CEnet
catholic education network

2019 ANNUAL REPORT

delivering on the vision

Chair's report

It is with great pleasure that I introduce the CEnet annual report for 2019. I am pleased to report CEnet continues its successful operation as a federated shared service organisation supporting the needs of more than 770 schools, 294,000 students and 37,000 teachers and staff.

Founded in 2007 to support the evangelising and educational mission of the Catholic Church, CEnet has developed into a mature and responsive Catholic federation of 16 member dioceses. An organisation that seeks to live our Christ-centered principles in the every day delivery of services to members.

CEnet exists to lead and manage the discernment and delivery of shared services for members in the areas of evangelising, learning and teaching and organisational development. Through the design, implementation, procurement and management of affordable, robust and scalable, standards-based ICT solutions, we support member dioceses to provide a safe connected online environment for Catholic schools and their communities.

The environment in which our members operate is one of great complexity, and is subject to a high rate of change, innovation and risk that occurs within the education, digital and cyber sectors. This requires a deep knowledge of the complexities of this environment and the need for effective corporate governance structures and processes to ensure we are well positioned to respond to the challenges and opportunities.

In this context, the CEnet board commissioned a review of CEnet's governance arrangements in April 2019. The aim of the review was to highlight any issues, risks and opportunities for improvement. The process has been conducted in close consultation with members and with a strong commitment to transparency, openness and continual improvement in the area of good governance.

The outcome of the review will be delivered in early 2020 with an acknowledgment that some change is required. Central to this change is a need to revisit the representative nature of the board and a rebalancing of powers as conveyed under CEnet's constitution. Work will continue on this most important initiative over the coming 12 months.

Another significant focus for the board in 2019 has been the renewal of CEnet's business strategy. Through extensive stakeholder engagement and the distillation of information from a wide range of sources, the Business Strategy 2020-2024 focuses on member engagement, the evolution of the service offering and improving the experience of students, staff and teachers. The business strategy is planned to come into effect in 2020 providing the direction for CEnet to continue on its path of connecting Catholic communities.

The board has overseen a number of important reviews during the year including an assessment of the delivery of services to members at "reasonable market value". This is particularly important from a compliance and stewardship perspective and is an indicator of the value that members derive from the membership.

The internal policy framework, vendor management and procurement processes, financial management and contractual arrangements were noted as strong, robust and effective. This assessment reflects positively on the corporate management work undertaken by CEnet over the past several years and our focus on continuous improvement and maturing.

A further initiative undertaken by the board in 2019 was the engagement of the Australian Institute of Company Directors (AICD) to facilitate a board development program. Ensuring the board has access to current information on matters, such as the not-for-profit governance principles, is critical in fulfilling our statutory obligations owed to the company and its members. I commend the board for its commitment and participation in this program.

I would like to acknowledge the efforts of the CEO Paul Murray, executive and staff of CEnet throughout 2019. Their dedication, commitment and support of our member dioceses is highly valued. The board is grateful for the collective talent and expertise which has been gathered in support of the students, teachers and staff of our member dioceses and school communities.

Finally, I would like to acknowledge the directors and 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.

2019 has been another successful year in CEnet's journey, and is an outstanding example of what can be achieved when we work together.

On behalf of the CEnet board, I commend this report to you.

Leesa Jeffcoat AM
CEnet Chair

CEO's report

2019 has seen a number of significant achievements for CEnet. In particular, the delivery of our target enterprise services architecture, which has been some seven years in the making, combined with the successful implementation of a number of key projects, and the renewal of the business strategy. It is fitting for the theme of this year's annual report to be 'Delivering on the vision'.

Following extensive member consultation, CEnet's Business Strategy 2020-2024 was developed for adoption by the board in early 2020. Once the strategy is enacted, our priorities will be the engagement with member dioceses, alignment and delivery of our service offering and getting the best out of our great people.

From an operational perspective, CEnet delivered on a number of major operational projects throughout the year. The first involved the separation of CEnet's Identity and Access Management service into two distinct services. The aim was to increase agility, reduce complexity, enhance functionality and drive cost savings while adopting a true Software as a Service (SaaS) architecture.

CEnet's Identity Management systems were migrated to best-of-breed technologies in Dell Boomi, while the second iteration of CEnet's Access Management (AM) solution resulted in the successful migration of over 70 applications to the new fully cloud-based Okta platform. Users have the same login experience with increased resiliency and security for member dioceses, schools and agencies. In addition, CEnet's new AM service was integrated with our unique and persistent identifier, which along with CeSIS, will enable far greater reporting functionality within CEnet's Business Intelligence (BI) reporting service, CeD3.

Significant advances were made throughout 2019 in the CeSIS (Compass) rollout. By the end of 2019, there were 482 primary and secondary schools deployed to CeSIS with 176,000 active students, nearly 23,000 staff

and 256,000 parents using CeSIS functionality. This represents an increase of 201 schools since the start of the year with 86 schools having completed the promotion to Ancestry.

