

# Supporting new ways of working



2020  
ANNUAL  
REPORT



## Chair's report

On behalf of the CEnet Limited (CEnet) board, it is with great pleasure that I present the annual report for 2020. This report covers the period up to the date that the new board structure became effective.

I would like to express my sincere gratitude to the outgoing Chair, Leesa Jeffcoat AM. Leesa's leadership during the review of CEnet's governance arrangements has been widely acknowledged and is worthy of further reflection and honour. I would also like to thank the work of all previous directors in developing an organisation that supports the needs of 17 Catholic dioceses, 780 schools, 35,000 teachers and staff and 298,000 students.

The COVID-19 global pandemic has had a significant impact on all areas of our lives in 2020, including the way schools operate and the way CEnet delivers its services. Social distancing measures were introduced at CEnet which saw a hold placed on travel and face-to-face meetings. Working from home and meeting via Zoom video conference became the norm.

CEnet's response throughout the pandemic has been exceptional. The commitment and dedication shown by staff in ensuring the reliability of services and in supporting the members throughout this difficult period has been acknowledged on multiple occasions. A minimal on-premise service footprint combined with the Software as a Service (SaaS) nature of CEnet's applications meant CEnet was well positioned to support its member dioceses.

2020 saw the review of CEnet's governance arrangements draw to a close. CEnet's member dioceses adopted an amended constitution and appointed a new board of directors which commenced on 1 January 2021. The new board comprises nine directors including an independent chair, four independent directors and four member-nominated directors.

This replaces the previous board model of 16 directors representing each member diocese. The new governance model retains four directors intimately involved in the management of Catholic school systems whilst being complemented with directors selected to meet the key skills required by the board. The model is scalable in that new members can be added without any change in board structure. Further, it allows the use of members' reserved powers to ensure that the voice of members is heard in key matters.

On behalf of the board, I would like to thank the Archbishops, Bishops, Member representatives and other diocesan personnel for participating in the governance review. The success of the process undertaken demonstrates CEnet's and the members' ongoing commitment to advancement in the area of good governance.

The 2020-2024 Business Strategy was approved by the board in April 2020. Through extensive stakeholder engagement, it identifies three Strategic Areas of Focus being 'Strong Partnerships', 'Excellent Value' and 'Great Experiences'. A program of strategic initiatives is currently underway to implement the strategy.

At the end of 2020 CEnet welcomed Catholic Education Northern Territory (CENT) to the membership. As a former member, CENT has a long association with CEnet, enabling CEnet to readily assist CENT during the COVID-19 period with video conferencing services to support remote learning. The onboarding of additional services is progressing well and CEnet is pleased to assist CENT in their strategic direction of "supporting schools in the use of technology and delivering 21st century learning".

I am pleased to report that the recruitment process for a permanent CEO appointment is almost complete. The board has made an appointment which is to be put to the

members for approval. The incoming CEO has the opportunity to lead a team of professional staff who are deeply committed to ensuring excellence in the services and support they provide to staff and students, ultimately improving learning and teaching.

I would like to acknowledge Paul Murray for his leadership, energy and commitment displayed during his tenure as Interim CEO. The board also acknowledges Vicki Anderson's contribution as Interim CEO. Vicki has served CEnet as CIO for many years and has provided the stability and focus required by the organisation during a time of leadership transition. We are very grateful for Vicki's valuable contribution.

The contribution of the CEnet leadership team also requires recognition. The efforts of this team during a difficult year showed an extraordinary dedication to the mission of CEnet.

Further, I acknowledge and thank the extensive number of diocesan personnel who work collaboratively through CEnet on our committees and working groups with the aim of fostering and enhancing the concept of sharing for the greater good of Catholic education.

As a board we will continue to deliver on a shared services agenda that is focused on our members' interests. We are committed to working together to meet the challenges and opportunities of schooling in the 21st century.

I commend this annual report to you and thank all those involved in another successful year of CEnet membership and service delivery.

Peter Efferney  
CEnet Chair



## CEO's report

As CEnet's Interim CEO I am delighted to provide the CEO Report for 2020. I would like to take this opportunity to thank our previous CEO Paul Murray and the board for leading the CEnet team throughout a challenging yet rewarding year.

In the context of a global pandemic, CEnet's enduring aim of Connecting Catholic Communities took on new significance as we focused on delivering services to our member dioceses whilst working remotely. The smooth transition to working from home was due in part to a convergence of strategic developments introduced in previous years. With a cloud based service architecture and a distributed operating model, CEnet was well positioned to maintain high service levels and support our member dioceses as they transitioned to learning and working online.

The take-up of CEnet's video conferencing service soared with the Zoom license count increasing from 10,000 to 36,000 almost overnight. Usage peaked in Term 2 as schools embraced technology to connect teachers with students. Combined with CEnet's peering strategy which provides data at minimal cost, an agile and cost effective solution was delivered for the member dioceses.

The CEnet value proposition is underpinned by the savings generated by aggregating the demand of 17 Catholic dioceses. In order to further articulate the savings, a comprehensive five-stage technical cost benchmark was performed on CEnet's services. This compared market equivalents with the benchmark, and unequivocally demonstrated that member dioceses obtain a significant collective benefit from the use of CEnet's services.

