



2021
ANNUAL
REPORT

REALISING
THE VISION



CHAIR'S REPORT

On behalf of the CEnet Limited (CEnet) Board, it is with great pleasure that I present the annual report for 2021.

2021 was the first year of operation for the new Board. The Board comprises an excellent mix of skills and attributes to provide appropriate oversight for CEnet on behalf of members. We acknowledge the contribution of Board member, Patrick Batch who retired from the Board on 30 November 2021.

The COVID-19 global pandemic continued to have a significant impact on the way schools operate and how CEnet delivered its services in 2021. Pandemic working conditions including social distancing measures introduced at CEnet continued to place a hold on travel and face-to-face meetings. Working from home and meeting via Zoom video conferencing became the norm.

While these challenges could have limited an organisation's capacity to deliver services and support, CEnet's response throughout the pandemic has been exceptional. The commitment and dedication shown by staff to ensure the reliability of services and to support members throughout this difficult period has been acknowledged on many occasions.

A minimal on-premise service footprint, combined with the intentional Software as a Service (SaaS) nature of CEnet's applications, meant CEnet was well-positioned to support its member dioceses and their school communities, staff and students.

Through its Finance, Audit and Risk Management Committee, the Board oversaw a comprehensive review of CEnet's risk management framework in 2021. This work has provided a sound foundation for risk reporting by management to the Board while ensuring that emerging risks are also identified.

The two recommendations outstanding from the 2020 governance review have progressed and will be implemented by the end of this calendar year.

They are:

- The current memorandum of understanding (MOU) between the New South Wales (NSW) members, which is being revisited in the context of a broader services agreement for all members; and
- The stakeholder communication and engagement plan, which will be finalised in the coming months.

Mark Holyoake's appointment as Chief Executive Officer (CEO) was well-received by the Board, members and staff. Mark has settled into the role quickly and is continuing to build relationships with members and stakeholders. The relaxation of travel restrictions has enabled him to commence a member visitation program which will be valuable in strengthening his knowledge of the various requirements that members seek from CEnet.

Mark's financial and governance background in Catholic education and the corporate sector, including the oversight of ICT projects and delivery means he is starting from a strong base and understanding of the needs of members, as well as the structures and systems needed to effectively deliver services. The Board looks forward to working with Mark and his team in this new era of leadership for CEnet.

2021 also saw preliminary work undertaken on the funding model and establishing service level agreements. This work is seen as critical in developing service agreements for members.

Project Emmaus has been established to develop a strategic roadmap to enable the delivery of the 2020-24 strategic plan. The first phase of this work has been completed and has resulted in the validation of CEnet's vision and purpose while, at the same time, defining the value proposition for members.

Another phase of work is planned to identify CEnet's vision and aims for the next three year strategic phase, including the services we provide and how those services should be

delivered for maximum value to members. The Board will continue to track the progress of this work.

2022 DIRECTION

The 2022 business plan was approved by the Board at the end of 2021 and includes clear performance measures, agreed targets and outcomes for CEnet.

These measures and targets fall within four key result areas:

- Members
- People
- Services; and
- Business Performance.

The Board will closely monitor progress against these metrics in future reporting.

I would like to thank my colleagues on the CEnet Board, the CEnet leadership and staff, and especially our members and the representatives of our member dioceses who support us through collaboration, expertise and a shared vision to ensure the best possible services and outcomes for members.

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

Peter Effenev
CEnet Chair



New CEnet Board

Following a comprehensive review of its governance arrangements, CEnet's member dioceses adopted an amended constitution and appointed a new Board of Directors who 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 has the advantage of retaining four directors intimately involved in the management of Catholic school systems, with the addition of directors specifically chosen to meet the key skills required by the Board. It provides flexibility by appointing 'skills-based' directors, while retaining the knowledge and experience of CEnet's customer base at Board level.

CEnet BOARD OF DIRECTORS

Bill Armagnacq (Independent)

Formerly a senior executive at Heritage Bank, Bill is an experienced non-executive director, company secretary and chair with key skills in corporate governance, risk, finance and legal within the APRA regulated sector. Bill brings specialist expertise in the areas of corporate governance, risk management and compliance. He was previously chair of the Glennie School Board Toowoomba.

Patrick Batch (Independent, retired)

With a background in technology at BHP Billiton, Patrick is the co-founder and Managing Director of a successful private company providing services to the Defence and National Security sectors in the cyber, technology and intelligence domains. Patrick is also a member of the Finance Council for the Catholic Archdiocese of Canberra & Goulburn.

Jim Clarke (Independent)

Jim brings extensive global ICT experience in investment management in the energy, utilities, telecoms and transport sectors. Having previously headed up Products, Pricing and Marketing for Telstra Global in Hong Kong, Jim has specialist competencies in the areas of stakeholder engagement, change management, strategic planning, transformation and Board governance.

Patrick Cooper (Member-nominated, Diocese of Bathurst)

Patrick is the Diocesan Financial Administrator for the Catholic Diocese of Bathurst. An experienced General Manager and Chartered Accountant, Patrick was previously employed as the General Manager, Information Services (CIO) for Essential Energy (formerly Country Energy). He was appointed to the CEnet Board in 2019.

Peter Effenev (Independent Chair)

Peter has a strong shared services background with experience in complex stakeholder organisations. He was the inaugural CEO of SPARQ Solutions (the ICT service provider of Queensland's two government-owned electricity companies). Peter was also CIO and General Manager of Service and Process at Ergon Energy. He has been appointed by the members as the Independent Chair of CEnet.

Joanne Ford (Independent)

Joanne has experience in dynamic start-ups and complex listed multinationals in retail FMCG, technology and health education businesses in ANZ, North America and South Africa. An experienced non-executive director, Joanne has strong leadership, finance, operations, governance, risk management and ICT experience in the for-profit and for-purpose/not-for-profit sectors.

