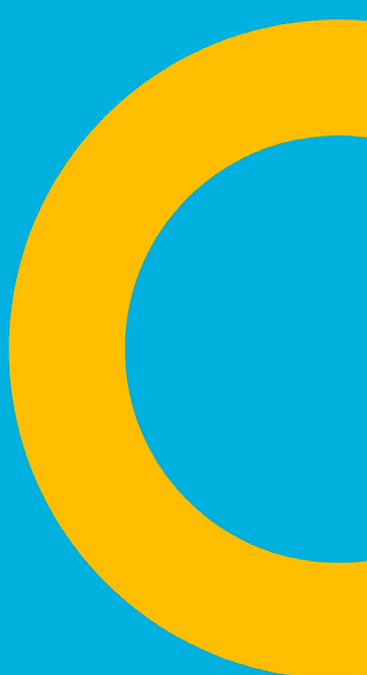




Strategic Plan 2024-2026

Growing value | Evolving with purpose





Message from the CEneT Board Chair

CEneT has been successful in developing mature and robust Catholic ICT shared services that deliver significant value for 17 member dioceses across Australia.

It has at its heart, Christ-centred principles that are lived out every day in its operations, and witnessed by the more than 780 schools, 300,000 students and 35,000 teachers and staff that CEneT serves.

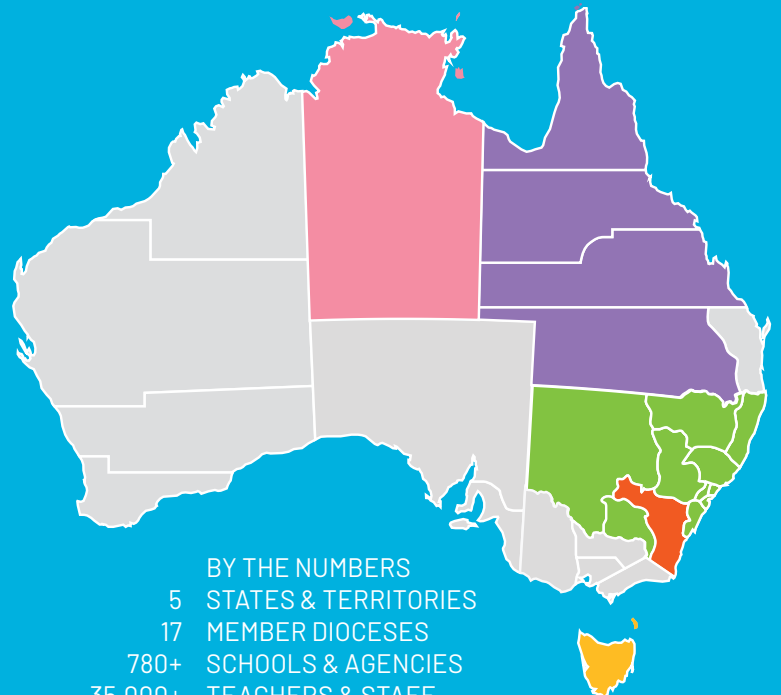
The CEneT 2024-2026 Strategic Plan acknowledges the value of shared solutions to take advantage of scale in supporting the evolving needs of contemporary Catholic education. Flexibility is also important to meet the diverse needs of member dioceses.

CEneT's enduring focus continues to be connecting Catholic communities, underpinned by collegial commitment and leadership, and excellence in innovation and service delivery. This approach celebrates the expertise that resides within the member community and the value derived from effective stewardship of resources.

I invite your support for this plan that sets the direction for the next stage of growth in the value delivered through CEneT. I look forward to our continued partnership in evangelising mission through the delivery of Catholic ICT shared services.

Peter Effenev
Chair

We are CEneT



Our History

CEneT's origins started with the formation of CASTnet, a joint venture planned in 2002, to establish a wide area network, internet and data services for Catholic schools in the Dioceses of Broken Bay, Wagga Wagga and Wollongong.

In 2005, the rapidly growing network was renamed Catholic Education Network (CEneT) and included the addition of Canberra and Goulburn, Sydney, Lismore and Townsville as member dioceses. In 2007, with other Catholic education systems wishing to join, CEneT incorporated with member dioceses equally owning and being responsible for its governance.

Following a comprehensive review of governance arrangements in 2021, CEneT's member dioceses appointed a new Board of Directors comprising nine directors including an independent chair, four independent directors and four member-nominated directors.