Member dioceses receive additional value from participation in CEnet's aggregated procurement programmes. This has emerged as a popular and beneficial service, with dioceses identifying their needs and CEnet facilitating the procurement

agreements. This service is significantly reducing cost as a barrier to accessing software and resources that support learning and teaching. One of the opportunities taken up by all member dioceses in 2020, was the Adobe Creative Cloud suite. The Overdrive eBook consortium has also been hugely successful providing 260,000 students in 14 member dioceses with access to a broad range of ebooks and audiobooks at greatly reduced cost.

Collaboration within the membership was once again on display with the Catholic Learning Online Summit. Established to deliver a range of professional learning experiences for teachers and staff, the Summit attracted more than 500 participants over five days during the April school holidays. To meet ongoing demand, a series of online workshops were conducted. A weekly bulletin highlighting opportunities to collaborate, and a support portal were introduced to ensure CEnet remained in regular contact with member dioceses.

The 2020-2024 Business Strategy was approved by the board during the year and CEnet commenced work on a program of strategic initiatives to implement the strategy. In conjunction with the new strategy, significant advances were made on the ONCE rollout with 551 primary and secondary schools deployed to CeSIS by year end. This represents 214,000 active students, nearly 23,000 staff and 313,000 parents using CeSIS functionality. The number of schools promoted to Ancestry by year end totalled 199.

Phase one of CEnet's Enterprise Data Access (EDA) project was completed in June 2020. The EDA project aims to deliver a mechanism for member dioceses to easily access data from CEnet systems in a more timely and flexible manner. EDA not only enables easy access to enterprise data sets, it also promotes local innovative data and development practices. The first student rollover process utilising CEnet's new Identity Lifecycle and Access Management

capabilities was also completed. This enables significantly faster provisioning of user accounts through a less complex approach to student identity lifecycle management.

Additionally, the new Access Management platform has provided increased visibility and control for member dioceses over access and authorisation to school, diocese, CEnet, state or even nationally delivered applications and cloud services. The service also provides an uplift in security capability with the enablement of multi-factor authentication. This work aligns with the Embedded Security initiative that aims to increase cybersecurity awareness and capability across the membership.

From an organisational perspective, CEnet was recognised with a Culture Sustainability Award for the second time. To receive the award twice in a row is very rare and is a testament to our staff and the value placed on building a strong culture.

The CEnet culture extends across our operational committees and I would like to acknowledge the contribution and support of the CEnet steering committee, standing committees and working groups. In particular, the contribution of Gary Brown, Alan Ibbett and Br Tony Whelan is recognised as all three retired from the CEnet steering committee in 2020. They were foundation members of the Committee, a role undertaken for nine years. I sincerely thank them for their wisdom, guidance, support and enthusiasm shown over many years.

Finally, I'd like to thank the CEnet team for their unwavering dedication throughout 2020. The team was faced with unprecedented challenges but they adapted without hesitation.

Vicki Anderson  
Interim CEO



strengthening  
partnerships

# Strategy & Governance

In February 2020, the CEnet board and steering committee met for a planning day in Sydney to guide the initiatives taken by CEnet on behalf of member dioceses.

The day focused on review and discussion of CEnet's 2020-2024 Strategic Plan, which was the culmination of a 10-month review and consultation process conducted by Pitcher Partners and involved key personnel from within the CEnet membership.

The board and steering committee had the opportunity to reflect on the purpose of CEnet, and the progress the company has made on behalf of member dioceses, during a panel session facilitated by CEnet steering committee member and Chair of the corporate services standing committee, Alan Ibbett.

The revised plan, which focuses on three areas, Strong Partnerships, Excellent Value and Great Experiences, was presented and approved at the April meeting of the CEnet board and is now in the process of implementation.

## Governance review

The CEnet board of directors conducted a comprehensive review of CEnet's corporate governance arrangements in 2020 to ensure they continue to align with best practice.

The review identified a number of important changes that will see CEnet well placed to meet the needs of its member dioceses into the future.

A number of projects were completed during the year to improve the corporate platform including:

- refining the policy, risk management and business continuity management frameworks
- enhancing IT security management (CyberSecurity)
- service catalogue benchmarking
- performance reporting to the CEnet board
- ongoing review of CEnet's organisational culture

A strong governance focus designed to ensure CEnet is able to deliver on its purpose and mission, has been instrumental in our success to date.



## STRONG PARTNERSHIPS

Through our relationships, we have an opportunity to foster a stronger community, and work closely together to jointly enact the mission of our member dioceses.



## EXCELLENT VALUE

Excellent value is at the core of shared service delivery. By maintaining excellent value, we continually improve, and enable our services to remain differentiated and competitive.



## GREAT EXPERIENCES

Great experiences promote a lasting service engagement. We empower our people to know and engage with our member dioceses and their communities, to improve individual experiences.



Joint board and steering committee strategic planning day facilitated by former Wollongong Director Peter Turner.



responsive  
services

# ONCE strategy

The COVID-19 pandemic made it a challenging year for member dioceses to maintain their implementation schedules for CeSIS and CeFMS projects. However, it presented an opportunity for further consolidation, evaluation and planning.

After a disrupted year, a strong finish in the rollout of CeSIS saw a total of 551 schools successfully deploy the service which was an increase of 14% on the previous year of 482 schools. By the end of 2020, there were 199 schools promoted into Ancestry across the CEnet membership, representing an increase of 131% on the previous year of 86 schools.

The level of collaboration among project managers has continued to grow with the sharing of run sheets, documentation and other project artifacts. Experienced teams are sharing their knowledge and learnings with project teams in the early stages of implementation.