Leesa Jeffcoat AM (Member-nominated, Diocese of Rockhampton)

Leesa has extensive experience as an educator and administrator in Catholic and independent schools having been the Diocesan Director of Catholic Education Diocese of Rockhampton since 2001. Leesa was the former Chairman of Mercy Health and Aged Care Central Queensland Limited and Chair of the Queensland Studies Authority. In 2013, Leesa was awarded the honour of Member of the Order of Australia in the General Division. She has been a director of CEnet since 2007, having served as company Chair for the past two years.

Milton Scott (Member-nominated, Archdiocese of Sydney)

Milton is the Director Information Technology Services (ITS) at Sydney Catholic Schools having joined in 2002. Milton previously held commercial and senior IT executive roles with the ANZ Bank involving the deployment of business-critical systems throughout the Asia-Pacific region. Milton has been involved with CEnet since its inception as CASTNet in 2003 and has served on multiple committees and working groups during that period.

Chris Smyth (Member-nominated, Diocese of Armidale)

As the Director of Schools in the Armidale Diocese since 2015, Chris has led the diocese through a significant period of system and school improvement. This has resulted in building a learning culture of systemness that benefits from collaboration within and between schools leading to improved academic growth and achievement. He has held a number of leadership roles in secondary and K-12 schools, and worked at the system level in the Dioceses of Wollongong, Broken Bay and Wagga Wagga.



CEO'S REPORT

I'm very pleased to provide my first report to members as CEnet's newly-appointed Chief Executive Officer (CEO), a role I commenced in July 2021 under the newly-constituted Board which commenced on 1 January 2021.

While I'm new in the role as CEO, I'm very familiar with the support and services CEnet provides to members and school communities across NSW, Queensland, the Australian Capital Territory, the Northern Territory and Tasmania.

2021 was a year characterised by many challenges with the pandemic's ongoing impact on operations for CEnet and members. Notwithstanding these challenges, CEnet continued to provide support services in an efficient and effective manner. There was an increasing reliance on our infrastructure and software services with remote learning for nearly 300,000 students continuing to intensify under pandemic conditions. The Board provided invaluable guidance and direction to support CEnet during this unprecedented period for our staff and members.

FINANCIAL RESULTS 2021

The financial results for the year were largely in line with the budget with a small surplus of \$54,000 produced on a turnover of \$21 million. A return was made to members by way of a credit note due to some budgeted expenditure not being realised during 2021. CEnet continues to operate in a fiscally-responsible manner and expenditures are well-contained.

STRATEGY REVIEW & CONSULTATIONS

CEnet's major focus over the past six months has been to develop a strategic roadmap to guide leadership on the delivery of CEnet's 2020-24 strategic plan. Operating under the banner of Project Emmaus, like the disciples in Luke 24:13-35 seeking to strengthen their faith, CEnet is seeking to strengthen its ability to meet the critical needs of its members. There has been an extensive process of consultation with members to validate CEnet's vision and purpose and clarify our value proposition for members.

This work has led to a number of proposed initiatives for Board consideration that, when well-executed, will see CEnet provide enhanced services to members and potentially other customers where there is strong alignment with our vision and work.

OPERATIONAL REALISATION

CEnet's ONCE project has moved from implementation to business as usual (BAU) phase with the objectives of this project largely met. At the end of 2021, there were 590 schools across 13 dioceses using CEnet's student information system (417 in Ancestry), with the project on track to achieve the 600 school milestone in Term 1, 2022. This is an exceptional achievement supporting 233,500 students, 331,000 parents and 31,200 staff, and realises a long-term vision for our members.

Product enhancements in Compass are underway and members are increasingly taking up additional modules with TechnologyOne that leverage CEnet's financial management system and provide sophisticated support in areas such as asset management, records, content management and human resources information systems (HRIS).

There has been significant growth in the number of events offered and the level of participation in CEnet's Catholic Learning Online (CLO) initiative. CLO commenced in 2020 as a response to teacher interest in building skills to support remote learning using the technologies available among the membership. It continued in 2021 due to the consistently high evaluations from participants and is now formalised with a CLO working group determining learning priorities and scheduling.

In 2021, 26 events were held after school hours and attracted 1,400 registrations. These professional learning experiences were led by teachers and suppliers and provided training on how to best use tools from providers such as Apple, Clickview, Google, SeeSaw and Microsoft in learning and teaching. A summit of 18 sessions was also held over three days during the 2021 Easter school holiday

period attracting over 160 participants. Our members are seeing tremendous value in these collaborative cross-border initiatives.

Members will be aware there has been a tightening of the labour market with many organisations struggling to find talent in most fields. This is particularly true for the teaching profession and is a significant factor for roles in the information technology sector.

CEnet historically has had a very low rate of staff turnover and its workplace culture has been recognised through a number of awards. In recent times however, there has been some turnover but, importantly, CEnet has been able to replace departing staff with quality candidates. As I write this report, I'm pleased to say we have successfully achieved a full staffing provision.

FUTURE INITIATIVES

Unsurprisingly, one of the major areas of increased expenditure and focus during 2022 will be in the IT security domain. Following an extensive consultation process with members, a new licence agreement has been struck with the incumbent web content filtering supplier to provide an enhanced filtering solution called Safe Internet as a Service (SlaaS). Other projects are planned in this area to enhance protection against cyber threats and to improve CEnet's security posture.

In our consultations, data availability was consistently called out as a key requirement to enable members to meet their own strategic goals in improving learning and teaching outcomes. CEnet will also shift our on-premise data warehouse to the cloud and enhance the gateway to that data to respond more effectively to members' requirements. A number of internal initiatives are also planned for 2022 to provide improved service delivery to members.