Over two decades, CEneT has continued to evolve and respond to the needs of its members, providing a shared services model, increasingly customised solutions to meet local needs, and an innovative solutions-focused approach to support contemporary learning and teaching.

The 2024-2026 Strategic Plan has been developed acknowledging the origins of CEnet and its **proven track record** in serving Catholic communities.

However, the dynamic nature of the environment we operate in requires a **continuous re-imagining** of how the value we offer is to be realised into the future.

Our Context

We are Catholic education's leading ICT shared services provider. CEnet is a not-for-profit shared services company that exists to serve our member dioceses. CEnet connects over 780 Catholic school and diocesan communities across 17 metropolitan, regional and rural dioceses in New South Wales, Queensland, the Australian Capital Territory, Tasmania, and the Northern Territory.

We enable unity in diversity. CEnet provides a strategic growth path that accommodates the unique needs of our member dioceses. CEnet enables equitable access to services for all member dioceses' schools, regardless of location, and provides the opportunity to have a collective voice at state, territory, and national levels.

We achieve things as a whole, that individually we are unable to do. CEnet has a track record of delivering enterprise solutions to complex problems. CEnet has grown to serve and support over 335,000 students, teachers, and staff.

We bring people together. CEnet's member dioceses share a common vision for collaboration and sharing, resulting in a shared services architecture focused on supporting both education and evangelisation in the digital age.

We promote enterprise thinking and recognise local autonomy. CEnet's member dioceses have put their combined resources behind a set of locally deployed, shared services that enable equitable access to world-class enterprise ICT infrastructure, through subsidiarity.

Aligned to our mission and vision,
we achieve great things together.



Message from the CEnet CEO

In the course of this strategic review, CEnet consulted extensively with its customers and members to understand precisely what was required to meet their immediate and longer term needs.

We heard that funding constraints meant that a continued focus on value for money is needed. We heard that the technology landscape (and IT security in particular) is complex for members to manage, and that there is an increasing demand for surety from their stakeholders. We heard that leveraging CEnet's enterprise systems to enable access to critical data sets would greatly support members with their own strategies to improve teaching and learning outcomes. We also heard that our members operate in quite different contexts, and some flexibility is needed while still providing common solutions for core services.

Hence, our strategies will see CEnet evolve with purpose in order to respond to the current and future requirements of members and customers. CEnet will invest in realigning its capabilities to deliver and this plan articulates CEnet's areas of focus and strategic priorities for the next three years.

CEnet is well placed to deliver on these objectives and we will create impact by adhering to our Catholic mission and leveraging the very constructive culture of our committed team.

Mark Holyoake
Chief Executive Officer

Our Values

Everything we do is **guided by our values**. The table below shows our values and how we apply these in our working lives.

We demonstrate our values externally when we're serving and interacting with our members and stakeholders. Internally, our values inform our operations and the way we treat one another.

Our Vision

To be the partner of choice for Catholic communities in the delivery of world-class shared services.

Our Purpose

To inspire and realise innovative and value-driven practice, in our member dioceses' pursuit of evangelisation, learning and teaching, community services and organisational development.

VALUE	WHAT THIS MEANS TO US	HOW WE DEMONSTRATE OUR VALUES
<p>Integrity</p> 	<p>We are faithful to the principles upon which we were founded.</p>	<ul style="list-style-type: none"> • We promote open and honest dialogue. • We say what we mean and we mean what we say. • We are clear in what we can, and cannot, realistically do for our member dioceses.
<p>Collaboration</p> 	<p>We bring people together for the sharing of insights and ideation of solutions.</p>	<ul style="list-style-type: none"> • We acknowledge and value the collective expertise within our member dioceses and service partners. • Collaboration allows our collective expertise to inform the final service we deliver.
<p>Accountability</p> 	<p>We take ownership in the delivery and support of our services.</p>	<ul style="list-style-type: none"> • We are good stewards of the resources entrusted to us. • We are accountable for our actions; always striving for improvement and positive
<p>Respect</p> 	<p>We deeply respect each individual using our services, and each member diocese's own strategies, values and capabilities.</p>	<ul style="list-style-type: none"> • We meet our member dioceses where they are, and respectfully offer to guide them forward through challenges with suggestions and support.
<p>Excellence</p> 	<p>We are purpose driven and deliver innovative and quality outcomes.</p>	<ul style="list-style-type: none"> • We are committed to continuous service improvement, always looking for ways we can become better at what we do. • We are a learning organisation and we are committed to creating development opportunities for our people, so that they remain fully engaged, and of the highest possible capability.

