2016 CEnet
Annual Report

Service through Enterprise

From the Chair

On behalf of the CEnet Board, I am pleased to introduce this annual report for 2016. CEnet continues its successful operations as a federated shared services organisation supporting the needs of over 770 schools in four states and territories.

Schooling is both local and global, physical and virtual, personalised and enterprised. Today's schools require the infrastructure, connectivity, data capability and enterprise support to ensure learning and teaching can be delivered anywhere, anytime, and just in time. CEnet, through our diocesan members, is leading the way in responding to the challenges and opportunities of contemporary schooling.

Schooling is both local and global, physical and virtual, personalised and enterprised

The CEnet Board has acknowledged the importance of the concept of 'enterprise coupled with subsidiarity' to enable schools and dioceses to successfully operate in an environment of sustained funding challenges and rapid change. CEnet plays an important role in this direction through a shared federated enterprise across 16 dioceses serving 285,567 students. The federation is now in the process of delivering this shared enterprise solution to provide relevant student information, administration and data to the classroom through the ONCE strategy.

The importance of enterprise thinking should, in no way, impact the opportunities to improve contemporary schooling. Since 2011, CEnet and our members have been looking for interoperability opportunities to support the integration and connectivity required in a contemporary school setting. Mastering the efficient

and effective connectivity to the Internet has, on the whole, been completed. The new connectivity landscape involves technologies and education solutions not thought of a decade ago. We are now faced with how to embrace wearable technologies and the Internet of Things, scaling teacher innovation, online testing, online teacher accreditation, virtual and mixed reality, and mobile apps - all in a personalised setting. CEnet and our members have been collectively working on this challenge and will continue to ensure we respond to, and enhance, contemporary and personalised learning with agility, and within an enterprise framework.

CEnet has been advocating on behalf of our members at the state and national levels. CEnet has represented our members on working groups regarding NAPLAN Online and a National Student Identifier. CEnet has also been working closely with State Education Commissions. In conjunction with the CECNSW, CEnet can now work directly with the NSW Education Standards Authority (NESA) to improve the sharing of data as it relates to enhancing learning, teaching and government reporting requirements. An example of this data sharing, by the end of 2017, NSW members will be required to advise NESA electronically of changes to details of accredited teachers as they occur. CEnet and our members will continue to solve these challenges through our approach to enterprise strategies.

In 2010, the CEnet Board undertook an extensive review of shared ICT services in conjunction with independent expert Intelligent Business Research Services (IBRS). This review resulted in the creation of the Federated Governance model that is serving us well. Late in 2016, the Board re-engaged IBRS to review our progress and assist in determining the next phase of shared services. The review was an overwhelming endorsement of the shared services model and the Board will spend 2017 further enhancing our shared vision for cooperation and collaboration.

Finally, I would like to acknowledge all those who provide support to the teachers, students and staff we serve. These groups range from our Board and CEnet staff to the

countless diocesan representatives who, with the support of their Bishops and Diocesan Education Directors, serve on our member committees and working groups with the aim of fostering and enhancing the concept of sharing for the greater good of Catholic education.

I commend this report to you and congratulate all those involved in this work for the significant achievements highlighted in the 2016 Annual Report.

Gregory B Whitby
Chair

From the CEO

2016 has been an extremely busy and successful year for CEnet with a continued focus on our strategic themes of:
- Collegial commitment and leadership
- Shared effectiveness, efficiency and demonstrated value
- Excellence in innovation and service delivery

The shared effectiveness and efficiency from our core network, which is one of our foundational services, has seen dramatic enhancement during 2016. Our members downloaded 6.1 petabytes of data (6,100 TB) during 2016, compared to 3.7 petabytes during 2015, which is a 65% increase. To support this unprecedented growth, CEnet engineers provided significant capacity improvements to the WAN aggregation layer, external firewalls of the network and Distributed Denial of Service (DDoS) protection. These improvements secure capacity for further growth along with enhancing carrier diversity, which allows members to obtain the best possible connections to schools from the telecommunications carrier best suited to them.

In addition, CEnet engineers undertook further peering and caching solutions that resulted in on-net or 'free' traffic averaging 86%. Our members, through CEnet, now peer directly with partners such as Google, Microsoft, Akamai, TPG and Megaport. This mature service has saved members $3.8 million in Internet download costs in one year alone.

Our Federated Governance Framework continues to serve members well, improving collegiality and leadership in the information and communication technologies (ICT) area. The maturity in the framework has allowed members to effectively collaborate by identifying common needs and developing solutions across diocesan boundaries. This is evident in the procurement of ICT where CEnet has been able to identify member needs and deliver significant savings including Adobe Licensing, SketchUp Pro and Overdrive. For example, Overdrive will be used by over 200,000 students across member dioceses, and will allow students to borrow ebooks, audio books and videos from local libraries. This is directly impacting learning and teaching, and redirecting resources to where they are needed most.

The ONCE Strategy consisting of a Student Information System (CeSIS), Financial Management System (CeFMS), and Data and Business Intelligence Capability are strongly underpinned by our strategic focus. Following the Board approval of the CeSIS service in late 2015, CEnet, with the collaboration of our members, has been developing both a student information and a financial management system. Two dioceses have migrated to the CeFMS solution for their office requirements and three dioceses have deployed CeSIS to schools. There were 60 schools utilising CeSIS at the time of writing. It was originally envisaged that the rollout plan, involving around 700 schools, would take five years. Members now wish to adopt the service at a quicker rate, replacing aging systems over an anticipated two and a half years. This integrated solution will now be deployed toward the end of 2017 due to the expanding nature of member requirements for the total solution.