The Board-approved 2022 business plan and budget has followed an extensive consultation process with members. This will see an increased funding requirement driven by a significant uplift in member-requested services.



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.

The implementation of initiatives and priorities arising from Project Emmaus will be a key focus underpinned by our continued commitment to:

- Strong relationships with members
- Delivery of excellent value; and
- Great experiences for all.

Mark Holyoake
Chief Executive Officer

CEnet Board welcomes new Chief Executive Officer

At CEnet's Annual General Meeting on 21 May 2021, the Members unanimously resolved to approve the Board's appointment of Mark Holyoake as Chief Executive Officer.

Mark, who is held in high regard within Catholic Education, comes to CEnet from Catholic Education Diocese of Parramatta (CEDP) where he held the position of Director Enterprise. Mark has also held several other senior roles within the sector, including Director Financial and Administration Services, Enterprise Services Team Leader and Executive Manager to Executive Director of Schools.

Prior to his roles within Catholic Education, Mark held senior roles within the financial services sector, including with Bankwest, St George Bank and Westpac.

CEnet Chair Peter Effeney said that the Board is very pleased to appoint Mark to the role of CEO.

"Mark will make a substantial contribution to the leadership and direction of CEnet in the years ahead, as we face new challenges and opportunities in meeting the needs of our member dioceses and their school communities."

The Board and members also recognised and expressed appreciation to Vicki Anderson for her leadership as Interim CEO.



13
DIOCESES

REALISING THE ONCE VISION



590
SCHOOLS

The CeSIS & CeFMS (ONCE) project is a large-scale shared services initiative being successfully rolled out to 13 CEnet member dioceses.

After another disrupted year, the rollout of CeSIS saw a total of 590 schools successfully deploy the service which was an increase of 14% on the previous year of 551 schools. By the end of 2021, there were 417 schools promoted into Ancestry across the CEnet membership, representing an outstanding increase of 109% on the previous year of 199 schools.

Townsville and Wollongong who completed their implementation of CeSIS and promotion into Ancestry for all their schools during 2021. This is a significant milestone for these pilot dioceses and the ONCE project overall.

The efforts of the pilot dioceses since August 2015 has informed the planning, training and implementations of CeSIS and CeFMS across the membership.

CEnet acknowledges the commitment and hard work of the pilot dioceses on the completion of their projects and all members dioceses who have made significant gains in their implementations throughout 2021.

The project managers and teams have continued to collaborate with each other in a beneficial and collegiate way, which has led to a sharing of expertise, learnings and improvements with each stage of the ONCE project.



417
ANCESTRY

This represents an enormous volume of work being achieved under challenging conditions with the COVID-19 pandemic impacting on operations and rollout schedules.

One of the factors contributing to the overall success of the ONCE project is the pilot program involving three member dioceses - Sydney,



233.5k
STUDENTS

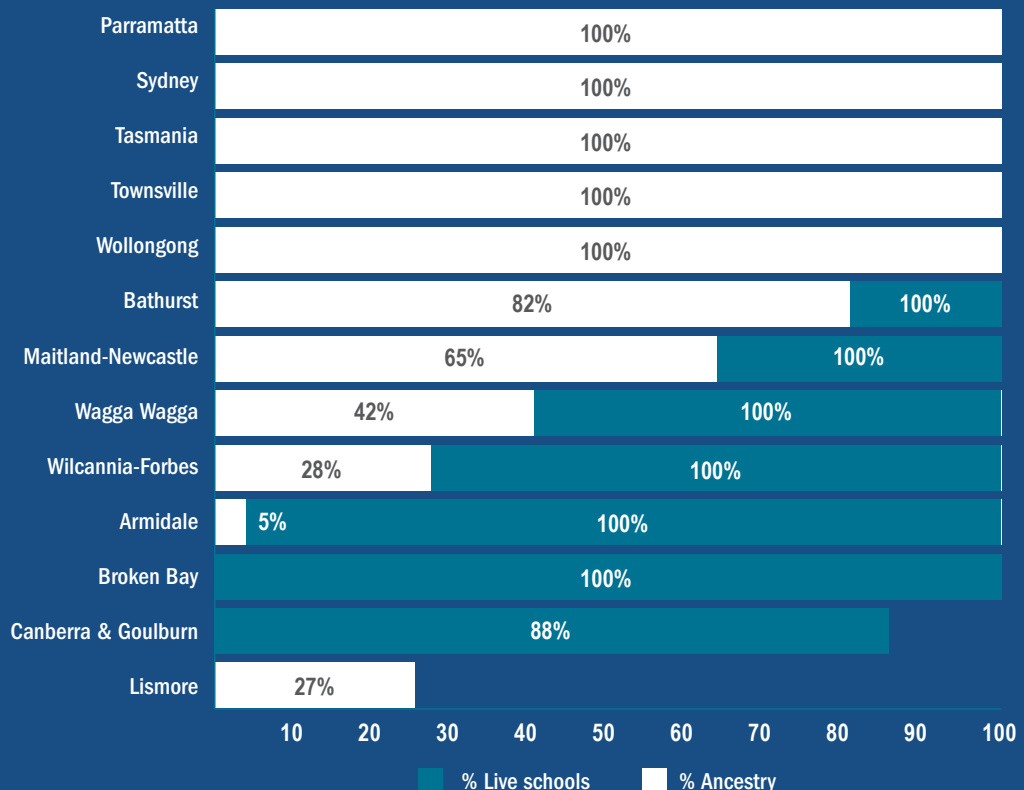


31.2k
STAFF



330.8k
PARENTS

Percentage of CeSIS live schools by diocese





The ONCE journey over the past 10 years

At this milestone of moving from project phase to business as usual, it's timely to reflect back and see the significant amount of work that's been achieved since the beginning of the project in 2012.