The difference we deliver

As we evolve, we will be guided by the value we bring our members whilst also being deliberate with our growth, and ensuring we are aligned with our **value proposition**.

While all members have a common goal of improving learning and teaching outcomes, they are not evolving in the same way or at the same pace. In acknowledging their local context, we will provide flexibility in our offerings and always focus on increasing the value to our members.



Delivering **shared technology** solutions for **Catholic education** by:

Leveraging our **experience** and the **power of scale**

Sharing technology knowledge in K-12 education through **collaboration**

Securing access to **trusted capabilities**

Drivers for change

The ever-changing technology landscape

It is clear that digital and technological acceleration are driving change within the education sector. The release of smart devices has meant that information is at the fingertips of each individual, and customer expectations in relation to agility, speed and customisation have expanded.

With the increasing focus on the value derived from data insights, organisations are able to target tailored messaging and experiences to make everyone feel unique. We have also seen significant changes in the areas of focus for technology, from an increased need for cyber

security and identity management, to the complete shift in the way organisations functioned and schools taught through the transformations that occurred during COVID-19.

The advancements in Artificial Intelligence (AI) technology is likely to change the way our teachers teach, and how our students learn. AI has the potential to impact our members at all levels, from attracting teaching staff, thinking differently about how teaching is delivered, and accessing technical skills required to operate in this new landscape.

A shift in membership dynamics

The dynamics of the membership composition have shifted over time. Where CEnet was once required to provide common solutions to problems, the 'one-size-fits-all' approach is no longer desirable. Members are requiring CEnet to understand and work within each member's local context.

Our members are not only geographically diverse, but the needs and value they derive from CEnet differs across the membership. There has also been a significant shift in organisational maturity over time.

This diversity presents CEnet with both risks and opportunities. A heavy concentration of revenue from

larger dioceses presents a risk for CEnet's ongoing sustainability and viability.

However, the opportunity to expand the delivery of services to a broader customer base enhances the value provided to existing members, through access to additional services and the ability to allocate overheads across a larger membership.

There is also demand within Catholic Education for CEnet to provide services to customers, as opposed to just members. This may be through the provision of individual services, or introducing non-member customers to the CEnet platform.

Value is not a static concept

Throughout the development of the strategy, there was overwhelming support for the CEnet shared services model. However, the members made it clear that value is not a static concept. CEnet is required to continually evolve in order to continue delivering value.

The members acknowledged that funding pressures are expected to increase in the coming years as the indexation of government funding declines.

However, members were also clear that the value CEnet provides is not purely economic.

There is a desire for CEnet to build a deeper understanding of its members and a need for CEnet to provide service flexibility for tailored solutions. With this in mind, CEnet must focus on its value proposition to ensure continual growth in value delivered to a diverse membership.

These drivers for **change** have influenced the **strategic choices** we make for our members.

CEnet's Strategy 2024-2026

PURPOSE AND VISION

Our reason for being and the value we bring

Purpose

To inspire and realise **innovative** and **value-driven** practice, in our member dioceses' pursuit of evangelisation, learning and teaching, community

Vision

To be the **partner of choice** for Catholic Communities in the delivery of world-class shared services.

STRATEGIC IMPERATIVE

Growing value | Evolving with purpose

PILLARS

Our pillars guide us in delivering upon our purpose and vision

Optimising Value

There is an opportunity to provide better value for members through reviewing our service catalogue so that it is better aligned with the needs of members.

At the same time we will establish new services where they are needed and formalise existing valuable services that are currently performed ad-hoc.

Enhancing Growth

There are opportunities for growth in new members and customers.

Growth will deliver benefits for existing members by way of reduced overheads and risk mitigation in the event of the loss of one or more members.

Enabling Excellence

We will review our skills, capabilities, mindset, processes and technology to ensure we are positioned to deliver on this strategy.

We will ensure the delivery of services into the future maintains a focus on good stewardship and environmental sustainability.