Underpinning the ONCE strategy has been the foundational service known as IdAM (Identity and Access Management). Through innovation and thought leadership within our membership, CEnet has collaboratively worked on enhancing this service to include 'uniqueness' and 'persistence'. These characteristics are critical to support a student's movement through their years of schooling and provide teachers with valuable longitudinal information and evidence to inform their teaching practice. As a result, the IdAM service now includes a unique and persistent identifier that remains with each student if they change schools or dioceses.

CEnet continues to practice sound stewardship. A small surplus of $141,362 was achieved from the external sources of net management fees and interest, and we have delivered services at cost without a margin to our members. During the year, CEnet funded the core CeSIS build from cash reserves with members contributing their share at the time of roll out to their diocese. This distinguishes our stewardship from traditional deployments where excess funds are 'left on the table' with vendors whilst solutions are being built.

As always, I would like to thank the CEnet Board for their support throughout 2016 and acknowledge the ongoing contribution and support of the members of the CEnet Steering Committee, Standing Committees and Working Groups. I would also like to personally thank CEnet staff for the dedication, passion and energy they continue to bring to their work.

We look forward to another successful year in 2017 and the continued implementation of new and enhanced services for schools to support learning, teaching and organisational development.

Greg Parrish
Chief Executive Officer

Enterprise Architecture

CEnet continues to enhance its enterprise architecture to support member dioceses.

Two of the core elements underpinning this work are:
- Flexibility
- Economies

In 2016, CEnet embarked on a project that sought to simplify the Catholic education data landscape so as to ensure that education data is made available to the right people at the right time. This project is known as the CEnet 'Enterprise Application and Data Interoperability Strategy' or EADIS for short. EADIS will deliver a technology platform that connects CEnet, diocesan and external data and systems in a much more logical and timely manner. It allows for greater flexibility and autonomy for member dioceses while supporting economies of scale through shared infrastructure and services.

There are some added advantages to an enterprise interoperability solution including:
- Putting control into the hands of members by reducing potential 'locking' due to complexity
- Providing an interconnect layer that will be the interface between device applications and all services will connect to
- Ensuring when a service application is replaced, it will be removed at the interface layer without touching other services
- Increasing autonomy and reducing dependency for member dioceses

Our enterprise interoperability solution will provide additional flexibility to member dioceses, bringing all diocesan connections into a structure that enables elements to be replaced without breaks in connection to dioceses.

The interconnection of services offered to support the requirements of CEnet member dioceses is handled carefully to reduce complexity, but nevertheless, as more and more services come online, there is the potential for the complexity of interconnections to impede flexibility and innovation.

It is sometimes easier to visualise a complex structure by using something familiar. For example, a complex interconnection of software applications can become like spaghetti - lots of things touching each other with no easy way of tidying up. In the software world, this can mean that organisations retain a service, not because it is still the right solution, rather because it is too hard to remove without impacting on other pieces of software. Using the same metaphor, an interoperability platform is organised more like lasagne so that a layer or piece of software can be removed easily without affecting the other layers. The ease of adding and removing applications will reduce implementation issues and will ensure member dioceses can make use of new or enhanced applications and features as they arise.

There are many current and emerging data initiatives for K-12 education and these exist at the school, diocesan, state and national levels. EADIS provides a way for the entire CEnet membership to be ready for the rapid change that will ensue. CEnet's own CeSIS (Compass) and CeFMS (TechOne) projects are two such examples. However, emerging national and state education initiatives including NAPLAN Online, NSW HSC, Qld OP (tertiary rank) and NSW Teacher Award Initiatives Data Exchange will also rely heavily on technologies such as the EADIS platform. These initiatives will mean that school data will no longer reside within a single location. EADIS will ensure that members and schools maintain secure access to their data regardless of where it resides.

EADIS will also enable innovative data and application practices to take place at any level within the CEnet membership. By virtue of the platform being delivered at the enterprise level this innovation can shared across the entire CEnet membership so that all member dioceses and their schools benefit. EADIS will enable innovative application and data practice, at the very edge of the enterprise.

GLOSSARY

Core network - is the central part of an information and communications technology network that provides various services to customers who are connected by access to the network.

Distributed Denial of Service (DDoS) - is the intentional attack of a network by flooding it with data and traffic from many sources in an attempt to disrupt service to and from the network.

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

Internet of Things - is the connection of everyday objects to the Internet enabling them to send and receive data and information.

Interoperability - is the ability of different information technology systems and software applications to communicate, exchange data and use the information that has been exchanged.

Shared services - is the provision of business or technological operations to a group of stakeholders with the same needs resulting in cost efficiencies by avoiding the duplication of the same services

WAN Aggregation Layer - the central point within CEnet's core network where all diocesan school Internet connections meet.

In an attempt to deliver a set of uniform and relevant services to the CEnet membership, CEnet has developed a target architecture. This architecture seeks to deliver a holistic set of services from the underlying ICT infrastructure, right through to the enterprise applications that are required to deliver a 21st century education system.

CEnet is also exploring an Enterprise Application Programming Interface (API) to support diocesan-based innovation in app development.

