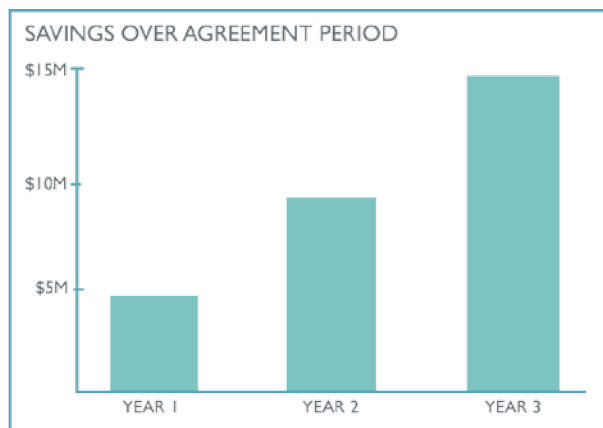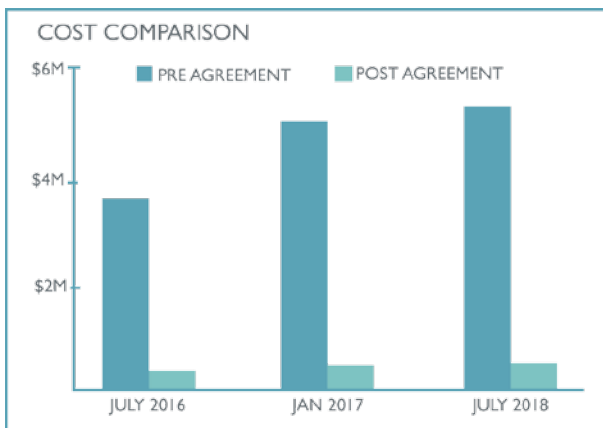
OVERDRIVE SHARED EBOOK LIBRARY

In 2016, the possibility of introducing a shared ebook library for CEnet member dioceses was identified, with seven dioceses initially deciding to take advantage of the significant benefits of this collaborative venture. A working group of librarians was formed to facilitate the management of the Overdrive initiative. Since then, it has achieved remarkable success and delivered substantial cost savings and benefits to participating member dioceses.

During 2017, CEnet supported the working group who met regularly to share their experiences and knowledge, which has significantly improved student access to digital resources. With the largest global aggregated licensing arrangement of over 200,000 licenses procured, the CEnet consortium now ranks fourth in the world for digital book downloads.

The size of the collection is unrivalled within the Overdrive community, which is largely due to the dioceses and schools sharing their existing collections. CEnet's consortium collection has been so successful that Overdrive is looking to duplicate the model for schools in the US. 'It typically takes four to five years for elibrary collections to reach the numbers the we are seeing,' said Overdrive's Director Library and International Sales Claudia Weissman.

The significant cost savings and the sharing of resources mean students gain access to more ebook resources and a much richer library. For small schools and remote dioceses like Rockhamptom this is a significant advantage.

Rockhamptom's Information Literacy Consultant Mark Mitchell said the Overdrive library has greatly enriched the learning of students in rural and isolated school communities in Central Queensland. 'When I explain the resources and let the younger students into Overdrive for the first time, their eyes light up. "Wow or COOOLLL!!" is uttered,' said Mark.

The success of this initiative is a credit to the working group sharing their knowledge and providing value across participating dioceses. The consortium is open to all CEnet member dioceses who wish to participate.

COGS TURNING ON STRATEGIC DIRECTION

Each year, IT representatives from CEnet member dioceses (the CEnet Operations Group) formally meet three times via video conference and once face-to-face to inform CEnet's strategic focus, share ideas and enable participants to develop a greater understanding of the activities of other member dioceses.

In August 2017, the two-day COG meeting was hosted by the Diocese of Townsville. As well as providing a little respite from the southern states' cold winter, a key highlight of the visit was the opportunity to tour five schools virtually.

Led by Curriculum Advisor Megan Wuersching, COG was introduced to the elearning guides of various schools, the work they do, and the technology they utilise for learning and teaching.

Other areas of focus across the two days included how collaborative online spaces and access to quality data have changed the way school consultants work; the sharing of diocesan support, development and integration strategies; future connectivity strategies; deepening the understanding of ICT in the Catholic context; local initiatives such as serverless schools in the Maitland-Newcastle Diocese and infrastructure monitoring in the Parramatta Diocese; and CEnet initiatives including CeSIS, CeFMS, CeDC, IDM2.0.

Above: IT representatives from member dioceses had the opportunity to virtually tour five Townsville schools. Below: The CEnet Operations Group.

'Getting out of the regular meeting process and experiencing the way a diocese engages and supports schools opens up new ideas and opportunities for all of us. What is comforting is understanding the challenges as much as the successes, and the Townsville team were willing to talk as much about their successes as the challenges they face, and how they are looking to overcome these in time.'