In March, 2020 a major milestone was met with St Joseph's Primary, Wee Waa in the Armidale diocese becoming the 500th school to go live on CeSIS. Throughout the year, Armidale completed their rollout of CeSIS to all schools in the diocese and wrapped up their Ancestry pilot, which saw their first school promoted into Ancestry.

**Bathurst** promoted an additional six primary schools into Ancestry and CeFMS bringing the total to eight schools in 2020. The remaining 25 schools are scheduled to be promoted into Ancestry by the end of 2021.

**Broken Bay** started the year strongly with the diocese's remaining seven secondary schools going live on CeSIS and CeFMS rolled out to the diocesan office. A major milestone was reached with all the diocese's schools using CeSIS for the completion and distribution of academic reports.

**Canberra-Goulburn** rolled out the Compass student attendance function to 20 primary schools as a way to introduce them to CeSIS. The team also focused on a strategic pilot program during the COVID-19 period.

**Lismore** was busy configuring CeSIS and CeFMS for three pilot schools scheduled to go-live at the start of 2021.

**Maitland-Newcastle** completed its CeFMS pilot, bringing two secondary and four primary schools into Ancestry and CeFMS. With a new college commencing in 2021, and an additional primary school, Maitland-Newcastle will begin the 2021 school year with eight schools live on CeFMS. COVID-19 increased the diocese's



In March 2020, St Joseph's Primary, Wee Waa became the 500th school to go-live on CeSIS.

## CeSIS BY THE NUMBERS



12  
DIOCESES



551  
SCHOOLS



199  
ANCESTRY



214.4k  
STUDENTS



110.5k  
STAFF



322.8k  
PARENTS

## ABOUT THE ONCE STRATEGY

CeSIS (Compass) delivers 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

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.



Magdalene Catholic College, Narellan in the Wollongong diocese transitioned to CeSIS in 2020. The College installed a number of Compass KioskLites in their new building to streamline student arrivals, departures and visitor management.

awareness of the importance of cloud solutions and the project team was focused on refining the solution, adding dashboards, and solidifying procedures.

In 2020, **Parramatta** focused on making CeSIS the single source of truth and decommissioning the legacy SIS platform. In the latter half of the year, around 50% of the diocese's primary schools were moved to Compass reporting. The Parent Portal implementation was streamlined increasing uptake from 23% to 38% of schools.

**Sydney** met a major milestone by the end of 2020 with the completion of its CeSIS implementation to all 150 schools and a total of 101 schools (88 primary and 13 secondary) promoted into Ancestry. The remaining 49 schools will be migrated in 2021.

**Hobart** completed its CeSIS implementation and promotion into Ancestry for all primary schools and three secondary/combined schools. The team also completed a CeFMS rollout to two pilot schools and were planning for an additional three schools early in 2021.

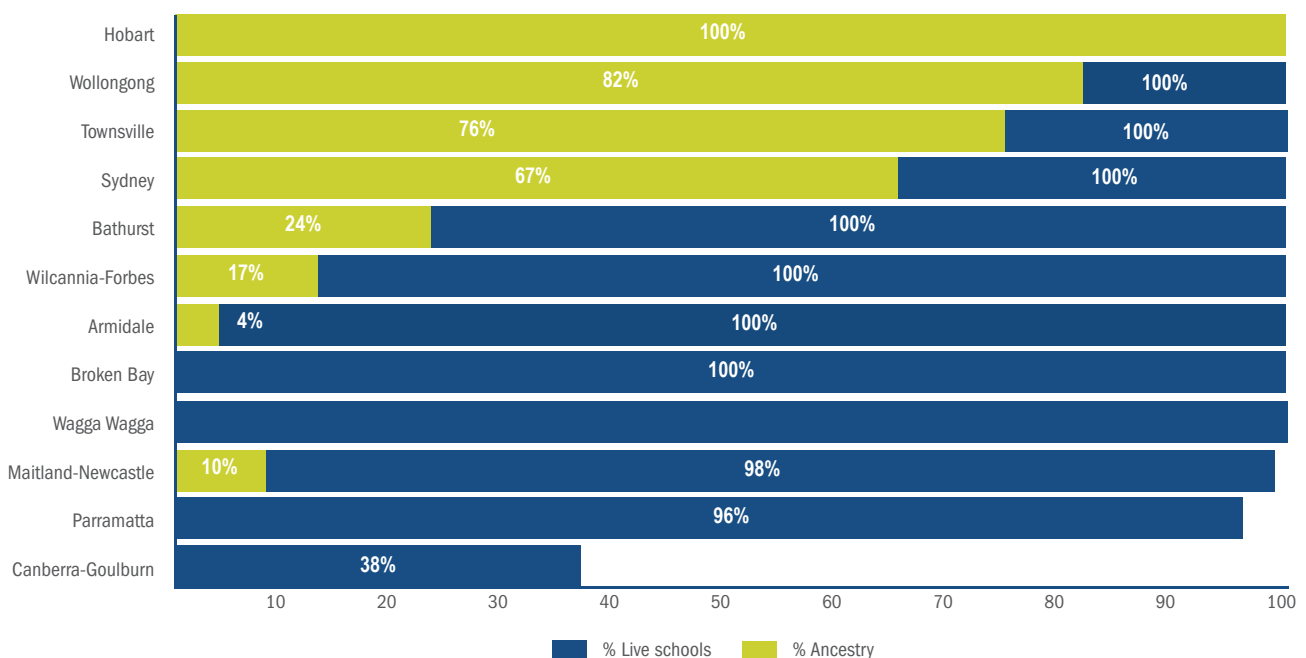
The project team in **Townsville** completed the rollout of CeSIS to all 29 schools. Ancestry and CeFMS deployments will continue through to mid-2021 which is the target project completion date.