CEnet's infrastructure team also delivered a number of critical projects throughout the year. The separation of CEnet's internet transit core from its applications core formed part of the Catholic Education Data Centre (CeDC) program of work. Commencing in 2017, the aim was to ensure continued high performance and best-practice network design. A review of data centre requirements also led to a significant reduction in required data centre space. Consolidation of the data centre footprint into a single shared suite was a significant project managed with minimal disruption to member services.

CEnet's data services team delivered a NAPLAN project providing enhanced Key Reporting Area (KRA) functionality which allows for NAPLAN Online data to be analysed within CeD3. The result was improved access to data for key personnel, a streamlined process to access data, increased numbers of teachers accessing data, and improved data-informed decision making.

CEnet's IT Service Management (ITSM) service assists members with their incident, problem and change management functions. Working closely with a number of member dioceses, CEnet completed a project to enhance this service by migrating existing data and workflows to a domain-separated environment.

Underpinning each of our services is CEnet's corporate management function. This function received a renewed focus throughout the year, specifically the policy framework, risk management processes, enhancing a range of internal processes and the continued focus on CEnet's organisational culture. All of these initiatives have contributed to the resilience and sustainability of CEnet for the members.

CEnet continues to practice sound stewardship with a small surplus reported in 2019 of

$47,090. Member funds remain within the target range set by the Board.

Thank you to the CEnet Board and staff for their unwavering support and encouragement throughout 2019. I also acknowledge the valuable contribution and support of the members of the CEnet Steering Committee, Standing Committees and working groups.

We look forward to CEnet's next strategic phase as we build on this work with member dioceses, underpinned by our values in pursuing strong partnerships, delivering excellent value and ensuring optimal experiences for school communities.

Paul Murray
CEnet CEO

By the end of 2019, there were over 176,000 active students, nearly 23,000 active staff and 256,000 active parents using the CeSIS functionality.

planning
for the
future

Strategic planning

The CEnet Business Strategy project was launched in May 2019 with the task of reviewing the existing strategy, commenced in 2014, and developing a new strategic focus to guide CEnet for the next five years.

The project Steering Committee included Directors Jacqueline Francis (Townsville) and Chris Smyth (Armidale), Br Tony Whelan, CEnet CEO Paul Murray, and project sponsor, CEnet Chair Leesa Jeffcoat.

The business strategy will outline CEnet's rationale and deliver a vision for where CEnet 'wants to be' in its next strategic phase. A strategic plan will be delivered for 2020 and beyond to outline the work required 'to get there'.

The strategy will align CEnet services to member requirements, enhance operational efficiency and effectiveness, and reduce risk by guiding day-to-day decision making.

CEnet delivers excellent service to member dioceses and school communities through our continued commitment to collaboration and inclusion. This project continued and enhanced that work by consulting with CEnet's governance groups and stakeholders, and collecting relevant data and information from member dioceses. In August, business consulting firm Pitcher Partners was engaged to assist the project team in its strategic development by collecting input from CEnet's governance committees and interviewing a wide range of stakeholders across the membership.

A number of key themes emerged from this work, including:
- the need to confirm and/or revise the guiding values, principles and objects of the CEnet constitution
- recognising the intrinsic value of the CEnet federation and clearly articulating the value proposition
- ensuring the current engagement model for member dioceses aligns with their needs and priorities
- ensuring greater flexibility in choice and cost of the engagement model.

Following an analysis by the project team, Pitcher Partners presented a business strategy direction for the CEnet Board to consider at their October meeting.

The key themes of the paper were:

COMMIT - commitment to the purpose from each member of CEnet

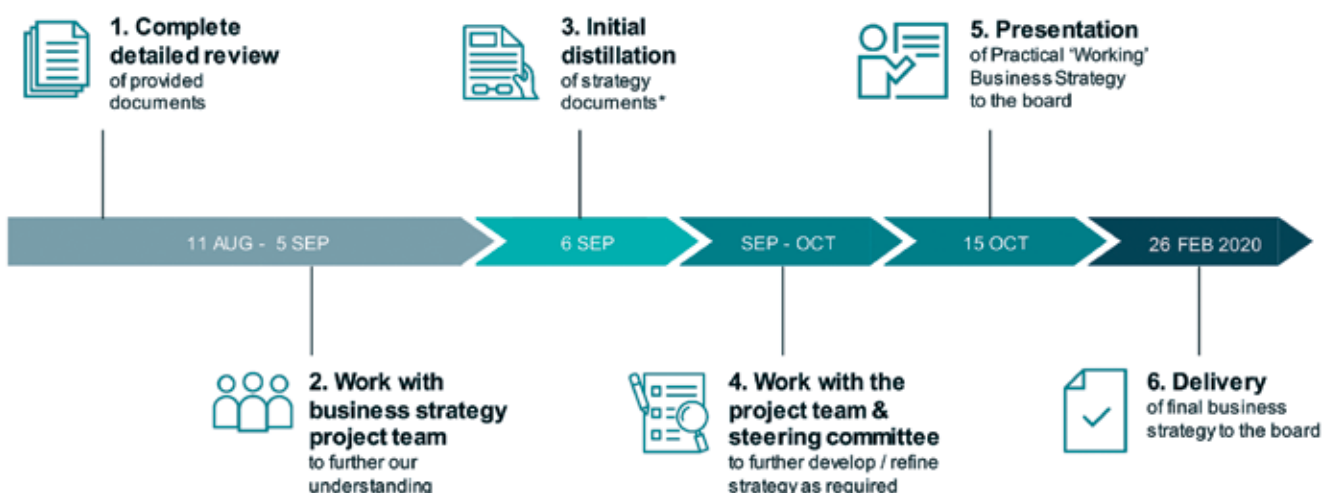ADAPT - adapting our foundations to meet the evolving needs of our members