ON-NET OR 'FREE'

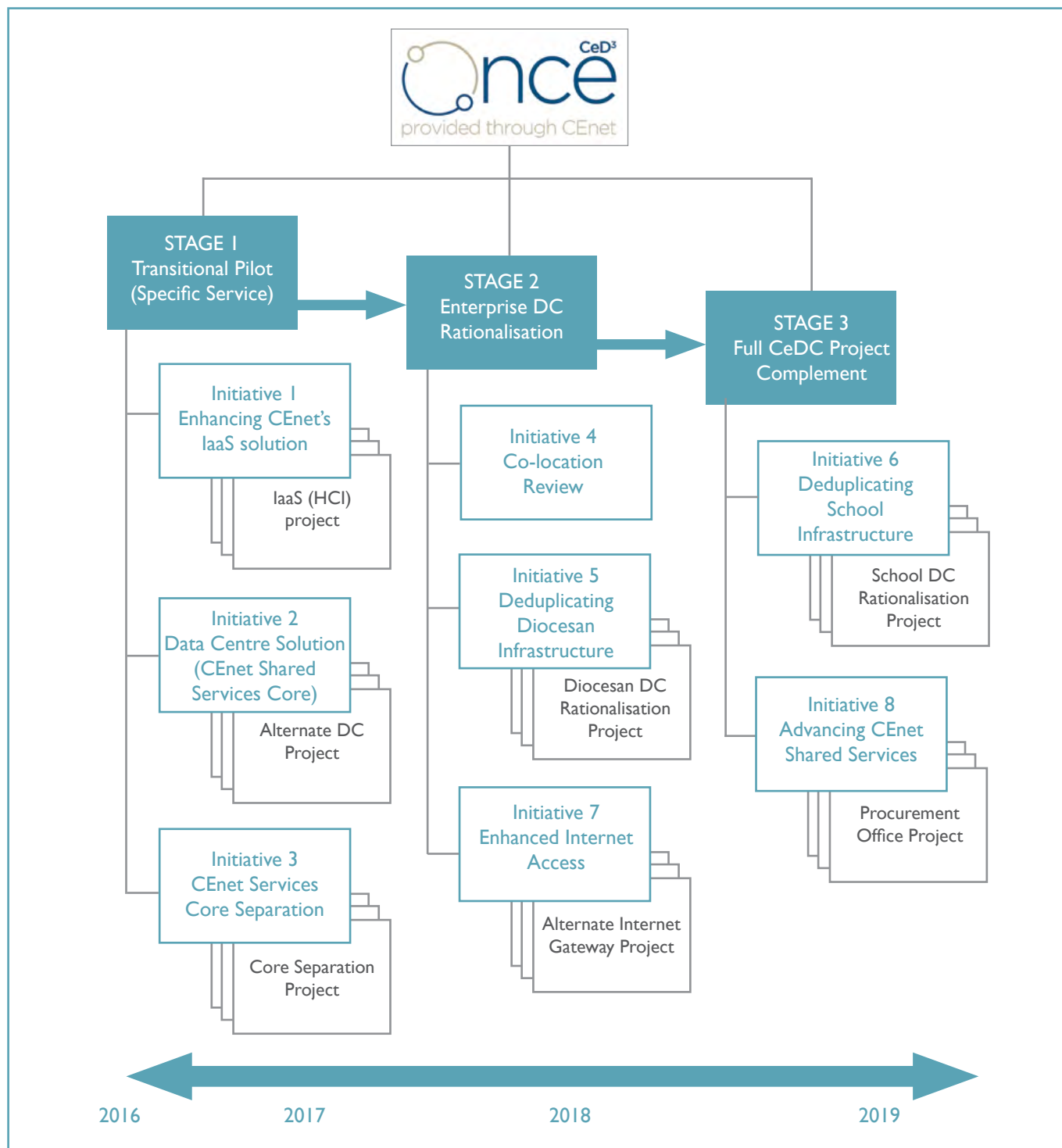## TRAFFIC AVERAGED 86%

IN 2016

CeDC - Data Centre
CEnet's Data Centre (CeDC) contract will expire at the end of 2018 and planning the next generation of the service has been an area of focus throughout 2016.