**Jason Ramm IT Manager
Diocese of Rockhampton**

GOVERNANCE

CEnet Governance

CEnet exists as a result of the shared vision held by our member dioceses. This vision to enhance learning and teaching in Catholic schools through members' participation in a shared services organisation and undertake activities collaboratively, permeates all aspects of CEnet's work.

CEnet's priorities and activities are informed by a comprehensive governance structure designed to ensure educational, administrative and technical needs are reflected in the work undertaken to support members.

The CEnet Board's primary role is the protection and enhancement of long-term member value through the provision of ICT and other shared services on a not-for-profit basis. The Board is responsible for the overall corporate governance of CEnet including its strategic direction, expenditure, risk management and legal compliance. The Board has delegated responsibility for operation and administration to the Chief Executive Officer.

CEnet has a number of committees that draw upon the expertise within member dioceses. These committees exist to ensure that the needs of members are reflected in the activities of CEnet. The committees meet on a regular basis usually via the use of high definition video conference facilities to minimise disruption to dioceses.

CEnet Board (2017)
- Jennifer Allen - Diocese of Bathurst
- Alan Bowyer - Diocese of Wagga Wagga (retired 22 December 2017)
- Mark MacLean - Diocese of Wagga Wagga (appointed 1 January 2018)
- Dr Michael Slattery - Diocese of Maitland-Newcastle (appointed 3 January 2017)

- David Condon - Diocese of Lismore
- Dr Patrick Coughlan - Diocese of Toowoomba
- Dr Catherine Day - Diocese of Townsville
- William Dixon - Diocese of Cairns
- Ross Fox - Archdiocese of Canberra-Goulburn (appointed 16 January 2017)
- Peter Hamill - Diocese of Broken Bay
- Leesa Jeffcoat - Diocese of Rockhampton
- Anthony Morgan - Diocese of Wilcannia-Forbes (retired 24 April 2017)
- Anthony Gordon - Diocese of Wilcannia-Forbes (appointed 6 November 2017)
- John Mula - Archdiocese of Hobart
- Christopher Smyth - Diocese of Armidale
- Peter Turner - Diocese of Wollongong
- Gregory Whitby (Chair) - Diocese of Parramatta
- Dr Dan White - Archdiocese of Sydney (retired 23 August 2017)
- Glenn McLachlan - Archdiocese of Sydney (appointed 4 September 2017)

On behalf of the CEnet Board and member dioceses, CEnet would like to thank all those involved in our committees and working groups for their contribution during 2017.

CEnet Steering Committee
- Br Tony Whelan (Chair)
- Michael Bezzina - Archdiocese of Sydney
- Gary Brown - Diocese of Parramatta
- Anne-Maree Creenaune - Diocese of Wollongong
- Dr Catherine Day - CEnet Board
- Liam Garvey - Queensland Catholic Education Commission
- Alan Ibbett - Dioceses of Wollongong and Canberra-Goulburn
- Ross Jacobs - Diocese of Broken Bay

CEnet Audit and Risk Committee
- Leesa Jeffcoat (Chair) - Diocese of Rockhampton
- John Mula - Archdiocese of Hobart
- Peter Hamill - Diocese of Broken Bay
- Paul Murray - Diocese of Maitland-Newcastle
- Greg Parrish - CEnet
- Brendon Miller - CEnet

CEnet Corporate Services Standing Committee
- Alan Ibbett (Chair) - Dioceses of Wollongong and Canberra-Goulburn
- Ross Jacobs - Diocese of Broken Bay
- Stacey Ozanne - Archdiocese of Canberra-Goulburn
- Stephen Shaw - Diocese of Maitland Newcastle

CEnet Education Services Standing Committee
- Gary Brown (Chair) - Diocese of Parramatta
- Robyn Finch - Diocese of Rockhampton
- Robie Jayawardhana - Diocese of Townsville
- Greg Swanson - Archdiocese of Sydney
- David Emery - Diocese of Wollongong

In all we do, CEnet members and staff are guided by the following Christ-centred principles:
- Evangelisation and formation
- Learning and teaching
- Collaboration
- Equity
- Connectedness
- Content sharing
- Administration
- Stewardship
- Subsidiarity
- Value for money
- Best practice

GOOGLE EDUCATION SYMPOSIUM

In November 2017, CEnet was invited to participate in the Google Global Education Symposium which brought together a group of international educators from countries such as Finland, UK, Brazil, Mexico and Australia.

CEnet Steering Committee Chair Br Tony Whelan and CEnet's Governance Manager Frank Brooks had the opportunity to attend the event which took place at the GooglePlex in Mountain View California.

The symposium, with the theme 'How can we use technology to help school students K -12 learn better?', focused on contemporary approaches and attitudes to innovation in the educational setting.

Keynote speakers included American author, journalist and long-distance swimmer, Diana Nyad and pilot, computer scientist and retired Senior VP of Knowledge at Google, Alan Eustace who spoke about the need to approach innovation with an attitude of 'what if we could'.

Diana, who became the first person to swim the 180 kms from Cuba to Miami, Florida at age 64 after four previous attempts over a 40 year period, told her inspirational story highlighting the value of perseverance and teamwork.