November 2012	Panel and Team Formed
March 2013	Panel and Team Meetings Commence
April 2013	Business process mapping commenced
November 2013	Diocese consultation process commences
June 2014	Finalising of business process mapping
August 2014	Vendor request for information released
November 2014	Vendor request for quotation released
February - July 2015	RFQ evaluation and testing
Aug 2015 - Dec 2017	Execution Phase and Pilots
2018 ongoing	Roll-outs continue through Once Roll-out Program
June 2021	First pilot diocese (Townsville) completed
August 2021	Second pilot diocese (Wollongong) completed
September 2021	Third pilot diocese (Sydney) completed
February 2022	Project transitioned to support Post program report activities scheduled

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.

417 schools were promoted into Ancestry in 2021 representing an increase of **109%**

DELIVERING VALUE FOR MEMBERS

Catholic Education NT joins CEnet membership

The CEnet membership has grown to 17 dioceses with the Board approving Catholic Education Northern Territory's (CENT) request to join.

The diocese was an original member when CEnet incorporated in 2007, however in 2012 CENT took up the opportunity to leverage services from Northern Territory Schools, enabling closer collaboration within the territory.

As CEnet has matured, there is recognition of the value that the CEnet membership can once again provide CENT, and in January 2021, we welcomed the diocese back into the CEnet membership.

CENT covers the whole of the Northern Territory making it the largest geographic diocese in the membership. The diocese has 18 schools and serves around 4,800 students, from Murrupurtiyanuwu Catholic Primary School and Xavier Catholic College on Bathurst Island in the north, to Ltyentye Apurte Catholic School - Santa Teresa, Alice Springs in the south.



VALUE OF SHARED SERVICES MODEL

Throughout 2021, CEnet's Video Conferencing (VC) service continued to set usage records as staff and students utilised the service to maintain connections and support remote learning and teaching.

Increased COVID-19 restrictions, initially for the greater Sydney region and then extended to the whole state, saw New South Wales students return to remote learning throughout Term 3. As a result, VC (Zoom) service usage rose sharply during this period.

The level of usage for the first three weeks of the Term 3 lockdown was 28% greater than the first three weeks of Term 2, 2020 when a national lockdown was in place, and 3,000% greater than a similar period in Term 2, 2021 with no restrictions in place.

CEnet's Zoom video conferencing (VC) continues to demonstrate the value of the shared services model that benefits member dioceses. The consolidated usage statistics for the period of July - September 2021, showed the service was a key enabler of learning and teaching delivered at a very reasonable cost that reflects the buying power of the CEnet membership.

The service has proven remarkably reliable given such high usage and was able to scale very quickly in response to the significant uplift in demand.

From July-September 2021, there were:

- 873,261 Zoom meetings held
- 327,650,000 meeting minutes hosted
- 5,460,818 hours of Zoom meetings hosted
- 13,400 staff, on average, participating in Zoom meetings daily

AGGREGATE PROCUREMENT REDUCES COSTS

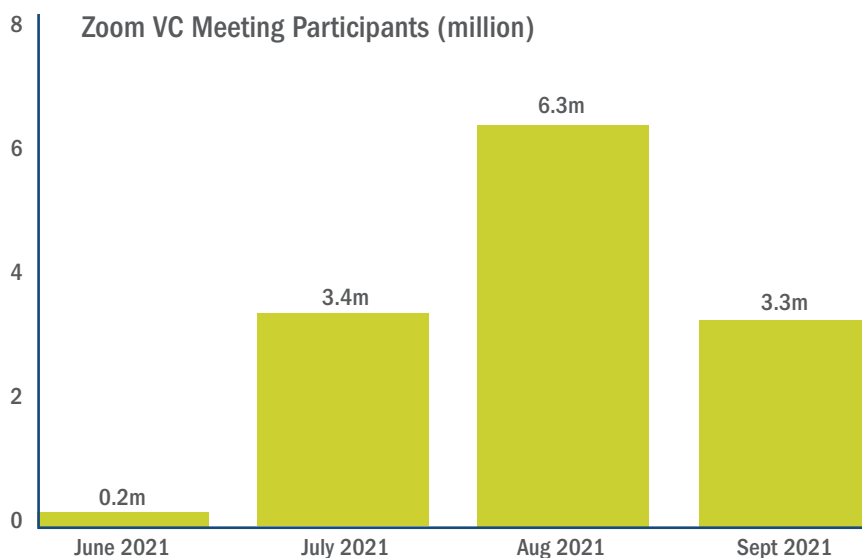
CEnet's aggregate procurement service, which provides the opportunity for member dioceses to benefit from collective buying power, grew in 2021.

For example, at the start of the year, member dioceses commenced a group agreement providing access to Seesaw, a tool to support the development of student digital portfolios that enables parents and carers to view and support their child's learning.

The agreement was structured to enable schools and dioceses to join when ready and as the year progressed, the use of the solution grew with 15 member dioceses benefiting from the member price for the service.

To support the implementation of Seesaw, staff also had the opportunity to participate in workshops facilitated as part of the Catholic Learning Online professional learning program.

Seesaw joins a growing list of agreements facilitated by CEnet to support the needs of member dioceses including Adobe (Creative





New premises for CEnet

On 26 May 2021, Bishop of Wollongong Brian Mascord officially opened and blessed the newly-renovated Xavier Centre in Wollongong, which is the new home for CEnet's head office.

The ceremony provided an opportunity for staff to connect with our Catholic faith traditions through prayer and thanksgiving, followed by a meal of fellowship.

Bishop Brian honoured those who had come before us, who had lived and worked in this place, including the traditional custodians of the land the Dharawal people, pioneer priest, Fr John Rigney and the parish's pioneer families, the Sisters of the Good Samaritan, Bishops Thomas McCabe, William Murray, Philip Wilson and Peter Ingham, and the support staff who had worked in the building over the years.