The CeDC strategy aims to deliver two main outcomes:
1. The consolidation of the numerous and diverse data centre infrastructure environments across member dioceses and the entire CEnet enterprise into one data centre for the entire membership, removing the need for standalone, expensive diocesan or school specific data centre environments
2. Greater efficiency and management of Internet access for member dioceses and their school communities
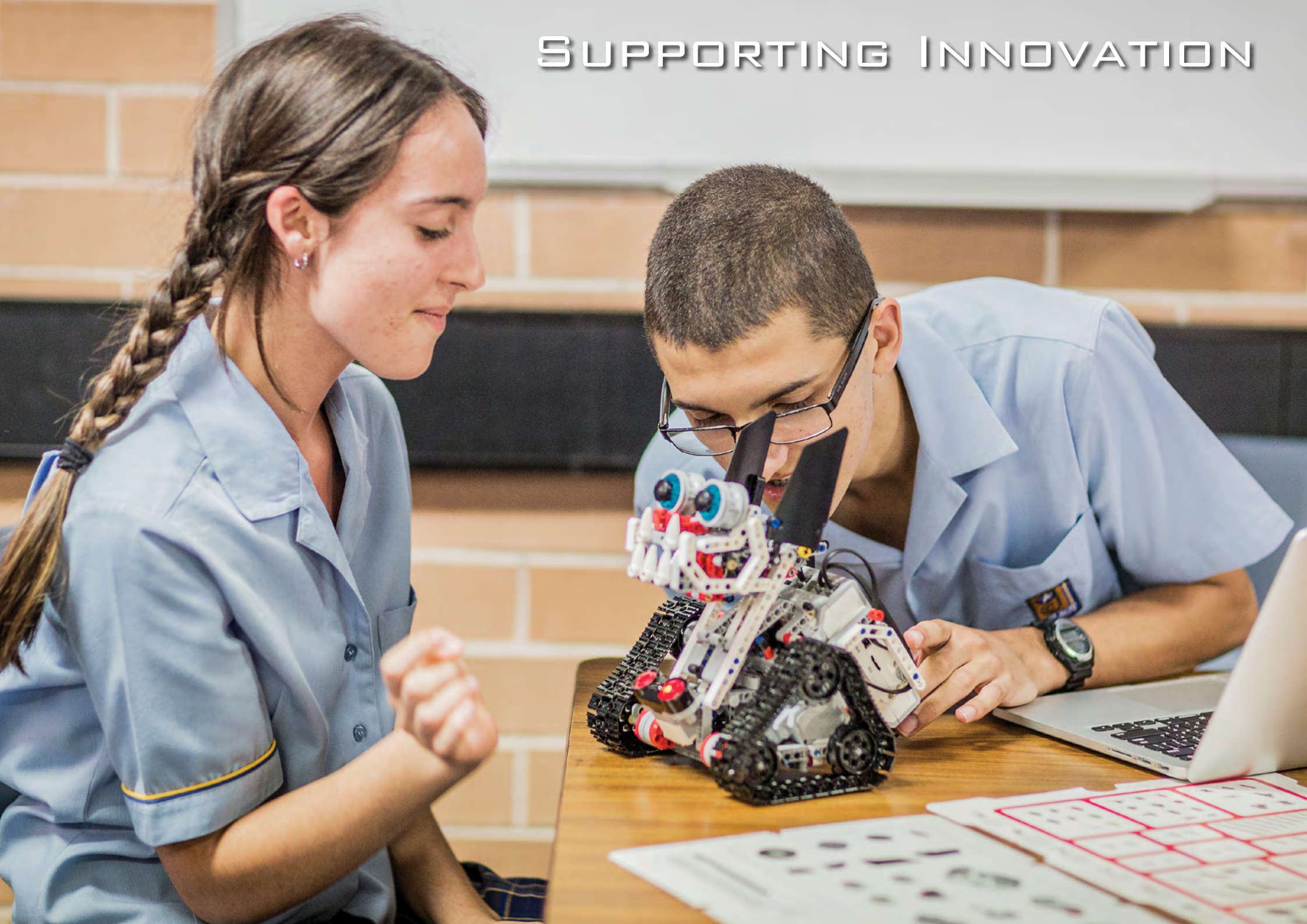
To achieve these aims, a multi-state program of work over the next three years (see diagram right) commenced which will result in an enhanced Infrastructure as a Service (IaaS) platform within a state of the art data centre facility. In addition, it will enable CEnet to separate shared services and Internet transit core infrastructure ensuring more cost effective Internet access for member dioceses.
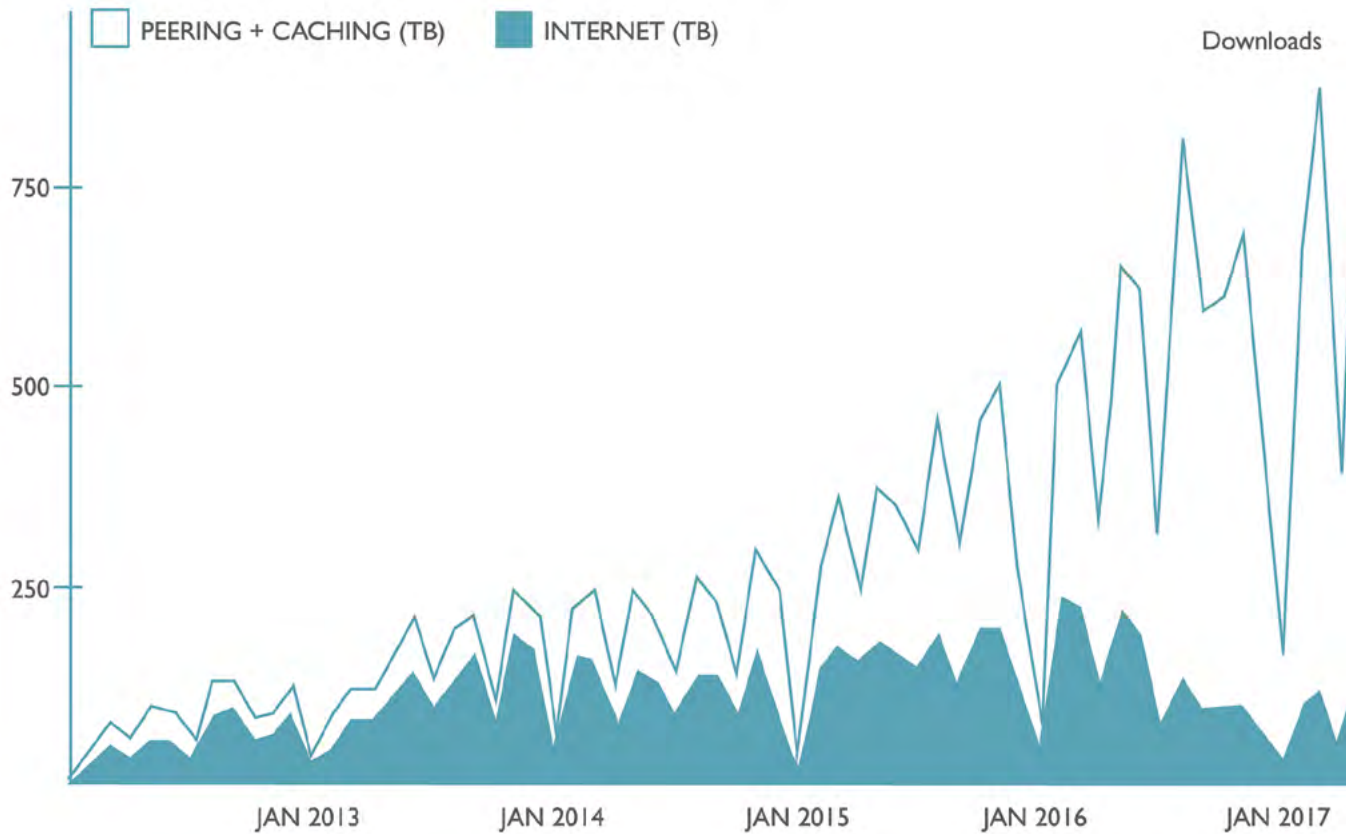
Once CeD³
provided through CEnet