Although the promotion into Ancestry for the pilot schools was delayed until January 2021 due to COVID-19, **Wagga Wagga** has planned for an ambitious rollout schedule with all schools to be promoted to Ancestry by the start of 2022.

**Wilcannia-Forbes** completed its CeSIS implementation to all 31 schools with three schools promoted into Ancestry. Early 2021 will see further CeFMS adjustments, with the rollout to remaining schools before the end of 2022.

**Wollongong** completed the promotion of all primary schools and two secondary schools into Ancestry, with only seven schools remaining to move into Ancestry in 2021. It was a challenging year dealing with COVID-19, student attendance, altered reports and an unpredictable Ancestry schedule.

PERCENTAGE OF CESIS LIVE SCHOOLS BY DIOCESE







delivering  
value

# Enterprise services

2020 was a year of unprecedented disruption due to the COVID-19 pandemic. The CEnet leadership and staff responded quickly and creatively to the emerging crisis to ensure the continuation of support and services to member dioceses and school communities, and to ensure the welfare and wellbeing of staff.

## Remote working

Following a successful trial on 17 March, CEnet staff moved to 100% work from home on 18 March, and immediately took steps to support our staff and our member dioceses.

This support included:

- Daily business continuity meetings
- Daily Zoom team /service area meetings
- Weekly Zoom whole of staff meetings
- Utilising Workplace as an internal communication platform
- Zoom lunchroom and weekly social events for staff to meet informally
- Regular wellbeing sessions with Veretis, our Employee Assistance Program provider
- Regular 'pulse checks' to better understand how staff were experiencing remote working and to identify areas for improvement and enhanced collaboration

The transition to remote working was highly successful and was supported by CEnet's commitment to enhance engagement; finding new ways of working together; 'working from home but still working for our member dioceses';

and ensuring 'no matter where we are, no matter where our members are, we are supporting them'.

## COVID-19 Support Portal

In quick response to the pandemic, CEnet established a COVID-19 support portal to assist dioceses and school communities to efficiently respond during the pandemic.

The portal provided detailed service-specific information for diocesan ICT teams to address the most common requests across the membership including:

- HD Video Conferencing - Zoom
- Web Content Filtering - Zscaler Home Use
- Collaboration Platform - Google Support for COVID-19 and Teach from Home Resources
- Access Management - Resource Access Portal (all apps in one place)
- Access Management - Multi Factor Authentication (MFA)
- Infrastructure as a Service (IaaS) - Rapid Solution Deployment

## Enterprise Data Access

The pilot project for Enterprise Data Access commenced with the three pilot dioceses, **Parramatta, Maitland-Newcastle** and **Townsville** completing their rollout in June 2020.

The project delivers a mechanism to allow data to be easily accessed from CEnet systems, in a more timely and flexible manner. Phase one

## DATA TRUSTEES MEETING

The annual face-to-face meeting of the **Data Trustees Committee** was held in early March, just before the COVID-19 pandemic was declared.

While handshakes were kept to a minimum, it was a valuable opportunity to get together and discuss a range of issues over the course of the day, including:

- Provisioning and auditing of users in CeD3
- Updates on diocesan uses of data and CeD3
- A review of the CeD3 roadmap

**PeopleBench**, who have been working closely with Townsville, Toowoomba and Cairns dioceses to investigate the relationships between workforce variables and student outcomes, gave an informative presentation.

The strengthening of professional relationships within the committee is leading to valuable sharing between member dioceses.



▶ The Data Trustees face-to-face meeting was held in Sydney in March prior to the pandemic.



of the EDA project delivered a set of raw data interfaces focusing on student, staff and parent information, in addition to student attendance, and school organisation/campus data. In the future, the focus will be on aligning to a global education data standard to ensure data is structured for the long term.

#### Enterprise Data Warehouse Review

The Enterprise Data Warehouse (EDW) forms a key part of the ONCE strategy, providing a backend data store, coupled with a Business Intelligence (BI)/Analytics service. Together, these components form CEnet's CeD3 offering.

As part of CEnet's continuous improvement process, and to ensure this service remains current and continues to deliver value to member dioceses, the data services team undertook a technology review of the EDW in 2020.

The review investigated the latest technology from a number of leading vendors and explored the future state and capabilities of a contemporary data warehouse solution. The information gathered from this process will form part of the review of BI/Analytics service in early 2021.

#### Member bulletin

From April 2020, CEnet introduced an online weekly bulletin to support member dioceses and keep them informed of developments as part of the Business Continuity Plan.

#### Video conferencing

CEnet's Zoom video conferencing (VC) service continued to support the online learning and collaboration needs of the membership particularly during extended periods of

COVID-19 lockdown and restrictions. Zoom use peaked during the early weeks of Term 2 as schools embraced technology to connect teachers with students learning remotely. A daily peak of **5.3 million Zoom VC minutes** was reached on Wednesday, 29 April.