REFINE - refining all that we do to ensure we remain relevant and continue to deliver value to our members

EXTEND - extending the organisation beyond the current solutions and membership base

In responding to these themes, there were a number of identified challenges, including:
- an evolving technology market place
- changing needs of the membership base
- member engagement
- corporate governance
- funding model
- future direction

This material and additional work informed the development of the strategic direction for consideration by the Board in February 2020.

1. **Complete detailed review** of provided documents

2. **Work with business strategy project team** to further our understanding

3. **Initial distillation** of strategy documents*

4. **Work with the project team & steering committee** to further develop / refine strategy as required

5. **Presentation** of Practical "Working" Business Strategy to the board

6. **Delivery** of final business strategy to the board

11 AUG - 5 SEP | 6 SEP | SEP - OCT | 15 OCT | 26 FEB 2020

Strategic Planning process. Source: Pitcher Partners

12
DIOCESES

482
SCHOOLS

86
ANCESTRY

176k
STUDENTS

23k
STAFF

256k
PARENTS

CeSIS SNAPSHOT

ONCE strategy

In 2019, there was significant progress made in the CeSIS and CeFMS projects, which are the cornerstones of CEnet's ONCE strategy.

CeSIS progress

CeSIS is delivering an enterprise student information system for member dioceses including functionality, such as:

- roll marking on multiple mobile devices
- managing period-by-period attendance
- monitoring student wellbeing
- the parent portal
- managing events
- learning tasks and A to E reporting
- integration with third party timetabling tools

Throughout 2019, there was considerable progress in the rollout of CeSIS (Compass). By the end of the year, 482 schools had successfully deployed the system which was an increase of 75% on the previous year of 281 schools.

Parramatta started the year with a 'big bang' approach deploying CeSIS to all of their schools in January, ready for the beginning of the school year, joining the Dioceses of Bathurst and Wilcannia-Forbes who had completed their CeSIS deployment in 2018. The Dioceses of Maitland-Newcastle and Wagga Wagga were quick to follow, resulting in five member dioceses having all schools deployed by the end of 2019.

Compass is an enterprise application, which means all schools and individuals' data is retained in a single environment referred to as Ancestry. The initial deployment of schools is not into Ancestry, rather schools are deployed into a separate, stand alone environment with access to only their own school's information.

Outside of Ancestry, an individual may have an association with two schools and and their data will exist twice in the database. When a school is promoted to Ancestry the individual's data from the schools is merged into a single record within the database.

At this point an individual existing in two schools becomes a single entity with an association to two schools. Once a school is in Ancestry, additional enterprise level features and controls become available.
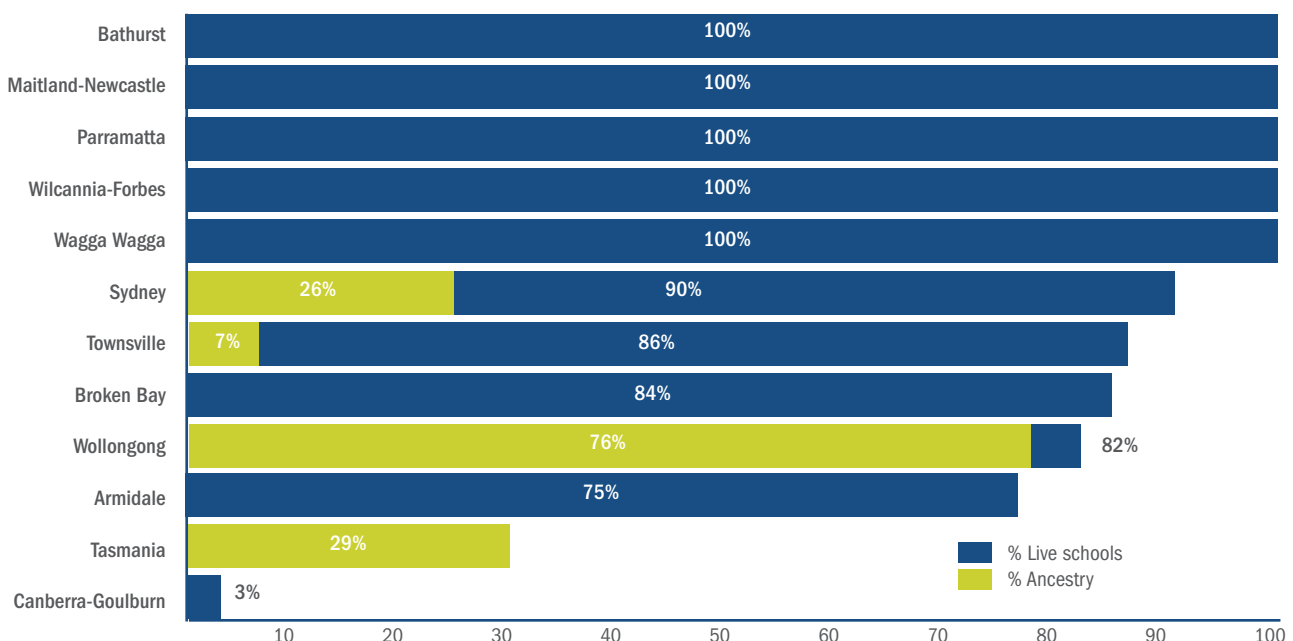
In 2019, the pilot dioceses led the way in promoting schools to Ancestry with Sydney promoting 36 schools (further to the four schools they had promoted in 2018), Wollongong promoting 29 schools, and Townsville promoting two schools. Tasmania also promoted 15 schools, bringing the total number of schools in Ancestry to 86.