In blessing the building Bishop Brian said, "We gather in this sacred space to remind ourselves that Jesus is the heart and inspiration of all our endeavours, where we know and learn to be 'Bearers of Christ's Love'." This is at the heart of CEnet's mission working with our member dioceses to support and serve our children and young people in formation and education.

Cloud), Edval (Timetabling), Google (Chromebook management and Workspace Plus), Lucid Education, Overdrive, PaperCut (Print management), Seesaw (Digital portfolios), Oliver (Library management, SketchUp Pro (3D drawing) and Screencastify (Screen video creation).

NATIONAL PROGRAM INVOLVEMENT

CEnet holds a unique representative role in the context of national K-12 education. Through the support of 17 Catholic School Authorities across multiple states and territories, CEnet has a deep understanding of the diverse information technology environment that exists within Catholic education. This provides a strategic opportunity for CEnet to represent in a range of national forums.

Through the National Catholic Education Commission (NCEC), CEnet has been providing strategic oversight and advice on the development of a number of national initiatives for the schools sector during 2021 including the National Unique Student Identifier (USI) project and the Safer Technologies for Schools (ST4S) program.

The USI is one of eight national policy initiatives set out in the National School Reform Agreement. Under the agreed milestones, all Australian school students are to have a USI by the end of the agreement in 2023. CEnet's role has been to assist in representing the Catholic sector on the USI Working Group which operates under the auspices of the Australian Government Department of Education, Skills and Employment (DESE).

The Safer Technologies for Schools (ST4S) program is a nationally-aligned initiative charged with assessment of online educational products and services across a standard set of security, privacy, interoperability and safety criteria. ST4S is coordinated by the National Schools Interoperability Project with key assessment activities performed by staff from educational jurisdictions across each state and territory including CEnet.

NAPLAN ONLINE READINESS AND SUPPORT

The 2021 National Assessment Program - Literacy and Numeracy (NAPLAN) test window ran from 11-21 May, 2021. During this period, member dioceses depended heavily on CEnet services such as Secure Internet, Core Network and Access Management to ensure successful connectivity to the NAPLAN online test platform.

CEnet recognises this important role and preparations are made each year to maximise the successful NAPLAN online experience of students including:

- the review and update of network firewall rules that grant NAPLAN online access (based on the latest ACARA guidance)
- engaging with connectivity providers and software vendors to raise awareness of the test period and avoid scheduled change conflicts
- careful review of all change requests logged via CEnet's internal Change Advisory Board
- development and close monitoring of NAPLAN-specific network performance dashboards.

COLLABORATION & ENGAGEMENT

CLO supports digital literacy in Cairns

In 2021, Catholic Education Services (CES), Diocese of Cairns utilised Catholic Learning Online (CLO) to support their diocesan goal of blended learning and using a digital learning environment in every learning area.

St Clare's Primary School, Tully participated in two professional learning days at the beginning of the year to support their teachers to upskill in Google Classroom and the pedagogy of blended learning. At the beginning of Term 2, staff were allocated time to browse through the CLO Summit on-demand sessions and the Continuity of Learning page in the Cairns Catholic Education Portal. Teachers were invited to select a tool of interest that could be incorporated into Google Classroom in order for them to become the 'expert' in the selected application.

Teachers are now applying their knowledge and providing learning opportunities using their tool of choice through Google Classroom. Teachers will 'buddy up' with a colleague from another year level and share their knowledge/skills and will have the opportunity to share their new learnings with all staff.

St Clare's provided all teachers with five hours release to participate and CLO has enabled ongoing, online professional learning which has been an invaluable support for staff to upskill and meet the diocesan blended learning goal.

CATHOLIC LEARNING ONLINE

Catholic Learning Online (CLO) started in April 2020 in response to remote learning needs arising from the COVID-19 pandemic.

The initial offering of a series of professional learning experiences, over five days, has continued to grow, managed by a working group that is responsible for identifying, planning and offering a range of sessions to support Catholic school educators and staff.

In 2021, there were 44 CLO sessions offered with over 1,560 participants attending and others accessing the professional learning on-demand including:

Catholic Learning Online Events

(one-hour live events)

- Seesaw School Champs & Beginners
- PearDeck Beginners
- Clickview Primary & Secondary Sessions
- Apple iPad Assistive
- Hour of Code

Catholic Learning Online Events Series

- Apple iPad Teacher
- Apple Teacher Mac
- Google Fundamentals
- Microsoft Minecraft

CLO SUMMIT

Following on from the success in 2020, a second Catholic Learning Online Summit (CLOS) was offered over three days from 12 - 14 April, 2021 with a quality program of sessions and presenters.

The summit ran at the end of Term 1 to accommodate Queensland and New South Wales school holidays. This lead time allowed for better communication to member dioceses and educators working in the independent Catholic schools, which led to an increase in participation from these schools.



Two papers were published in the Australian College of Educators *Australian Educational Leader* journal about the CLO initiative.

'Collaboration for the Common Good' (Vol 43, No. 3) explores the experience, successes and limitations of the CLO Summit as an example of cross-diocesan collaboration and discusses potential future directions for member-driven online professional learning for the benefit of teachers and students in member dioceses.

'It's About Teaching, Not the Tool' (Vol 43, No. 2) highlights the experiences of teachers in Catholic schools from CNet member dioceses, with a focus on increasing teacher capacity with digital pedagogies, with recommendations on how collaborative leadership can support high impact use of technology for learning.

Feedback to the CLO initiative has been positive with member dioceses finding great value in the live and on-demand professional learning.