During the 3-month period (March - May 2020) the service enabled:

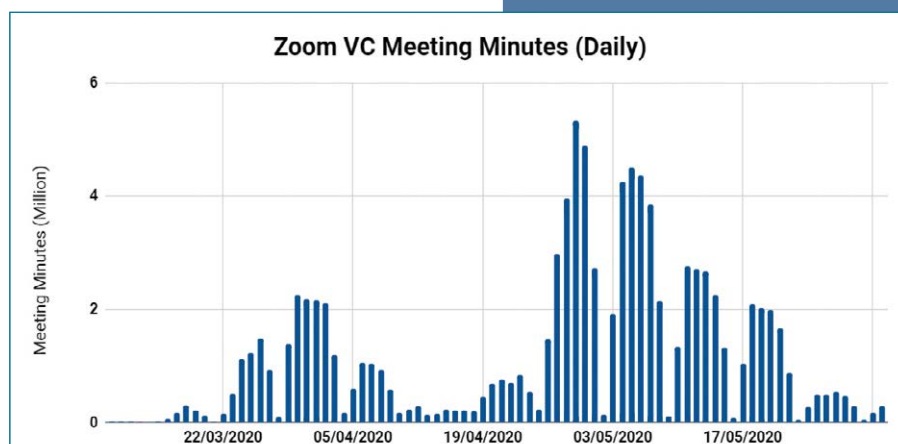
- 373,841 Zoom meetings to be held with an average of 12 participants and lasting 22 minutes
- a total of 4,356,800 Zoom meeting participants
- 24,633 staff to host at least one Zoom meeting
- staff and students to engage in a total of 96,744,736 minutes in Zoom meetings, the equivalent of one person spending every school day on Zoom for the next 1,344 years

As CEnet's peering service provides additional data at no cost, the massive increase in the use of video conferencing capability came at a minimal additional expense to member dioceses.



#### DID YOU KNOW?

The total number of Zoom VC meeting minutes across the CEnet membership for the whole of 2019 was 2,746,768, or 1,907 days, compared to 12,117,346 meeting minutes in the month of March 2020 alone, which is equivalent to 8,414 days.



# 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 2020, CEnet renewed a three-year enterprise agreement with Adobe benefiting all 16 member dioceses. The number of student licenses increased by more than 200%, while the cost per license dropped by approx 73% on the already significant savings delivered in the previous agreement, resulting in an additional 47,000 licenses for almost the same cost.

The highly successful OverDrive ebook library service is an excellent example of collaboration between CEnet member dioceses.

In 2020, around 260,000 students across 14 member dioceses benefited from access to a broad range of ebooks and audio books curated by a representative committee of teacher librarians and education specialists.

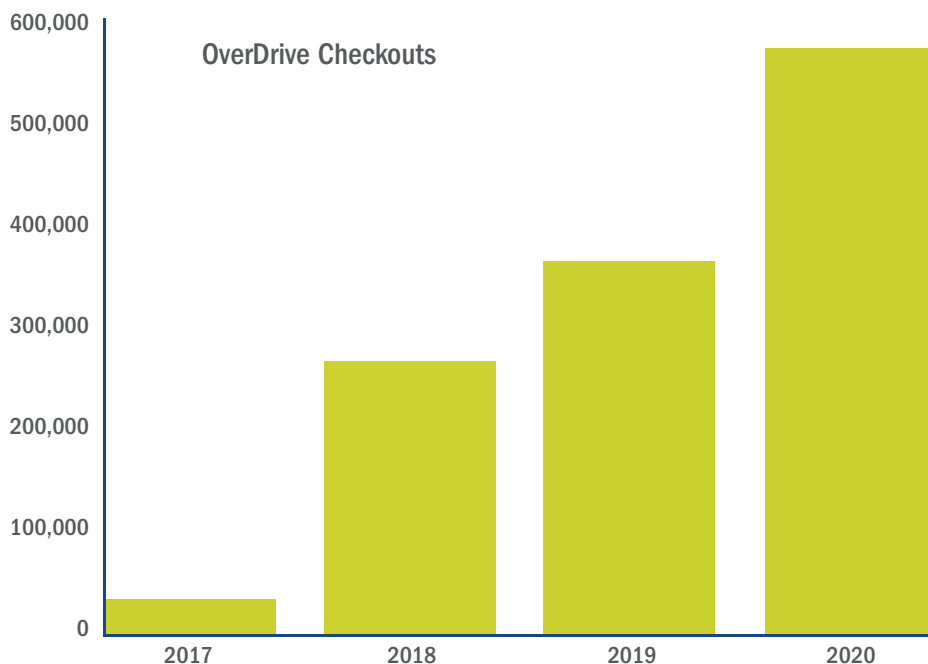
The number of OverDrive checkouts has significantly increased year-on-year since 2017, with 550,863 checkouts in 2020 (see graph below).

### Market Value Review

During 2020, a review was commissioned to ensure CEnet services are provided at Reasonable Market Value (RMV).

The review concluded that CEnet's procurement frameworks effectively managed the risk of RMV not being delivered to the member dioceses, and as a result, any risk of non-compliance was rated as low to negligible.

This outcome is a credit to CEnet's procurement and administrative function and highlights the high standard set in the delivery of services to member dioceses at the best possible value.



## Number one for Sweet Reads

For two years in a row CEnet's OverDrive consortium is number one in the Sora Sweet Reads program with an impressive 14,545 checkouts. The program was launched in 2014 as a way for schools in the United States and Canada to combat the 'summer slide' during vacation periods.