With the promotion process tested, the pilot project concluded with a review providing invaluable feedback on the system and identifying enhancements to functionality and the streamlining of transition and training processes.

CeFMS progress

CeFMS (TechnologyOne) delivers a tool specifically designed to support the complexities of school and diocesan financial management. The CeFMS integration with CeSIS allows data for fee management and billing to be entered ONCE within the system and flow automatically into the CeFMS. During 2019, CeFMS was deployed into the central offices of four dioceses bringing the number of dioceses using the system in their central offices to 10.

PERCENTAGE OF CESIS LIVE SCHOOLS BY DIOCESE

Diocese	% Live schools	% Ancestry
Bathurst	100%	
Maitland-Newcastle	100%	
Parramatta	100%	
Wilcannia-Forbes	100%	
Wagga Wagga	100%	
Sydney	90%	26%
Townsville	86%	7%
Broken Bay	84%	
Wollongong	82%	76%
Armidale	75%	
Tasmania		29%
Canberra-Goulburn	3%	

CeDC strategy

The CeDC strategy is a part of CEnet's ONCE strategy, and represents the next step in the journey toward shared ICT infrastructure for members.

Key to the strategy was the establishment of a shared enterprise ICT infrastructure platform, enabling members to migrate local IT systems and infrastructure to a shared infrastructure environment, and in turn, reduce local data centre and infrastructure footprints.

During 2019, a review of CEnet and member co-location requirements led to a significant piece of work, largely driven by three key trends:

- the consolidation/downsizing of hardware
- a greater adoption of Software as a Service (cloud) solutions
- a reduced demand for co-location services (rack space), fueled by an increase in utilisation of CEnet's shared infrastructure platform

These trends resulted in a positive and significant drop in the data centre space required by CEnet and members. Previously, CEnet and member hardware occupied 54 racks across two suites in Global Switch. Through consolidation, sharing and cloud-based services, the need could be met with only 34 racks, representing a 40% reduction in the data centre footprint.

The end result was a consolidation of the common CEnet Global Switch footprint into a single shared data centre suite. This work was expedited throughout 2019, with the final and most critical stages of the consolidation taking place in January of 2020.

The CeDC strategy has delivered the following key capabilities:

- an enhanced CEnet Infrastructure as a Service (IaaS) solution, enabling a more cost effective and simpler set of core ICT infrastructure, and allowing for the consolidation of the disparate, member-specific data centres into a single shared infrastructure platform
- a new data centre for CEnet's core services enabling flexible capacity that can decrease over time as cloud adoption grows
- strategic separation of CEnet's internet transit core to allow flexible and affordable connectivity options as internet traffic volume increases over time.

CeD3 provides greater analysis of NAPLAN data

September 2019 marked the release of NAPLAN results in CeD3, with a suite of reports, dashboards and storyboards made available to education office staff, school leaders and teachers to easily analyse their data. Additional reports were developed for online testing which allowed for greater analysis and interpretation of results.

Over the first two weeks of release all dioceses made use of NAPLAN reports in CeD3 with over 3,500 logins to the system and almost 200,000 reports generated.

A significant amount of effort was spent interpreting online and paper files during this transition year with the data services team working around the clock to deliver these results.

"The ability to develop a bespoke storyboard that populates data for each school, and steps educators through a process of NAPLAN analysis, has enabled us to focus on the analysis of results rather than the collation of results, ultimately benefiting student learning."

- *Janine Conolly, Manager of Data Informed Learning, Cairns Catholic Education*

"The development of key metrics means that point-in-time and trend analyses can be undertaken, and reports produced to inform decisions and form action at the system, school and classroom levels. This is valuable information for school leaders and classroom teachers in determining 'learning trajectories' for individual students and cohorts."