"Being a School Support Officer (SSO), it is very hard time-wise to attend courses face-to-face and these courses are so informative and delivered so well. I have also been looking back at the recordings... when I have forgotten how to do something, they are so valuable. I am now more confident when using technology in the classroom and in front of the students whilst assisting them." SSO, Diocese of Wollongong



**44
ONLINE
SESSIONS**



**1560+
REGISTERED
PARTICIPANTS**



**1560+ HOURS
PROFESSIONAL
LEARNING**



SMEs DRIVING IMPROVEMENT

Throughout 2021, Subject Matter Expert (SME) working groups for the ONCE project have delivered significant improvements through the change request processes.

Each of these change requests required many hours of working group members' time in various consultation workshops in order to identify the problems, write requirements, test and document changes.

See change request list (right) for what's been achieved in 2021, as well as work in progress and approved change requests to be prioritised for 2022.

CENet acknowledges all involved on the CeSIS and CeFMS SME working groups, project managers and CeBAC for their focus on improvement to our student information and financial management systems.

ACEN EBOOK CONSORTIUM

Throughout 2021, the ACEN consortium continued to respond to the needs of Catholic schools from member dioceses with access to more titles to meet a variety of reading, learning and teaching needs.

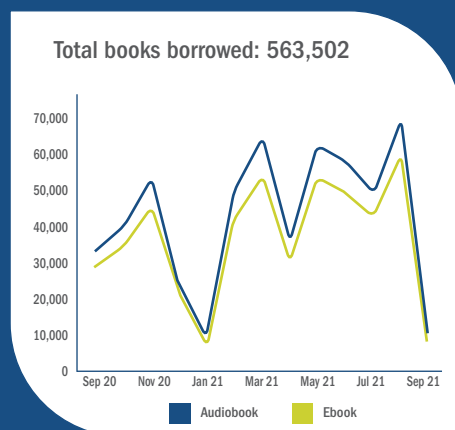
The working group has proactively sought out opportunities to expand and improve the collection and access to the ACEN SORA digital collection has been a significant support to students and teachers during the pandemic with long periods of remote learning.

In 2021, there were 14 dioceses participating in the consortium with 266,625 students having access to the eBook library.

In the past year the consortium has:

- Purchased 3,120 more titles to add to the collection (including ebooks, audiobooks and read alongs) increasing the total number of titles to 18,468
- Focused on expanding simultaneous use titles (always available collection) based on teacher requests to support learning and teaching activities
- Supported and encouraged the reading life of teachers and staff with the addition of a reads for grown-ups collection
- Created a student writers collection highlighting student created books, providing them with an authentic publishing opportunity
- Initiated a HSC English texts collection to support students' needs during remote learning
- A collection to support wellbeing

As a result, students and staff in the consortium accessed over a half a million books from the ACEN Overdrive collection in 2021.



DELIVERED

- B03 - Report students not billed
- FIN001 - Enhance debtor mapping
- FIN002 - Additional changes for bank reconciliation
- FIN003 - Split fee rounding
- FIN004.1A - Sundry receipt backend
- FIN004.1B - Tax coding changes
- FIN004.1C - Debtor sync upgrades
- FIN004.2A - Communication preference default
- FIN004.4 - Event consent/payment permissions
- FIN005 - Receipt privacy
- 793B - Identity work
- PM006 - Campus within transitions
- PM07.1 - Replay functionality in transitions
- PM07.2 - Future students in transitions
- 645 - Parent ability to upload a medical certificate
- BS/PS1-6 - Boarding schools rapid analysis
- CPS118 - Kiosk word change for COVID-19
- PM09 - Ancestry search for enrolments
- CH13.1 - Student involvement enhancements
- INT01 - Compass SAML implementation (fixing of MFA issues)
- API01 - Attendance data to correct campus

IN PROGRESS

- Covid01 - Contact tracing report
- 793c.1 - Slipstream behaviour
- 793c.2 - Modifiability of accounts from above
- Flex01.1 - Flexible attendance (testing and calculations)
- Flex01.2 - Flexible attendance (kiosk)
- FIN004.2B - Communication type for additional contacts

APPROVED

- 793c.3 - Identifying CENet/diocesan staff automatically provision users
- 793c.4 - Identifying CENet/diocesan staff accounts not modifiable
- 793c.5- Identifying CENet/diocesan staff GetStaff API updates
- 793c.6 - Identifying CENet/diocesan staff cleanup
- 793c.7- Identifying CENet/diocesan staff Compass filter defaults
- 793c.8 - Identifying CENet/diocesan staff Chronicle groups
- 793c.9 - Identifying CENet/diocesan staff CRT accounts
- FIN004.3 - Event fees
- FIN004.5 - OTC workflows
- FIN004.6- Ad hoc sales to students
- FIN004.8 - Postal permissions/do not contact

PLANNING FOR THE FUTURE

Google and YouTube account for **40.3%** of downloaded web traffic across the membership

WEB CONTENT FILTERING SERVICE REVIEW

In the second half of 2020, CEnet commenced a review of its Web Content Filtering Service as part of normal improvement processes. The project steering committee requested that the scope of the service be broadened to encompass the diverse requirements for the provision of a safe and secure internet experience for all staff and students.

Following significant engagement with member dioceses, the review developed the aim of delivering Safe Internet as a Service (SlaaS), taking into consideration not only the provision of safe-by-default internet access, but greater protection from cyber threats, and the optional expansion of the service to support the challenges of remote learning and working. A further outcome was also identified to provide greater visibility of student online activity to support learning, teaching and student wellbeing.

The ongoing COVID-19 restrictions caused some disruption to this project, however the proof of concept phase, involving two solution providers, was completed. A final solution was determined

in October and the implementation phase commenced in December 2021. Transition to the revised service is scheduled to continue until September 2022.