It has evolved over the years to include global school partners. The 2020 program, which ran from 14 April - 31 July, offered up to 20 free and simultaneous-use juvenile and young adult ebooks and select audiobooks

With most schools making the transition to remote learning, the program date moved forward from the traditional June start to help support changing curriculum and students adapting to home classrooms. In addition to remote learning support there are plenty of titles that offer fun reading.



enhancing  
engagement

# Collaboration & Engagement

One of the key learnings from 2020 for the CEnet membership was understanding the importance of connection, collaboration and engagement.

There was an increase in the need for professional learning to support staff in member dioceses with a range of tools to enhance engagement and connection with colleagues and students.

While COVID-19 restrictions made it impossible to operate via face-to-face meetings, workshops or classes, there was a need to find new ways to continue this important work for member dioceses.

## Catholic Learning Online Summit

One of the most successful initiatives in response to COVID-19 was the Catholic Learning Online Summit, held over five days from 20-24 April, 2020.

Over 500 teachers and staff participated in the summit designed to deliver a range of professional learning experiences for teachers and staff to support students with remote learning.

The power of collaboration was evident as a small team of eLearning specialists quickly pulled together expertise from CEnet member dioceses including **Armidale, Bathurst, Cairns, Lismore, Wagga Wagga** and **Wollongong**, with the support of key external partners including **Adobe, Apple, ClickView, Google, Overdrive** and **Microsoft**.

Six sessions were held each day on a range of topics to support teachers and staff in preparing, presenting and assessing online learning and teaching using a range of tools. The sessions were developmentally-sequenced and incorporated a mix of learning about the tools and effective pedagogical practices. Teachers were able to use their learning as teacher-identified professional development hours.

## Catholic Learning Online Events

Following the success of the summit, an initiative to continue to support teacher professional learning was introduced. Catholic Learning

Online Events (CLOE) were offered to members to identify and support areas of common need for professional learning in CEnet member dioceses.

There were a number of CLOE sessions held during the year on a range of topics including:

- Google Tour Creator
- Using SORA
- Using Seesaw
- Using LucidPress

## ONCE conference

Like many other conferences planned in 2020, the ONCE Conference was impacted by the COVID-19 pandemic, and with a face-to-face conference no longer possible, the decision was made to go virtual.

The ONCE Conference brings together diocesan teams supporting the CeSIS, CeFMS and CeD3 services, providing a valuable opportunity for collaboration and the sharing of knowledge.

The conference took place over two days from 24-25 March via Zoom and included two sessions focusing on the CeFMS and CeSIS services.

Representatives from vendors, **TechnologyOne** and **Compass**, joined CEnet staff and diocesan team members. Attendees were able to ask questions in advance via a Google Doc, as well as utilising the inbuilt chat functionality of Zoom. Overall, the sessions were well received with over 50 participants in each session.

## What CLOE participants said...

*"I have learnt great new ideas that I will also look to implement at the beginning of Term 2 and throughout the year. I was so nervous about facing the new world of online remote learning. Now thanks to Catholic Learning Online Summit, I feel much more confident and empowered."* - Wollongong

*"This is my second year working with the Catholic system and today has been the best teacher PD on technology that I have ever done in my teaching career. I am so fortunate to work with such a supportive professional community."* - Armidale

## CLO SUMMIT BY THE NUMBERS



**500+**  
UNIQUE LEARNERS



**2175 HOURS**  
LEARNING SESSIONS



**435 DAYS**  
PROFESSIONAL  
LEARNING



## DID YOU KNOW?

The Catholic Online Learning Summit and Event workshops are recorded and made available on the Catholic Learning Online website [clo.cenet.catholic.edu.au](http://clo.cenet.catholic.edu.au)

# Culture

CEnet recognises the importance of a strong workplace culture and since 2015 has undertaken organisational cultural assessments using Human Synergistics' Organisational Culture Inventory (OCI) - the world's most widely used tool for measuring organisational culture.

For the second time in as many years, CEnet was recognised with a Culture Sustainability Award, presented at a virtual ceremony in September 2020.

CEnet's OCI results over three years indicate that CEnet's culture is in a very positive position with staff feeling encouraged and supported to thrive, not just survive, and supporting others in their development and fostering a team-first approach.

When selecting recipients for the award, Human Synergistics reviews the results of culture surveys undertaken by companies around the world and uses these to identify the companies achieving at the highest level.

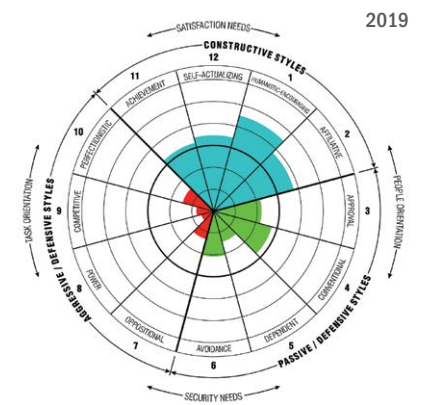
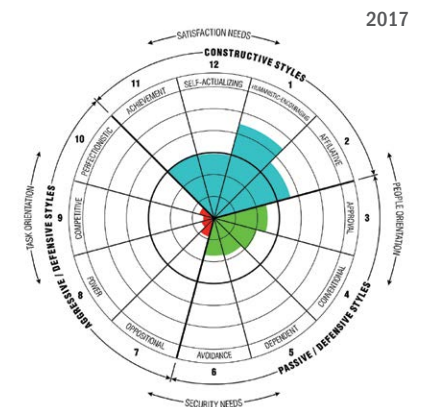
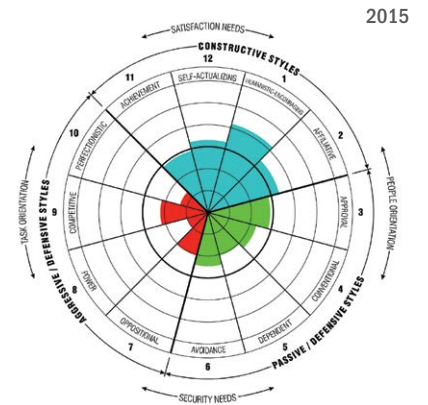
To receive the award twice in a row is rare and is a testament to CEnet's staff and the value we place on building a strong culture which informs the service provided to member dioceses.