- *Dr Phil Pettit, Senior Officer, Catholic Education Office, Archdiocese of Canberra and Goulburn*

Identity

Access

Data Insights

Integration

Applications

Safe Internet

Infrastructure

Enterprise services strategy

CEnet's services and operations are underpinned by a set of architecture principles and a planning framework that collectively seek to optimise legacy processes - both manual and automated - and, in turn, deliver on CEnet's vision and purpose.

This framework promotes design-thinking and enterprise architecture techniques that collectively deliver an integrated environment and enables the entire membership to be responsive and ready for change.

In 2012, a set of enterprise drivers (challenges) were identified and CEnet was motivated by opportunities to advance teaching and learning through promotion of equity, minimised duplication of effort, increased access to information and capability, and data-driven data insights.

In 2015, CEnet's 'doing things ONCE' approach had gained traction and became the underlying philosophy by which we would deliver a set of enterprise information systems, applications and processes directly aligned to the needs of members.

By the end of 2019, a significant milestone was achieved in the delivery of CEnet's third major target state iteration, which saw a number of major transformation initiatives come to fruition, including:

- an enterprise student information and finance management system
- a transformed enterprise identity lifecycle and access management capability
- a service management platform built specifically to serve members
- an enterprise integration platform and competency centre
- an enterprise data warehouse and data services competency
- a collaborative productivity platform supporting teaching and learning
- a highly scalable network and safe internet access gateway
- a highly efficient enterprise infrastructure platform

These systems, processes and applications have been designed and delivered in a way to promote a standardised approach, while maintaining locally flexible implementations for member dioceses and school communities - future-ready enterprise systems, tailored to the local context.

Today, the CEnet services catalogue has matured to become a comprehensive set of people, processes and technologies covering all aspects from member support to cyber security, enterprise infrastructure, data services, interoperability and applications. Collectively, these capabilities serve and support students, teachers, school and diocesan staff, leaders and parents across our member-driven enterprise.

building
our
culture

Cultural inventory

COG focuses on the future

In August 2019, over 70 representatives from CEnet member dioceses (the CEnet Operations Group) came together over two days in the Wollongong Diocese to share ideas and gain a greater understanding of the activities of other member dioceses.

Under the theme, 'Our students are the future', member representatives had the opportunity to participate in a range of valuable sessions showcasing the innovative ways schools are utilising technology, including:

- STEM on Gas - the DOW high altitude balloon project
- CCCHS Live News Channel - including an interview with then Wollongong Director of Schools Peter Turner
- inclusive technologies you didn't know you had or needed - an eye opening look into how technology can assist those living with disability
- STEM session - meet the Kookaberry and Micropython
- St Francis Rocket League Championships (RLC) - a unique opportunity to be one of the first schools to run a designated eSports competition

In 2015, CEnet undertook an organisational cultural survey as part of our strategic plan initiative.

The results from the survey identified the need to evaluate and develop a plan to strengthen organisational culture for a number of reasons, including:

- growth in staff numbers
- employee welfare and pastoral care
- enhancing member service
- developing a high performance team

The model
CEnet utilised the Human Synergistics' Organisational Culture Inventory (OCI), which is the world's most widely used tool for measuring organisational culture. The result of more than 20 years research and using the latest survey technology, the OCI identifies organisational expectations on employees and how it affects their performance, motivation and job satisfaction – ultimately providing a foundation stone for achieving successful and sustainable cultural change.

The OCI looks at four areas:

- interacting / connecting with people
- task orientation
- satisfaction needs
- security needs

After reviewing these four areas, organisational culture is illustrated in a three-zoned circumplex demonstrating:

- constructive styles (blue)
- aggressive / defensive styles (red)
- passive / defensive styles (green)

CEnet's Culture
CEnet's goal is to operate as much as possible in the constructive styles (blue zone). Our 2015 survey results indicated CEnet was predominantly operating in the constructive style.

Results from CEnet's follow-up survey in 2017 revealed CEnet had successfully grown the constructive culture and reduced the less desirable components.

CEnet's 2019 results saw continued growth in all four segments in the constructive style and a slight increase in two of the passive / defensive styles (green) which provides areas of focus for strengthening culture across the team.

In addition to improving internal culture, there is scientific evidence linking an organisation's culture to improvements in service quality. As CEnet continues to improve our internal culture, we also improve the quality of the service we deliver to our members.
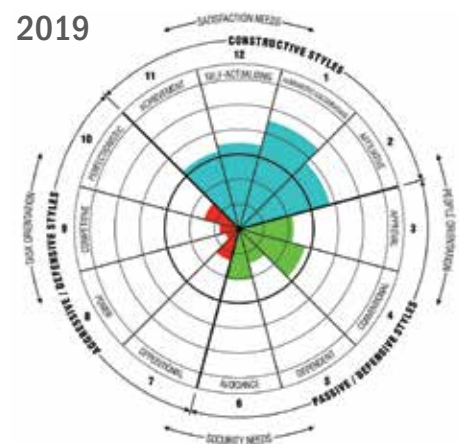
2015