MANAGING NETWORK CAPACITY AND GROWTH

Understanding the mix of traffic flowing through CEnet's internet border destined for member wide area networks informs the implementation and fine-tuning of IT capacity and security controls.

Network analysis showed that:

- 96.7% of all download traffic is web traffic (port 80/443)
- 83.6% of web traffic is encrypted, making threat and content detection more difficult
- Google and YouTube account for the largest percentage of downloaded content by far (40.3% combined)

CEnet also continued to invest in direct connectivity to major internet content providers such as Google, Microsoft, Apple and Amazon. 87% of internet content is now sourced from low cost, high performance direct network links.





CEnet joins ACAN

In 2021, CEnet became a participant in the Australian Catholic Anti-Slavery Network (ACAN), to support CEnet in meeting its legal and moral obligations under the Modern Slavery Act.

According to the 2018 Global Slavery Index, 40.3 million people worldwide are enslaved, with the highest number in the Asia Pacific region. Although modern slavery is illegal, millions of people continue to be trapped as a result of poverty, vulnerability, corruption and systems that create the conditions and opportunities for modern slavery to exist and even flourish.

In December 2018, the Australian Government passed the Modern Slavery Act 2018 (Cth) requiring Australia's largest not-for-profit entities and for-profit businesses to take steps to assess and address modern slavery in their supply chains and operations.

Participation in ACAN equips participating Catholic organisations, including CEnet, with resources and tools to develop a Modern Slavery Statement and to train and raise their employees' awareness of these issues via e-learning modules.

CEFMS FUTURE STATE TO DRIVE VALUE

One of the key benefits of CEnet membership is the willingness of member dioceses to work together to refine services and solutions. The CeFMS Future State working group was established, and held its first meeting in July 2021, as a result of ongoing interest from members to have visibility over existing CeFMS enhancements across the membership.

Following the first meeting there have been ongoing requests to add new group members which will add further value to the work of the group. Group membership is open to those working in the CeFMS area. While the initial focus was on TechnologyOne dashboards, the group will continue to look at other enhancements and automation over time.

With the mantra, "let's not create anything that is already out there", the group's long term aim is to avoid duplication of effort and to improve reporting, collaboration and efficiency in line with the CEnet ONCE strategy.

CYBERSECURITY PRACTICE

The CEnet Information Security report, delivered in March 2021, received positive feedback regarding the oversight and visibility into the cybersecurity measures that CEnet takes to protect the information of its member dioceses and schools.

The key areas of focus for this report were:

- progress towards CEnet's overall cybersecurity targets
- the top three areas of exposure (human resource controls, data assurance controls and data breach reporting)
- IT security management reporting
- operational security reporting including vulnerability and patching

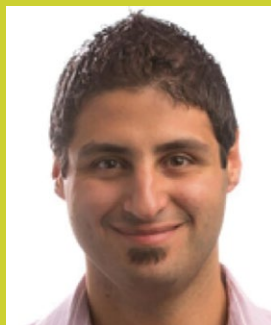
CEnet's cybersecurity program has established a roadmap with a set of activities aligned to global industry standards such as ISO 27000. The aim is to further strengthen the cybersecurity posture of CEnet and individual member dioceses to deliver a safe and secure evangelisation, learning and teaching environment.



Secondment experience strengthens skills

CEnet is always open to opportunities to share expertise within the membership. In 2021, Reuben Bardak from the Diocese of Wollongong was seconded to CEnet in the role of Interim Enterprise Architect when Ian Gregory stepped into the role of Interim Chief Information Officer for a few months.

Reuben reflected on his secondment experience saying the opportunity helped him develop his skills and knowledge.



“Although I was quite nervous initially, the support I received from the entire CEnet team was outstanding and this helped me find my feet quickly. During my time, I was involved with the coordination of CEnet’s IT Security Management Program, assisted with the development of CEnet’s future Safe Internet as a Service capability, as well as coordination of a significant portion of CEnet’s Business Continuity Management Program including Disaster Recovery planning for CEnet services.

My experience at CEnet has given me a much greater understanding of how CEnet’s services operate, as well as a greater appreciation for the effort involved in delivering them to such a high standard, and diverse membership. I have gained new skills that I will be able to bring back to my existing role at the Diocese of Wollongong.”

CEnet has grown since 2007 to **17** member dioceses and **770+** schools and sites across NSW, Queensland, Tasmania, the ACT and the Northern Territory.

CEnet COMMITTEES

ADVISORY COMMITTEE

- Andrew Burgess - Diocese of Lismore
- Anne-Maree Creenaune - Diocese of Wollongong
- Robyn Finch - Diocese of Rockhampton (*resigned December 2021*)
- Jacqui Francis - Diocese of Townsville
- Liam Garvey - Independent
- Gavin Hayes - Diocese of Parramatta
- Amanda Houston - Diocese of Rockhampton
- Anne Rybak - Archdiocese of Hobart
- Rob Wilkins - Diocese of Parramatta

EDUCATION SERVICES STANDING COMMITTEE

- Andrew Burgess (Chair) - Diocese of Lismore
- David Emery - Diocese of Wollongong
- Robyn Finch - Diocese of Rockhampton (*Resigned December 2021*)
- Joseph Pearson - Archdiocese of Hobart (*Resigned November 2021*)
- Jason Ranieri - Archdiocese of Sydney
- Vickie Vance - Diocese of Bathurst

CORPORATE SERVICES STANDING COMMITTEE

- Joanne Abrams - Diocese of Maitland-Newcastle
- Astrid Goss - Archdiocese of Hobart
- Amanda Houston - Diocese of Rockhampton
- John McDevitt - Diocese of Rockhampton
- Richard McManus - Archdiocese of Sydney
- Anne Rybak (Chair) - Archdiocese of Hobart
- Chris Watts - Diocese of Townsville