The OCI takes a multi-faceted approach to assessing an organisation's culture with the results plotted on 3-zoned circumplex. The aim is



to be operating in the 'blue' zone (constructive), as opposed to the green (passive) or red zones (aggressive).

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.



Source: Circumplex models from Human Synergistics

# CEnet Board & Committees

## CEnet Board (2020)

- Leesa Jeffcoat (Chair) - Diocese of Rockhampton
- Dr Tony Bracken - Diocese of Broken Bay (resigned 16 December 2020)
- Patrick Cooper - Diocese of Bathurst
- Dr Patrick Coughlan - Diocese of Toowoomba
- William Dixon - Diocese of Cairns
- Ross Fox - Archdiocese of Canberra and Goulburn
- Jacqueline Francis - Diocese of Townsville
- Dr Gerard Gaskin - Archdiocese of Hobart (appointed 11 February 2020)
- Anthony Gordon - Diocese of Wilcannia-Forbes
- Peter Hill - Diocese of Wollongong (appointed 28 January 2020)
- Mark MacLean - Diocese of Wagga Wagga (resigned 3 February 2020)
- Andrew McIntosh - Diocese of Wagga Wagga (appointed 5 March 2020, resigned 15 May 2020)
- Glenn McLachlan - Archdiocese of Sydney
- Gerard Mowbray - Diocese of Maitland-Newcastle
- Dennis Purcell - Diocese of Wagga Wagga (appointed 15 May 2020)
- Christopher Smyth - Diocese of Armidale
- Dr Sally Towns - Diocese of Lismore
- Peter Turner - Diocese of Wollongong (resigned 31 January 2020)
- Raju Varanasi - Diocese of Parramatta

## CEnet Steering Committee

- Br Tony Whelan (Chair) (resigned 18 December 2020)
- Gary Brown - Diocese of Parramatta (resigned 25 February 2020)
- Andrew Burgess - Diocese of Lismore (appointed 9 June 2020)
- Anne-Maree Creenaune - Diocese of Wollongong
- Robyn Finch - Diocese of Rockhampton (appointed 9 June 2020)
- Gavin Hayes - Diocese of Parramatta (appointed 9 June 2020)
- Alan Ibbett - Diocese of Wollongong (resigned 18 December 2020)
- Ross Jacobs - Diocese of Broken Bay (resigned 7 September 2020)
- Milton Scott - Archdiocese of Sydney (appointed 9 June 2020)

## CEnet Audit and Risk Committee

- William Dixon (Chair) - Diocese of Cairns
- Glenn McLachlan - Archdiocese of Sydney

## CEnet Corporate Services Standing Committee

- Alan Ibbett (Chair) - Diocese of Wollongong (resigned 18 December 2020)
- Joanne Abrams - Diocese of Maitland-Newcastle (appointed 16 October 2020)
- Astrid Goss - Archdiocese of Hobart (appointed 9 June 2020)
- Ross Jacobs - Diocese of Broken Bay (resigned 7 September 2020)

- John McDevitt - Diocese of Rockhampton (appointed 16 October 2020)
- Richard McManus - Archdiocese of Sydney (appointed 9 June 2020)
- Milton Scott - Archdiocese of Sydney
- Steven Shaw - Diocese of Maitland Newcastle (resigned 29 September 2020)
- Brian van Vliimmeren - Diocese of Cairns (appointed 9 June 2020, resigned 7 September 2020)
- Chris Watts - Diocese of Townsville

## CEnet Education Services Standing Committee

- Gary Brown (Chair) - Diocese of Parramatta (resigned 25 February 2020)
- Andrew Burgess (Chair) - Diocese of Lismore
- David Emery - Diocese of Wollongong
- Robyn Finch - Diocese of Rockhampton
- Joseph Pearson - Archdiocese of Hobart
- Jason Ranieri - Archdiocese of Sydney (appointed 9 June 2020)
- Vickie Vance - Diocese of Bathurst (appointed 9 June 2020)

## Data Trustees

- Anne-Maree Creenaune (Chair) - Diocese of Wollongong
- Debbie Baird-Bower - Archdiocese of Hobart
- Stefan Boffa - Diocese of Parramatta
- Andrew Burgess - Diocese of Lismore
- Terry Carter - Diocese of Toowoomba
- Janine Conolly - Diocese of Cairns
- Michelle Davey - Diocese of Wollongong
- Teresa Dobosz/Vicki Vance - Diocese of Bathurst
- Karen Gardiner - Diocese of Wagga Wagga
- Simone Harding - Diocese of Wilcannia-Forbes
- Laurence Hosking - Diocese of Townsville
- Justin Matthews - Diocese of Armidale
- Tony McLeod - Diocese of Broken Bay
- Dr Phil Pettit - Archdiocese of Canberra and Goulburn
- Frank Reiman - Diocese of Rockhampton
- Milton Scott/Marisa Brook - Archdiocese of Sydney
- Brian van Vliimmeren - Diocese of Cairns (resigned 7 September 2020)
- Damian Wicks - Diocese of Maitland-Newcastle

