

Corporate Services Activity Report

Report No. Four – October 2017

KRA 1: STRATEGIC APPROACH & GOVERNANCE

Integrated Service Management Project – This 2 year project aims to provide staff access to Corporate Services through a single platform delivering an enhanced and seamless service experience that is transparent, efficient and consistent. Stage 2 “Assessment” ended on 27 October with the completion of extensive process mapping of current service workflows, complemented by a research project that produced ‘personas’ and journey maps reflecting ACU staff experience of Corporate Services. The findings are being used to inform Stage 3: “Design”. A key current activity is the evaluation of the existing service management IT system (ServiceNow) to determine its suitability for retention to support the new service management model. A decision to retain or otherwise will be made by the end of 2017.

Strategic Plan 2015-2020 (and Planning Framework) – The redesign of the Strategic Plan website has been completed with a streamlined homepage for easy navigation. The redesign of the Strategic Plan document is currently underway and early drafts have been circulated to the Planning, Quality and Risk Advisory Committee as well as the Vice-Chancellor’s Strategy Group (VCSG) for feedback. It is anticipated that the redesign will be completed by the end of November. The Strategic Plan dashboard was piloted with VCSG on 11 September 2017 and received positive response. The Dashboard will be made available to key stakeholders in early 2018.

Organisational Unit Reviews – The suite of review documents for the Student Engagement and Services Review and the Directorate of Governance and Office of General Counsel Review have been published on the OPSM SharePoint site. The Vice-Chancellor and President has formally accepted the Campus Ministry Review Report on behalf of the University on 1 September and a response plan is currently under development. The Executive Education review visit took place between 11 and 13 September 2017 and the Review Panel is in the process of drafting the review report.

Risk and Assurance – OPSM has progressed an Enterprise Risk Management software solution (ERM) procurement through issuing a Request for Proposal (RFP) for provision of an ERM. This closes mid-October. A suite of workplace awareness and training modules has been developed and will be delivered in Brisbane, Sydney Melbourne and virtual in November. These training sessions will introduce risk management, Business Continuity Management and Compliance concepts to attendees and be a platform for delivering further risk and assurance service product offerings across ACU. A range of communications avenues are being pursued to increase the relatively low uptake of risk sessions, via social media, word-of-mouth, bulletins, emails, collaboration forums, discussions and phone calls.

Internal Audit – Since Report #4 our rolling three-year Internal Audit (IA) Plan continues, guided by the Audit and Risk Committee and with administrative support from OPSM. Recently a review of the Banner Upgrade project, a review of ACU Risk Culture have been completed and reported to ARC on 30 October 2017. Activity has commenced for a review of Cyber Risk and Capital Projects review and both are expected to be finished in 2017. ARC will confirm the 2018 IA plan at its October 30 meeting.

Business Continuity Management - Our project is continuing to progress in completing Business Impact Analysis (BIA) data capture component of the project. A key activity needed is to complete three, four or five one-hour-long face to face information gathering sessions with each 33 in-scope organisational units. The 33 in-scope organisational units are those units identified as part of the project initiation document and agreed upon by the Business Continuity Steering Group (BCSG). For those organisational units that have completed their BIA, work is well underway to complete business continuity action plans with a focus on critical business processes. This information is then uploaded to the organisational unit’s Business Continuity Plan (BCP). For efficiency and simplicity reasons, action plans for those critical business processes that have a Maximum Tolerable Outage (MTO) of greater than four weeks do not require a BCP. As agreed by the latest BCSG, OPSM was the first to complete their BCP and a walk-through trial was successfully completed on 18 August. Completion of all BCP’s will now progress for those organisational units WHICH have completed their BIA in accordance with the endorsed strategy whilst the BIA process will continue for those organisational units that have not yet finalised their BIA.

Government Reporting – The first submissions of 2017 second half year student data (census date between 1 July and 31 August 2017) were completed on 23 October 2017. The 2017 Semester 1 continuing Commonwealth Scholarships (20 continuing) has been submitted on 16 August 2017. The 2017 Semester 2 commencing Commonwealth Scholarships (6 commencing) has been submitted on 23 October 2017. ACU’s Funding Estimates 2, 2017 which include CGS/HECS-HELP, FEE-HELP, SA-HELP and OS-HELP were submitted to the Department on 26 September 2017. 2016 first half year student data had been verified and signed off on 13 October 2017. 2017 staff data were verified and signed off on 11 August 2017. The date for the reporting of the 2018 course and campus submissions has been extended further to 1 December 2017 as advised by the Department of Education and Training.

Student Surveys – 2017 Student Experience Survey (SES) closed on 5 September 2017 with a final response rate of 45.6%, which is the highest in three years. The Social Research Centre (SRC) will launch the 2017 November Graduate Outcome Survey (GOS) on 30 October 2017. OPSM received 2017 GOS-L (Longitudinal) and 2017 GOS institutional data files in mid-October.