2017
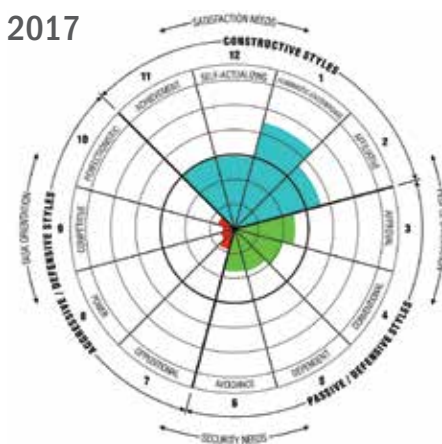
2019

Source: Circumplex models from Human Synergistics

delivering
value for
members

Enterprise procurement

CEnet continues to enhance one of our most popular member services - the procurement of commonly-used software - which delivers greater value and reduces barriers to accessing a range of resources.

Since 2014, CEnet has been putting in place a range of enterprise licensing arrangements with a growing number of software service providers including Adobe, Lucid for Education, Overdrive, Oliver, PaperCut, SketchUp Pro, Edval and Timetabler, as well as hardware such as BBC MicroBits and group discount rates for attendance at conferences such as Edutech.

For example, in 2019, CEnet renewed a three year enterprise agreement with Adobe benefiting all 16 member dioceses. The number of student licenses increased by more than 200% to 68,420, while the cost per license dropped by approx 73% from $30 to $8, resulting in an additional 47,000 licenses for almost the same cost.

Renewed in June 2019, the highly successful OverDrive ebook library service is an excellent example of collaboration between CEnet members. By the end of 2019, over 244,000 students across 13 member dioceses benefited from access to a broad range of ebooks curated by a representative committee of teacher librarians and education specialists.
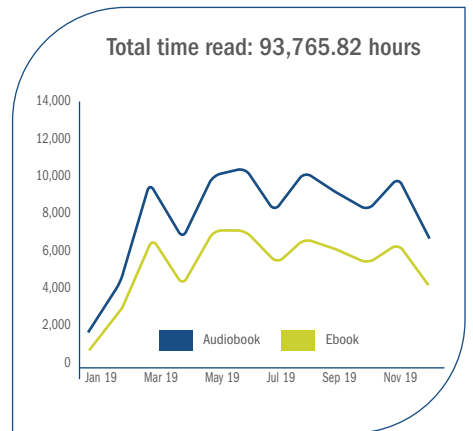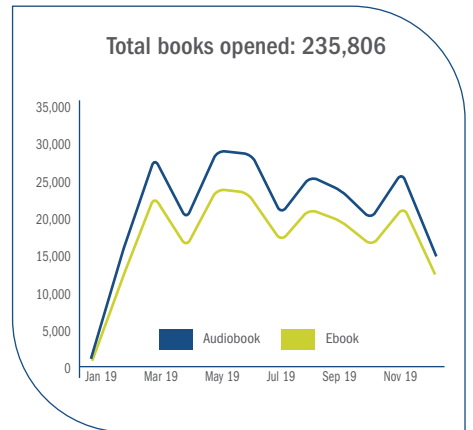
CEnet number one in global reading program

OverDrive hosted its first global reading program for schools, 'Chill out and read', from 6 June - 15 August 2019.

The program offered participating schools up to 26 free and simultaneous use juvenile and young adult titles.

The CEnet ACEN Overdrive Consortia was number one in the world for checkouts during the reading program.

"We have seen tremendous participation from our global partner schools, especially considering that this is the inaugural year for the program. We hoped for a great year, but we were blown away by the results."

- Christina Samek, OverDrive Outreach Specialist

Impact of OverDrive

"Thank you for OverDrive! In our rural and isolated school communities, in Central Queensland, it has enriched the lives of our students. When I explain the resources and let the younger students into OverDrive for the first time, their eyes light up, and they say, 'Wow' or 'COOOLLL!!'"

- Mark Mitchell, Information Literacy Consultant, Catholic Education Office, Rockhampton

Total books opened: 235,806

Total time read: 93,765.82 hours

OverDrive checkouts: year on year
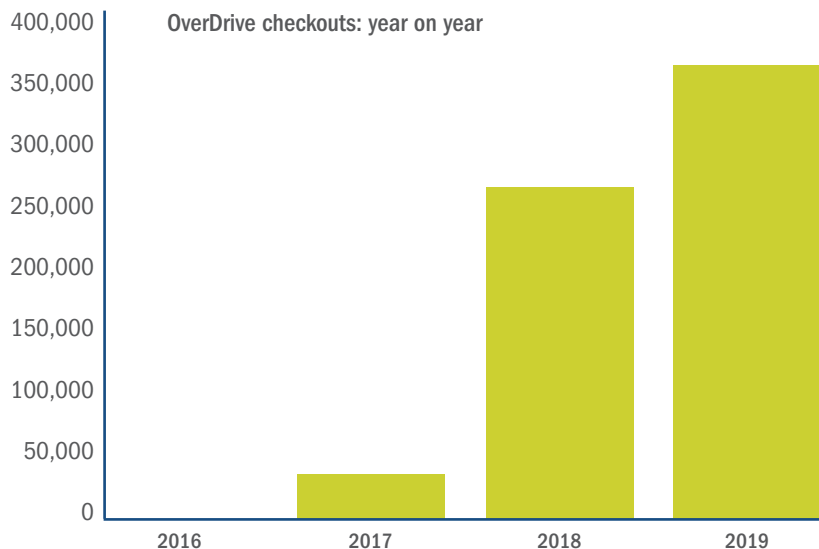
Zooming into Next Ed

During the school holidays in October 2019, Catholic Education Diocese of Parramatta hosted their inaugural Next Ed conference with over 150 educators at St Luke's Catholic College, Marsden Park.