STAGE 1
Transitional Pilot
(Specific Service)

STAGE 2
Enterprise DC
Rationalisation

STAGE 3
Full CeDC Project
Complement

Initiative 1
Enhancing CEnet's
IaaS solution

IaaS (HCI)
project

Initiative 2
Data Centre Solution
(CEnet Shared
Services Core)

Alternate DC
Project

Initiative 3
CEnet Services
Core Separation

Core Separation
Project

Initiative 4
Co-location
Review

Initiative 5
Deduplicating
Diocesan
Infrastructure

Diocesan DC
Rationalisation
Project

Initiative 7
Enhanced Internet
Access

Alternate Internet
Gateway Project

Initiative 6
Deduplicating
School
Infrastructure

School DC
Rationalisation
Project

Initiative 8
Advancing CEnet
Shared Services

Procurement
Office Project

2016   2017   2018   2019

Chart legend: PEERING + CACHING (TB) · INTERNET (TB) · Downloads

Y-axis: 750, 500, 250
X-axis: JAN 2013, JAN 2014, JAN 2015, JAN 2016, JAN 2017

DO THINGS ONCE

Taking a 'do things ONCE' approach can lead to many benefits and CEnet member dioceses are becoming expert at identifying opportunities to take advantage of this approach. CEnet has recently negotiated a software licensing structure and a growing number of beneficial agreements for access to software commonly used in schools. This has resulted in significant advantages and cost savings for member dioceses.
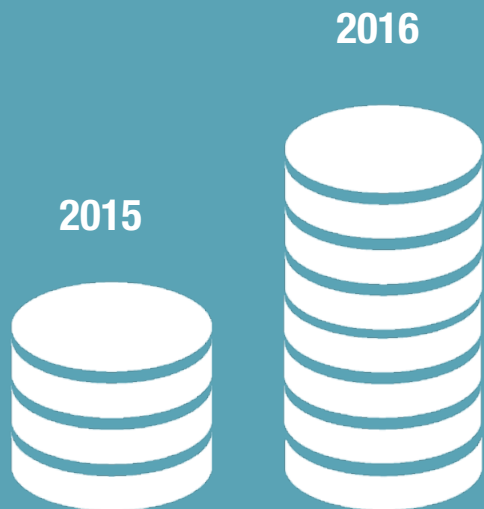
For example, many member dioceses have been limited in their use of Adobe software products because of a licensing model that doesn't meet their needs. This has been particularly evident in NSW, where a 'whole of school' licensing model was not desirable for the needs of their school communities.

### In real terms CEnet has saved our members around $9M

CEnet was able to negotiate a new licensing model to better suit the individual requirements of schools, and to access Adobe software products at an affordable price. The new model offers named user and lab licenses to CEnet members. This model is a world first for Adobe in education and enables our members to purchase the number of licenses required, rather than having to purchase for all students in a school. The agreement also offers the opportunity to 'opt in' twice each year.

The flexibility of the CEnet member Adobe agreement means that schools are able to provide access to a wide range of software applications at a significantly reduced cost. With the number of licenses purchased by member dioceses, this represents a cost saving of around $15 million over the three-year term of the agreement.

REDUCING DATA COSTS

As new and innovative ways of using the Internet evolve, the use of Internet-related activities in member dioceses continues to grow significantly year on year.

CEnet has implemented a number of initiatives to support our members to manage their data costs. Our Content Delivery Network (CDN) comprises several elements, including peering and caching, that has resulted in approximately 86% of data traffic in schools coming from within the CEnet network or from networks that CEnet has agreements with. This means that schools are able to access 'on-net' resources, which do not attract additional data costs for our members.

The chart above shows the data growth by member dioceses and illustrates the important value that peering and caching play in reducing data downloaded directly from the Internet.

In real terms, since January 2012, CEnet has saved our members around $9 million. This is a significant success story and something that CEnet can uniquely offer to our members through simple economies of scale.

How much data are we downloading and storing?