PRIORITIES

Connecting our pillars to a comprehensive set of tangible actions

Our priorities are:

- 1.1 Enhancing CEnet's architecture for the delivery of core and optional standardised services
- 1.2 Ensuring optimal alignment of services with member requirements
- 1.3 Providing service flexibility that enables tailored solutions

Our priorities are:

- 2.1 Developing a national footprint
- 2.2 Continuing focus on Catholic education whilst remaining responsive to the needs of other Church agencies
- 2.3 Ensuring the sustainability and viability of CEnet

Our priorities are:

- 3.1 Embedding a culture of growth across CEnet
- 3.2 Nurturing a customer focused approach to service delivery
- 3.3 Developing an environmental sustainability plan

VALUES

Our values underpin our strategy and everything we do

Integrity



Collaboration



Accountability

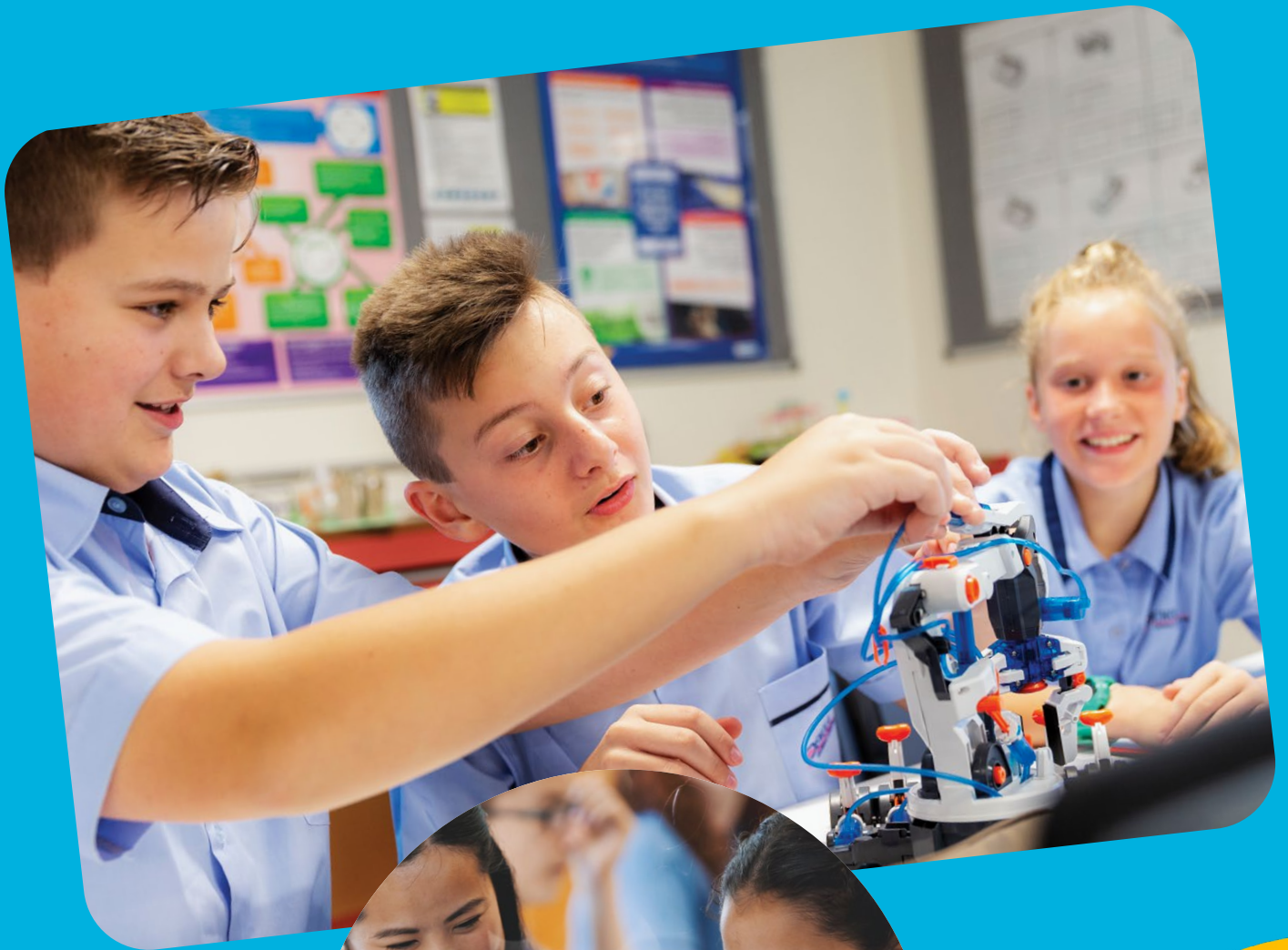


Respect



Excellence





Additional photos courtesy of
Diocese of Lismore Catholic Schools
and Catholic Schools Parramatta Diocese.

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