Next Ed is a series of conversations with thought leaders followed by roundtable chats, educator to educator, about Next Ed learning in schools. Using Zoom technology, the diocese was able to Zoom in keynote speaker - renowned writer Austin Kleon.

"The idea for Next Ed was born from the desire to access thought leaders and experts from across the world in a way that makes them easily accessible for students and staff to interact with, and is beneficial for the shared learning of everyone," said St Luke's Immersive Technologies Leader Kylie Burns.

Forging international links

In June 2019, Google Australia invited CEnet to meet with Google Japan and delegates from the Tokyo Board of Education who were in Australia to gain insight into innovation across K-12 through the use of information and communications technologies.

Through a translator, CEnet's Frank Brooks and Vicki Anderson delivered a two hour session to the delegates outlining CEnet's projects and activities and how member voices are heard.

Of particular interest to the delegates was how CEnet balances the benefits of shared services with the unique needs of each member diocese. The delegates were also interested in CEnet's work on identity management and data analysis.

Amazon Web Services visit

In collaboration with Amazon Web Services (AWS), CEnet facilitated an event at AWS headquarters in Sydney in June 2019, attended by eight member dioceses in person or via video link.

AWS Account Manager Education, Healthcare and Utilities, Ciaran O'Dowd, spoke about the role of cloud technology in the K-12 community, highlighting the key drivers and various benefits that AWS services can and have provided to the education sector such as disaster recovery and Storage as a Service (STaaS).

Ciaran also detailed how member dioceses can obtain technical training, attend forums and events, and leverage communication channels with AWS Solution Architects in order to start utilising AWS services when ready.

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 and collaboration in a shared services organisation, 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. 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 the day-to-day operations 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.

On behalf of the CEnet Board and member dioceses, CEnet would like to thank all those involved in CEnet committees and working groups (unlisted) for their contribution during 2019.

> **CEnet was founded to support the evangelising and educational mission of the Catholic Church.**

CEnet Board (2019)
- Jennifer Allen - Diocese of Bathurst *(resigned 24 December 2019)*
- Dr Tony Bracken - Diocese of Broken Bay *(appointed 5 August 2019)*
- David Condon - Diocese of Lismore *(resigned 19 July 2019)*
- Dr Patrick Coughlan - Diocese of Toowoomba
- William Dixon - Diocese of Cairns
- Ross Fox - Archdiocese of Canberra-Goulburn
- Jacqueline Francis - Diocese of Townsville
- Anthony Gordon - Diocese of Wilcannia-Forbes
- Peter Hamill - Diocese of Broken Bay *(resigned 31 July 2019)*
- Leesa Jeffcoat (Chair) - Diocese of Rockhampton
- Glenn McLachlan - Archdiocese of Sydney
- Mark MacLean - Diocese of Wagga Wagga
- Gerard Mowbray - Diocese of Maitland-Newcastle
- John Mula - Archdiocese of Hobart *(resigned 31 December 2019)*
- Christopher Smyth - Diocese of Armidale
- Dr Sally Towns - Diocese of Lismore *(appointed 22 July 2019)*
- Peter Turner - Diocese of Wollongong
- Raju Varanasi - Diocese of Parramatta *(appointed 23 October 2019)*
- Gregory Whitby - Diocese of Parramatta *(resigned 22 October 2019)*

CEnet Steering Committee
- Br Tony Whelan (Chair)
- Gary Brown - Diocese of Parramatta
- Anne-Maree Creenaune - Diocese of Wollongong
- Jacqueline Francis - Diocese of Townsville
- Liam Garvey - Queensland Catholic Education Commission
- Alan Ibbett - Diocese of Wollongong
- Ross Jacobs - Diocese of Broken Bay

CEnet Audit and Risk Committee
- William Dixon - Diocese of Cairns
- Leesa Jeffcoat - Diocese of Rockhampton
- Glenn McLachlan - Archdiocese of Sydney
- John Mula (Chair) - Archdiocese of Hobart

CEnet Corporate Services Standing Committee
- Alan Ibbett (Chair) - Diocese of Wollongong
- Ross Jacobs - Diocese of Broken Bay
- Steven Shaw - Diocese of Maitland Newcastle
- Milton Scott - Archdiocese of Sydney
- Chris Watts - Diocese of Townsville