2016

2015

In 2016 our members downloaded **6.1 petabytes** (PB) of data (6,100 terabytes) compared to 3.7 petabytes during 2015, which is a 65% increase
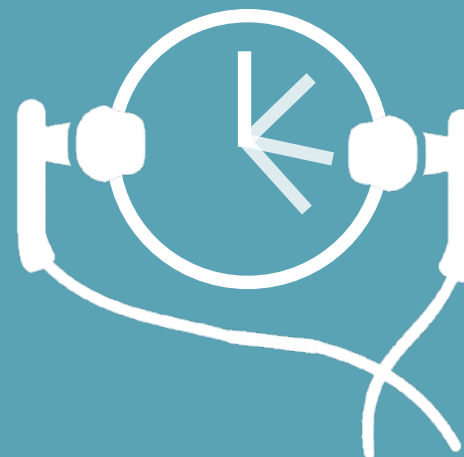
DID YOU KNOW?

It would take about **12,200 years** to listen to 6.1PB of music
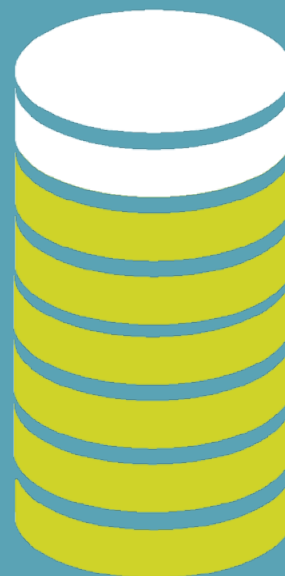
WHO ARE WE?

16 member dioceses

770 schools

29,205 staff

285,567 students

The CEnet data centre has **250 terabytes** (TB) of total storage capacity and members are using around 200TB of this capacity

CEnet Database Administrator Dylan Bardsley presenting to the CEnet Operations Group.

COG STRATEGY MEETING

Each year, the IT representatives from CEnet member dioceses (the CEnet Operations Group) meet for a two day meeting to inform CEnet's strategic focus, share ideas and enable participants to develop a greater understanding of the activities of the host member diocese. CEnet outlined future trends in the education and technology space and sought input from member dioceses on how best to respond to these challenges.

The meeting was hosted by the Archdiocese of Canberra-Goulburn who showcased a range of diocesan projects including BYOD (bring your own device), data blending using CeD3, MyPad and School Sign-in.

The meeting also provided an opportunity to explore operational issues, CEnet's core network vision, data roadmap and NAPLAN online.

The new connectivity landscape involves technologies

and education solutions not thought of a decade ago

CeSIS Pilot

CEnet member dioceses have moved one step closer to the introduction of a Student Information System (CeSIS) with the commencement of a pilot program. The CeSIS component of the ONCE strategy, progressed into the pilot phase in April 2016. The pilot involves a close partnership between CEnet, pilot member dioceses and Compass Education, the provider of the SIS solution. Compass was identified through a comprehensive selection process.

On day one of the pilot, schools from Sydney and Wollongong Dioceses commenced use of CeSIS and provided positive feedback on the ease of transition. The first school from the Townsville Diocese joined the pilot during Term 2 with two additional schools commencing at the beginning of Term 3.

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

The CeSIS Pilot is providing an opportunity to fine tune and develop resources to support broader implementation for our members and is a valuable model for collaboration across dioceses. While the three pilot dioceses are running their own processes headed by a dedicated project manager, the group has met formally and informally with CEnet's Program Manager and Applications and Data Services Manager on a weekly basis to discuss and share information and experiences. This process enables the dioceses to benefit each other's experiences

while managing the unique needs of their diocesan-based activities.

Over the course of the pilot program, schools have phased in additional features of CeSIS including roll marking on multiple mobile devices and the ability to immediately see anomalies in period-by-period attendance, which have resulted in immediate benefits in managing student attendance.

Schools are also making use of functionality such as the student wellbeing module and the parent portal. From the pilot feedback CEnet received, further enhancements were made to the online enrolment functionality.

Day one of the CeSIS pilot program at Southern Cross Catholic College, Annandale.

The CeSIS pilot is providing a valuable opportunity to develop resources based on user experience to support CEnet member dioceses as they commence their own planning and implementation processes. To develop this further, CEnet held meetings with pilot project managers to discuss and capture these valuable learnings with the resulting documentation being made available to all member dioceses.

CeFMS Pilot
The CeFMS element of the pilot will deliver a tool specifically designed to support the complexities of school financial management. When the financial management element of the service is introduced, after testing by finance personnel by members, the fees management and billing functions will be available within CeSIS so that data can be entered once within the system and will flow automatically into the financial management application.

Post Pilot
As the CeSIS and CeFMS pilot programs near completion, CEnet member dioceses are planning their implementations and many have moved their planning forward to reflect the preference to gain access to the service earlier than originally projected. The three pilot dioceses will commence their move into broadly-based

CeSIS has resulted in immediate benefits in managing student attendance

use of the new service, becoming the first three dioceses with production versions of the CeSIS and CeFMS in place. One of the first non-pilot dioceses to commence implementation was Maitland-Newcastle. Many dioceses commenced the planning phase of their projects in Term 3, 2016 with the aim of deploying the service to their schools from 2017 to mid-2018.

CeSIS Townsville project manager, Robin Bugden (left) with Tamara Medill from Southern Cross Catholic College, Annandale.

The planning and pilot phases are the culmination of almost four years of work that has involved many staff in CEnet member dioceses. Over the next two years there will be an extensive program of work involving more representatives in our member dioceses who will be working to make this service available to support learning, teaching and administration activities.