Alan holds the world record for the highest free fall jump which involved stepping from a balloon at an altitude of 130,000 feet; something that until that time had never been attempted successfully. Alan's approach was a clinical, risk minimisation strategy, supported again by an accomplished team of 40 people.

CEnet is privileged to be invited by Google to participate in the symposium and it highlights how our approach to innovation within the CEnet membership has matured well in the global context.

Above: Global Education Symposium participants. Left: Br Tony Whelan and Frank Brooks. Right: Pilot and former Google Senior VP Alan Eustace.

Coffee with members was introduced in 2017 to provide an informal forum for ongoing dialogue between member dioceses and CEnet.

Above: CEO Greg Parrish and Service Delivery Manager Chris Burrows (centre) with Grant and Oliver Brecht from Insight Elite Performance Psychology.

COFFEE WITH MEMBERS

In May 2017, CEnet launched a new initiative to encourage informal discussions between staff from member dioceses and CEnet. Coffee with members uses the high definition video service available to member dioceses and enabled 17 groups of staff from 11 member dioceses to be involved in the initiative.

The opportunity allowed for free ranging discussion on topics such as:

* Utilising diocesan-based expertise in service planning initiatives
* The services behind ONCE, including the emerging EADIS initiative
* Connectivity models with a specific focus on the NBN
* NAPLAN Online

RECOGNITION FOR CULTURE AND EXCELLENCE

CEnet won a prestigious 2017 Culture Sustainability Award from Human Synergistics, a leading international consulting firm that helps transform organisations through cultural change. The awards recognise organisations who have transformed or sustained their culture, and CEnet was among eight winners recognised at their annual conference. CEnet won the award for sustaining a collaborative and achievement-oriented culture to provide high levels of member satisfaction and innovation.

In 2017, CEnet was also a finalist in the Illawarra Business Chamber awards in the category of Excellence in Innovation.

'In 2017 CEnet was recognised for our efforts in the areas of organisational culture and excellence in innovation'

FINANCIAL STATEMENTS

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2017

	2017 $	2016 $
Revenue from ordinary activities	13,439,393	11,362,565
Salaries and associated costs	(3,700,468)	(3,479,867)
Information technology costs	(9,055,129)	(7,015,791)
Occupancy costs	(178,649)	(178,996)
Corporate costs	(248,364)	(251,569)
Operating costs	(270,244)	(294,980)
(Deficit) / surplus from operating activities	(13,461)	141,362
Income tax expense	-	-
Operating (deficit) / surplus	(13,461)	141,362
Other comprehensive income, net of tax	-	-
Total comprehensive (deficit) / income	(13,461)	141,362

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2017

	2017 $	2016 $
CURRENT ASSETS		
Cash and cash equivalents	1,564,829	1,308,208
Trade and other receivables	1,300,932	1,514,801
Other current assets	1,595,915	1,572,317
TOTAL CURRENT ASSETS	4,461,676	4,395,326
NON-CURRENT ASSETS		
Trade and other receivables	453,301	694,661
Plant and equipment	2,179,744	2,553,349
Intangibles	589,587	758,976
Other assets	60,337	338,838
TOTAL NON-CURRENT ASSETS	3,282,969	4,345,824
TOTAL ASSETS	7,744,645	8,741,150
CURRENT LIABILITIES		
Trade and other payables	893,070	1,645,844
Other liabilities	1,271,384	1,472,186
Provisions	433,822	316,335
TOTAL CURRENT LIABILITIES	2,598,276	3,434,365
NON-CURRENT LIABILITIES		
Other liabilities	1,359,373	1,538,349
Provisions	108,771	76,750
TOTAL NON-CURRENT LIABILITIES	1,468,144	1,615,099
TOTAL LIABILITIES	4,066,420	5,049,464
NET ASSETS	3,678,225	3,691,686
MEMBERS FUNDS		
Retained earnings	3,678,225	3,691,686
TOTAL MEMBERS FUNDS	3,678,225	3,691,686

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2017

	2017	2016
	$	$
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts in the course of operations	14,135,226	11,094,522
Cash payments in the course of operations	(12,882,759)	(10,925,060)
Interest received	49,588	62,486
Net cash provided by operating activities	1,302,055	231,948
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for plant and equipment	(937,484)	(1,475,817)
Payments for intangibles	(107,950)	(150,462)
Proceeds from sale of plant and equipment	-	121,226
Net cash used in investing activities	(1,045,434)	(1,505,053)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of interest bearing liabilities	-	-
Net cash used in financing activities	-	-
Increase / (decrease) in cash held	256,621	(1,273,105)
Cash at the beginning of the financial year	1,308,208	2,581,313
Cash at the end of the financial year	1,564,829	1,308,208

The summary provided above was extracted from the audited financial statements for the year ended 31 December 2017. The financial statements are available upon request from CEnet or via the ACNC.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2017

	2017	2016
	$	$
Opening balance at 1 January	3,691,686	3,550,324
Surplus attributable to members	(13,461)	141,362
Balance at 31 December	3,678,225	3,691,686

CEnet

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