## CEnet Business Applications Committee

- Ross Jacobs (Chair) - Diocese of Broken Bay (resigned 7 September 2020)
- Robyn Finch (Chair) - Diocese of Rockhampton
- Greg Basford - Archdiocese of Sydney (appointed 9 June 2020)
- Andrew McIntosh - Diocese of Wagga Wagga (resigned 15 May 2020)
- Richard McManus - Archdiocese of Sydney (appointed 9 June 2020)
- David Phillips - Archdiocese of Canberra and Goulburn
- Mark Ryan - Diocese of Parramatta (appointed 9 June 2020)
- Helen Smith - Diocese of Parramatta

## ABOUT OUR 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 throughout 2020.



# Financial statements

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2020

	2020 \$	2019 \$
Revenue from ordinary activities	19,860,396	17,421,564
Salaries and associated costs	(6,219,111)	(5,223,552)
Information technology costs	(12,638,923)	(11,087,050)
Occupancy costs	(245,053)	(292,461)
Corporate costs	(343,439)	(318,073)
Operating costs	(207,999)	(310,722)
Finance costs	(53,011)	(142,616)
<b>Surplus from operating activities</b>	<b>152,860</b>	<b>47,090</b>
Other comprehensive income, net of tax	-	-
<b>Total comprehensive income</b>	<b>152,860</b>	<b>47,090</b>

**STATEMENT OF FINANCIAL POSITION  
AS AT 31 DECEMBER 2020**

	2020 \$	2019 \$
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	2,034,694	2,800,335
Trade and other receivables	917,827	1,234,506
Other assets	<u>2,502,981</u>	<u>1,907,738</u>
<b>TOTAL CURRENT ASSETS</b>	<u>5,455,502</u>	<u>5,942,579</u>
<b>NON-CURRENT ASSETS</b>		
Plant and equipment	1,230,775	1,558,175
Intangibles	296,798	200,252
Right-of-use assets	3,215,522	1,691,791
Other assets	<u>69,074</u>	<u>68,718</u>
<b>TOTAL NON-CURRENT ASSETS</b>	<u>4,812,169</u>	<u>3,518,936</u>
<b>TOTAL ASSETS</b>	<u>10,267,671</u>	<u>9,461,515</u>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	794,966	1,371,620
Lease liabilities	958,735	1,714,401
Provisions	771,241	568,481
Other liabilities	<u>1,284,182</u>	<u>1,341,708</u>
<b>TOTAL CURRENT LIABILITIES</b>	<u>3,809,124</u>	<u>4,996,210</u>
<b>NON-CURRENT LIABILITIES</b>		
Lease liabilities	2,272,078	39,832
Provisions	148,403	186,254
Other liabilities	<u>124,993</u>	<u>479,006</u>
<b>TOTAL NON-CURRENT LIABILITIES</b>	<u>2,545,474</u>	<u>705,092</u>
<b>TOTAL LIABILITIES</b>	<u>6,354,598</u>	<u>5,701,302</u>
<b>NET ASSETS</b>	<u>3,913,073</u>	<u>3,760,213</u>
<b>MEMBERS FUNDS</b>		
Retained earnings	<u>3,913,073</u>	<u>3,760,213</u>
<b>TOTAL MEMBERS FUNDS</b>	<u>3,913,073</u>	<u>3,760,213</u>

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2020**

	2020 \$	2019 \$
Opening balance at 1 January	3,760,213	3,713,123
Surplus attributable to members	<u>152,860</u>	<u>47,090</u>
Balance at 31 December	<u>3,913,073</u>	<u>3,760,213</u>

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

	2020 \$	2019 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Cash receipts in the course of operations	21,314,017	19,601,677
Cash payments in the course of operations	(19,579,684)	(17,571,456)
Interest received	<u>49,988</u>	<u>59,423</u>
<b>Net cash provided by operating activities</b>	<u>1,784,321</u>	<u>2,089,644</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Payments for plant and equipment	(593,130)	(602,921)
Payments for intangibles	(233,316)	(30,999)
Proceeds from sale of plant and equipment	<u>46,100</u>	<u>42,213</u>
<b>Net cash used in investing activities</b>	<u>(780,346)</u>	<u>(591,707)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayment of lease liabilities	<u>(1,769,616)</u>	<u>(1,676,153)</u>
<b>Net cash used in financing activities</b>	<u>(1,769,616)</u>	<u>(1,676,153)</u>
Decrease in cash held	(765,641)	(178,216)
Cash at the beginning of the financial year	<u>2,800,335</u>	<u>2,978,551</u>
Cash at the end of the financial year	<u>2,034,694</u>	<u>2,800,335</u>

The summary provided above was extracted from the audited financial statements for the year ended 31 December 2020. The financial statements are available upon request from CEnet or via the ACNC. The notes on pages 12 to 28 of the audited financial statements are an integral part of the financial statements

*Thank you to the Dioceses of Bathurst, Lismore and Parramatta for supplying additional photos for this report.*



[www.cenet.catholic.edu.au](http://www.cenet.catholic.edu.au)  

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