DATA TRUSTEES COMMITTEE

- Anne-Maree Creenaune (Chair) - Diocese of Wollongong
- Debbie Baird-Bower - Archdiocese of Hobart
- Stefan Boffa/Ron van Vliet - Diocese of Parramatta
- Damian Brotherton - Diocese of Darwin
- Andrew Burgess - Diocese of Lismore
- Terry Carter - Diocese of Toowoomba
- Vacant - Diocese of Cairns
- Michelle Davey - Diocese of Wollongong
- Simone Harding - Diocese of Wilcannia-Forbes
- Laurence Hosking - Diocese of Townsville
- Justin Matthews - Diocese of Armidale
- Robert Peers - Broken Bay
- Dr Phil Pettit - Archdiocese of Canberra and Goulburn
- Frank Reiman - Diocese of Rockhampton
- Anne Ryan - Diocese of Wagga Wagga
- Milton Scott - Archdiocese of Sydney
- Vickie Vance - Diocese of Bathurst
- Damian Wicks - Diocese of Maitland-Newcastle

BUSINESS APPLICATIONS COMMITTEE

- Greg Basford - Archdiocese of Sydney
- Robyn Finch (Chair) - Diocese of Rockhampton (*Resigned December 2021*)
- Richard McManus - Archdiocese of Sydney
- David Phillips - Archdiocese of Canberra and Goulburn
- Mark Ryan - Diocese of Parramatta
- 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 2021.

FINANCIAL STATEMENTS

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 \$	2020 \$
Revenue from ordinary activities	21,269,715	19,860,396
Salaries and associated costs	(6,540,614)	(6,219,111)
Information technology costs	(13,561,354)	(12,638,923)
Occupancy costs	(218,192)	(245,053)
Corporate costs	(572,588)	(343,439)
Operating costs	(191,373)	(207,999)
Finance costs	(131,695)	(53,011)
Surplus from operating activities	53,899	152,860
Other comprehensive income, net of tax	-	-
Total comprehensive income	53,899	152,860

The summary provided above was extracted from the audited financial statements for the year ended 31 December 2021. The financial statements are available upon request from CEnet or via the ACNC. The notes on pages 12 to 27 of the audited financial statements are an integral part of the financial statements

**STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2021**

	2021 \$	2020 \$
CURRENT ASSETS		
Cash and cash equivalents	1,764,504	2,034,694
Trade and other receivables	540,194	917,827
Prepayments	<u>2,874,756</u>	<u>2,502,981</u>
TOTAL CURRENT ASSETS	<u>5,179,454</u>	<u>5,455,502</u>
NON-CURRENT ASSETS		
Plant and equipment	1,170,541	1,230,775
Intangibles	279,008	296,798
Right-of-use assets	2,702,990	3,215,522
Prepayments	<u>28,518</u>	<u>69,074</u>
TOTAL NON-CURRENT ASSETS	<u>4,181,057</u>	<u>4,812,169</u>
TOTAL ASSETS	<u>9,360,511</u>	<u>10,267,671</u>
CURRENT LIABILITIES		
Trade and other payables	1,058,120	794,966
Lease liabilities	1,146,407	958,735
Provisions	950,258	771,241
Income in advance	<u>333,289</u>	<u>1,284,182</u>
TOTAL CURRENT LIABILITIES	<u>3,488,074</u>	<u>3,809,124</u>
NON-CURRENT LIABILITIES		
Lease liabilities	1,722,810	2,272,078
Provisions	181,002	148,403
Income in advance	<u>1,653</u>	<u>124,993</u>
TOTAL NON-CURRENT LIABILITIES	<u>1,905,465</u>	<u>2,545,474</u>
TOTAL LIABILITIES	<u>5,393,539</u>	<u>6,354,598</u>
NET ASSETS	<u>3,966,972</u>	<u>3,913,073</u>
MEMBERS FUNDS		
Retained earnings	<u>3,966,972</u>	<u>3,913,073</u>
TOTAL MEMBERS FUNDS	<u>3,966,972</u>	<u>3,913,073</u>

The summary provided above was extracted from the audited financial statements for the year ended 31 December 2021. The financial statements are available upon request from CEnet or via the ACNC. The notes on pages 12 to 27 of the audited financial statements are an integral part of the financial statements

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2021**

	2021 \$	2020 \$
Opening balance at 1 January	3,913,073	3,760,213
Surplus attributable to members	<u>53,899</u>	<u>152,860</u>
Balance at 31 December	<u>3,966,972</u>	<u>3,913,073</u>

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021**

	2021 \$	2020 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts in the course of operations	22,686,930	21,314,017
Cash payments in the course of operations	(21,050,059)	(19,579,684)
Interest received	<u>20,257</u>	<u>49,988</u>
Net cash provided by operating activities	<u>1,657,128</u>	<u>1,784,321</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for plant and equipment	(668,427)	(593,130)
Payments for intangibles	(101,605)	(233,316)
Proceeds from sale of plant and equipment	<u>79,687</u>	<u>46,100</u>
Net cash used in investing activities	<u>(690,345)</u>	<u>(780,346)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of lease liabilities	<u>(1,236,973)</u>	<u>(1,769,616)</u>
Net cash used in financing activities	<u>(1,236,973)</u>	<u>(1,769,616)</u>
Decrease in cash held	(270,190)	(765,641)
Cash at the beginning of the financial year	<u>2,034,694</u>	<u>2,800,335</u>
Cash at the end of the financial year	<u>1,764,504</u>	<u>2,034,694</u>

The summary provided above was extracted from the audited financial statements for the year ended 31 December 2021. The financial statements are available upon request from CEnet or via the ACNC. The notes on pages 12 to 27 of the audited financial statements are an integral part of the financial statements





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