Supporting CeSIS
In preparation for the production release of the CeSIS and CeFMS service, CEnet launched ServiceNow, an enterprise support management solution in June 2016. The launch comes after a comprehensive requirements gathering, selection and testing process carried out with significant support from the Dioceses of Broken Bay, Parramatta and Wollongong. ServiceNow will enable tracking of requests for assistance across dioceses, CEnet and Compass Education. Member dioceses are now also choosing to take advantage of the solution to enhance local service and support activities.

CEnet Governance

CEnet exists as a result of the shared vision held by its member dioceses. This vision, based on enhancing learning and teaching in Catholic schools through members' participation in a shared services organisation and undertaking activities collaboratively, permeates all aspects of CEnet's work.

CEnet's priorities and activities are informed by a comprehensive governance structure designed to ensure that the needs of education, administration and technical activities are reflected in the work conducted to support members.

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

CEnet has a small 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 and to minimise disruption and travel time, committee members can make use of high definition video conference facilities to participate in meetings.

The CEnet Board (2016)
- Jenny Allen - Director, Diocese of Bathurst
- Alan Bowyer - Director, Diocese of Wagga Wagga
- Raymond Collins - Director, Diocese of Maitland-Newcastle
- David Condon - Director, Diocese of Lismore
- Patrick Coughlan - Director, Diocese of Toowoomba
- Catherine Day - Director, Diocese of Townsville
- Bill Dixon - Director, Diocese of Cairns
- Ross Fox - Director, Archdiocese of Canberra-Goulburn
- Peter Hamill - Director, Diocese of Broken Bay
- Leesa Jeffcoat - Director, Diocese of Rockhampton
- Anthony Morgan - Director, Diocese of Wilcannia-Forbes
- John Mula - Director, Archdiocese of Hobart
- Christopher Smyth - Director, Diocese of Armidale
- Peter Turner - Director, Diocese of Wollongong
- Gregory Whitby (Chair) - Director, Diocese of Parramatta
- Dan White - Director, Archdiocese of Sydney

On behalf of the CEnet Board and member dioceses, CEnet would like to thank all those involved in CEnet committees (below) and working groups (unlisted) for their contribution during 2016.

CEnet Steering Committee
- Br Tony Whelan (Chair)
- Michael Bezzina - Sydney Catholic Schools, Archdiocese of Sydney
- Gary Brown - Catholic Education Diocese of Parramatta
- Anne-Maree Creenaune - Catholic Education Office, Diocese of Wollongong
- Cathy Day - CEnet Board

- Liam Garvey - Queensland Catholic Education Commission
- Alan Ibbett - Catholic Education Office, Dioceses of Wollongong and Canberra-Goulburn
- Ross Jacobs - Community of Catholic Schools, Diocese of Broken Bay

CEnet Audit and Risk Committee
- Leesa Jeffcoat (Chair) - Catholic Education Office, Diocese of Rockhampton
- John Mula - Tasmanian Catholic Education Office
- Paul Murray - Catholic Schools Office, Diocese of Maitland-Newcastle
- Brendon Miller - CEnet
- Greg Parrish - CEnet

CEnet Corporate Services Standing Committee
- Alan Ibbett (Chair) - Catholic Education Office, Dioceses of Wollongong and Canberra-Goulburn
- Ross Jacobs - Community of Catholic Schools, Diocese of Broken Bay
- Stacey Ozanne - Catholic Education Office, Archdiocese of Canberra-Goulburn
- Joanne Segond von Banchet - Catholic Education Office, Diocese of Toowoomba
- Stephen Shaw - Catholic Schools Office, Diocese of Maitland Newcastle
- John Sheridan - Catholic Schools Office, Diocese of Armidale

CEnet Education Services Standing Committee
- Gary Brown (Chair) - Catholic Education Diocese of Parramatta
- Robyn Finch - Catholic Education Office, Diocese of Rockhampton
- Robie Jayawardhana - Catholic Education Office, Diocese of Townsville
- Greg Swanson - Sydney Catholic Schools, Archdiocese of Sydney
- David Emery - Catholic Education Office, Diocese of Wollongong
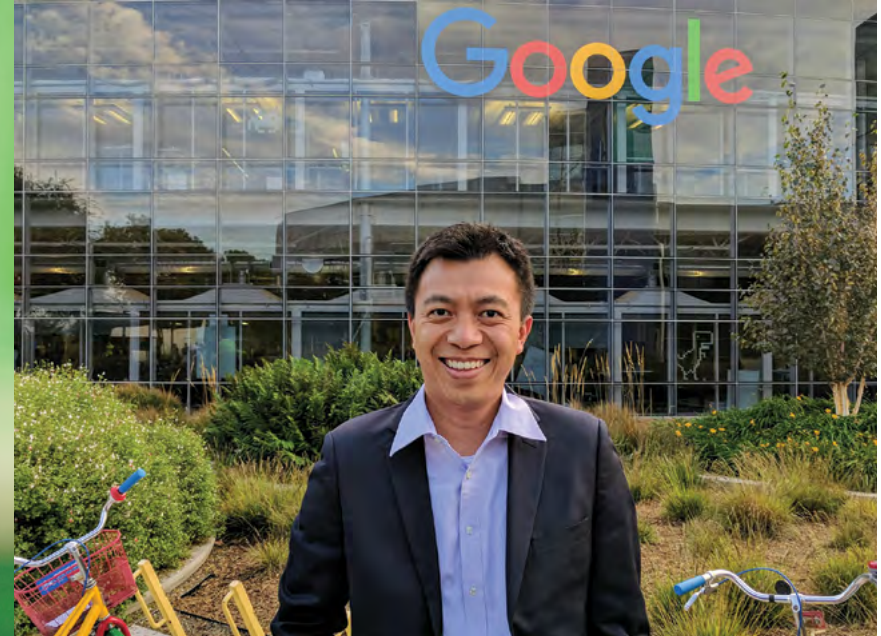
Suan Yeo outside of Google HQ in Mountain View, California.