CEnet Education Services Standing Committee
- Gary Brown (Chair) - Diocese of Parramatta
- Robyn Finch - Diocese of Rockhampton
- David Emery - Diocese of Wollongong
- Geoffrey Cary - Archdiocese of Sydney
- Joseph Pearson - Archdiocese of Hobart
- Andrew Burgess - Diocese of Lismore

Data Trustees
- Anne-Maree Creenaune (Chair) - Diocese of Wollongong
- Vacant - Diocese of Armidale
- Teresa Dobosz / Vicki Vance - Diocese of Bathurst
- Tony McLeod - Diocese of Broken Bay
- Janine Conolly - Diocese of Cairns
- Dr Phil Pettit - Archdiocese of Canberra-Goulburn
- Andrew Burgess - Diocese of Lismore
- Damian Wicks - Diocese of Maitland-Newcastle
- Stefan Boffa - Diocese of Parramatta
- Frank Reiman / Robyn Finch - Diocese of Rockhampton
- Milton Scott - Archdiocese of Sydney
- Debbie Baird-Bower - Diocese of Tasmania
- Terry Carter - Diocese of Toowoomba
- Laurence Hosking - Diocese of Townsville
- Karen Gardiner - Diocese of Wagga Wagga
- Denise Gersbach - Diocese of Wilcannia-Forbes
- Michelle Davey - Diocese of Wollongong
- Malcolm McDougall - QCEC
- Kwame Wetsi / Gary Molloy - CSNSW

CEnet Business Applications Committee
- Ross Jacobs (Chair) - Diocese of Broken Bay
- Robyn Finch - Diocese of Rockhampton
- Helen Smith - Diocese of Parramatta
- Genevieve Moss - Archdiocese of Sydney
- Andrew McIntosh - Diocese of Wagga Wagga
- David Phillips - Archdiocese of Canberra-Goulburn

Financial statements

	2019 $	2018 $
Revenue from ordinary activities	17,363,103	15,118,544
Salaries and associated costs	(5,223,552)	(4,387,202)
Information technology costs	(11,087,050)	(10,017,366)
Occupancy costs	(292,461)	(208,219)
Corporate costs	(318,073)	(226,400)
Operating costs	(310,722)	(308,942)
Surplus / (deficit) from operating activities	131,245	(29,585)
Finance income	58,461	64,483
Finance costs	(142,616)	-
Net finance (deficit) / surplus	(84,155)	64,483
Income tax expense	-	-
Operating surplus	47,090	34,898
Other comprehensive income, net of tax	-	-
Total comprehensive income	47,090	34,898

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2019

	2019 $	2018 $
CURRENT ASSETS		
Cash and cash equivalents	2,800,335	2,978,551
Trade and other receivables	1,234,506	1,298,228
Other assets	1,907,738	1,569,053
TOTAL CURRENT ASSETS	5,942,579	5,845,832
NON-CURRENT ASSETS		
Plant and equipment	1,558,175	1,985,668
Intangibles	200,252	381,123
Right-of-use assets	1,691,791	-
Other assets	68,718	104,817
TOTAL NON-CURRENT ASSETS	3,518,936	2,471,608
TOTAL ASSETS	9,461,515	8,317,440
CURRENT LIABILITIES		
Trade and other payables	1,371,620	1,359,975
Lease liabilities	1,714,401	-
Provisions	568,481	483,723
Other liabilities	1,341,708	1,410,816
TOTAL CURRENT LIABILITIES	4,996,210	3,254,514
NON-CURRENT LIABILITIES		
Lease liabilities	39,832	-
Provisions	186,254	161,215
Other liabilities	479,006	1,188,588
TOTAL NON-CURRENT LIABILITIES	705,092	1,349,803
TOTAL LIABILITIES	5,701,302	4,604,317
NET ASSETS	3,760,213	3,713,123
MEMBERS FUNDS		
Retained earnings	3,760,213	3,713,123
TOTAL MEMBERS FUNDS	3,760,213	3,713,123

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2019

	2019 $	2018 $
Opening balance at 1 January	3,713,123	3,678,225
Surplus attributable to members	47,090	34,898
Balance at 31 December	3,760,213	3,713,123

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2019

	2019 $	2018 $
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts in the course of operations	18,446,090	17,322,408
Cash payments in the course of operations	(16,415,869)	(14,959,205)
Interest received	59,423	54,165
Net cash provided by operating activities	2,089,644	2,417,368
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for plant and equipment	(602,921)	(967,868)
Payments for intangibles	(30,999)	(70,196)
Proceeds from sale of plant and equipment	42,213	34,418
Net cash used in investing activities	(591,707)	(1,003,646)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of interest bearing liabilities	(1,676,153)	-
Net cash used in financing activities	(1,676,153)	-
(Decrease) / Increase in cash held	(178,216)	1,413,722
Cash at the beginning of the financial year	2,978,551	1,564,829
Cash at the end of the financial year	2,800,335	2,978,551

The summary provided above was extracted from the audited financial statements for the year ended 31 December 2019. The financial statements are available upon request from CEnet or via the ACNC.

CEnet
catholic education network