'Google and CEnet have been working together in a collaborative partnership for over six years. Google recognises CEnet as an important education partner and believes the organisation's scale and strategic approach enables it to operate at a level that delivers significant benefits to its members.

Google pays attention to the needs of its community, and we pay particular attention to the input we receive from CEnet's professional team on behalf of member dioceses. At our regular meetings to discuss Google's product roadmap, we listen to, and learn from, CEnet's feedback and requests to continue to deliver world class products and support to the education community.'

Suan Yeo
Head of Education ANZ
Google

Some of the team from Catholic Education Diocese of Parramatta in breakout sessions with CEnet staff to focus on their strategic aims.

Left to right: Mark Woolley (Wollongong Diocese), Alan Ibbett (Canberra Goulburn and Wollongong Dioceses) and Vicki Vance (Bathurst Diocese).

PARRAMATTA IT STRATEGY DAY

The CEnet governance structure is designed to ensure that activities conducted by the organisation reflect the needs of member dioceses. As the shared services model matures, dioceses are recognising the value of joint meetings that inform close alignment of diocesan and CEnet strategic plans.

In July, CEnet hosted a strategy day with the IT team from the Diocese of Parramatta to work on a broad agenda, which included strategy formulation and technical breakout sessions. The feedback from both teams was very positive and the day provided a valuable opportunity to strengthen relationships with key members of both teams. CEnet will continue to foster these opportunities with member dioceses.

EDUTECH CONFERENCE DINNER

The collaboration between CEnet member dioceses mainly occurs during formal meetings in the virtual and physical worlds, so when there is an opportunity for staff from member dioceses to get together for an informal gathering, it is welcomed by all.

In June 2016, about 40 CEnet staff and representatives from member dioceses met for dinner in Brisbane during the Edutech Conference. They were joined by members of the CEnet Steering Committee. The night provided a unique opportunity for informal discussion and sharing some of the learnings from the conference.

CEnet is leading the way in responding to the challenges

and opportunities of contemporary schooling

FINANCIAL STATEMENTS

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2016

	2016 $	2015 $
Revenue from ordinary activities	11,362,565	10,035,332
Salaries and associated costs	(3,479,867)	(2,838,843)
Information technology costs	(7,015,791)	(6,554,416)
Occupancy costs	(178,996)	(135,016)
Corporate costs	(251,569)	(128,462)
Operating costs	(294,980)	(214,695)
Surplus from operating activities	141,362	163,900
Income tax expense	-	-
Operating surplus	141,362	163,900
Other comprehensive income, net of tax	-	-
Total comprehensive income	141,362	163,900

	2016 $	2015 $
CURRENT ASSETS		
Cash and cash equivalents	1,308,208	2,581,313
Trade and other receivables	1,514,801	438,406
Other current assets	1,572,317	988,319
TOTAL CURRENT ASSETS	4,395,326	4,008,038
NON-CURRENT ASSETS		
Trade and other receivables	694,661	-
Plant and equipment	2,553,349	2,266,307
Intangibles	758,976	943,428
Other assets	338,838	14,460
TOTAL NON-CURRENT ASSETS	4,345,824	3,224,195
TOTAL ASSETS	8,741,150	7,232,233
CURRENT LIABILITIES		
Trade and other payables	1,645,844	384,607
Other liabilities	1,472,186	1,195,175
Provisions	316,335	288,056
TOTAL CURRENT LIABILITIES	3,434,365	1,867,838
NON-CURRENT LIABILITIES		
Other liabilities	1,538,349	1,768,041
Provisions	76,750	46,030
TOTAL NON-CURRENT LIABILITIES	1,615,099	1,814,071
TOTAL LIABILITIES	5,049,464	3,681,909
NET ASSETS	3,691,686	3,550,324
MEMBERS FUNDS		
Retained earnings	3,691,686	3,550,324
TOTAL MEMBERS FUNDS	3,691,686	3,550,324

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2016

	2016 $	2015 $
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts in the course of operations	11,094,522	9,639,433
Cash payments in the course of operations	(10,925,060)	(8,223,042)
Interest received	62,486	84,389
Net cash provided by operating activities	231,948	1,500,780
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for plant and equipment	(1,475,817)	(885,655)
Payments for intangibles	(150,462)	(227,221)
Proceeds from sale of plant and equipment	121,226	24,628
Net cash used in investing activities	(1,505,053)	(1,088,248)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of interest bearing liabilities	-	-
Net cash used in financing activities	-	-
(Decrease) / increase in cash held	(1,273,105)	412,532
Cash at the beginning of the financial year	2,581,313	2,168,781
Cash at the end of the financial year	1,308,208	2,581,313

The summary provided above was extracted from the audited financial statements for the year ended 31 December 2016. The financial statements are available upon request from CEnet or via the ACNC.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2016

	2016 $	2015 $
Opening balance at 1 January	3,550,324	3,386,424
Surplus attributable to members	141,362	163,900
Balance at 31 December	3,691,686	3,550,324

CEnet

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