Enrolment Planning and Reporting – As at 20 Oct 2017, the total 2017 student load was 1.6% below target (-419 EFTSL). When compared to the same time last year, student load was 4.1% higher (+999 EFTSL). Student load for CSP (-889 EFTSL) and Fee-paying domestic (-69 EFTSL) were below target, whereas Fee-paying overseas (+501 EFTSL) was above target. The last Weekly Load vs Plan Report for

2017 will be distributed on 7 Nov 2017. The Enrolment Plan for 2018-2023 was signed off with a total student load of 26,293.8 EFTSL for 2018 and over 32,000 EFTSL by 2023.

Business Intelligence and Management Reporting – The EDWBI Phase 1a (Enrolments) is nearing completion (ETA Q4 2017). Four quality gates have been delivered by the vendor. OPSM expects user acceptance testing to commence in November 2017. EDWBI - Phase 9 ('Requirement A' of LTED project) is underway with discovery and verification approaching completion. The original EDWBI roadmap was revisited and a new strategy and roadmap (Tranche 2) was produced detailing new priorities and rearranging older phases (based on technical feasibility and business value). This has culminated in a Tranche 2 proposal to ensure delivery of identified priority subject areas. The proposal was endorsed by the BISC in October 2017. The EDWBI (new) data cubes are now being used for Weekly Applications and offers reporting. Customised dashboards are currently being created and are on offer to EPG users. *Contributions from OPSM, Office of COO, Governance and other Directorates where relevant.*

Continue Governance Review – Ongoing Review of Corporation and Senate

- Implementation of electronic meeting software (Diligent) has now been completed. The October meeting of Senate represented the first entirely paperless meeting. Preparation in underway to add key documents to the resource centre to establish a paperless induction process for new Senators.
- The Student Senator election was held during September and October and declaration of poll issued. The new Student Senator commences in the role from 1 January 2018.
- Amendments to Statutes 2.5 (Academic Board) and 6.2 (Admission to honorary degrees) were approved by Senate at its October Meeting.
- The Directorate has briefed the Chancellor and Vice Chancellor on proposed amendments to the University Chancellors Council Voluntary Code of Best Practice for the Governance of Australian Universities.
- A number of actions have been progressed, in accordance with the implementation plan, to give effect to the new appointments of Vice President and Pro-Vice Chancellor assisting the Vice Chancellor and President.
- The first draft of the commissioned online Privacy training module has been received and the first round of user acceptance testing completed. The second iteration is expected shortly.
- The Senator Declaration of Interest Policy and Register was considered by the Standing and Finance Committee meeting in September and returns to the October meeting for endorsement, prior to submission to Senate in November.
- Amendments to the Delegations of Authority Policy and Register have been drafted and will be submitted to the Standing and Finance meeting in October for consideration, prior to submission to Senate for approval in November.
- Amendments to the Policy Development Policy, Procedures and a set of draft tools and resources will be circulated to the Executive Planning Group for comment before the end of the month.
- The draft Data Breach Response Plan to ensure compliance with new mandatory reporting legislation will be finalised by November. Feedback has been received as a result of recent consultation.
- The election to Academic Board of 16 faculty representatives is currently underway and successful candidates will be known by 14 November.

Records and Information Management Project

- The Working Group has now engaged the services of Recordkeeping Innovation (RKI) to assist in undertaking a strategic project to assess ACU's information governance requirements and provide recommendations for enhanced information management and data governance. As part of this project, RKI will be conducting interviews with stakeholders across various business groups and campuses to develop an understanding of high level business processes and systems, how information flows within ACU, and how information and records are currently being used, managed and stored. The first day of interviews commenced on 16 October and the last scheduled day is 8 November.
- The revised Records and Information policy, procedure and guidelines will be circulated to the Executive Planning Group for comment before the end of the month.
- Work is underway with colleagues in Finance and HR to re-locate, dispose of and/or digitise in excess of 400 boxes of records currently stored on Strathfield campus due to scheduled building maintenance work.

KRA 2: WORKFORCE CULTURE, STAFF PERFORMANCE & DEVELOPMENT

Enterprise Bargaining – The University has provided a high level response to the Logs of Claim from the NTEU and the CPSU. All staff have been advised of the University's high level response via email and the Enterprise Bargaining Share-point Site. The University will commence 2 full days of Enterprise Bargaining with the unions on 31 October 2017. Further meetings will be scheduled for early in 2018. All staff will be advised of progress as the meetings occur.

In summary, the University supports a notional salary increase of no more than the CPI of 1.5% (All Groups Dec Qtr. 2015 to Dec Qtr. 2016) per annum over the life of the 4 year agreement 2017 to 2021. In addition the University is seeking a more streamlined agreement which is more readily understood by staff and management, to review the scope and continuation of a number of employment related committees and build on the options for further workplace flexibility for all staff.

Leadership and Accountability of the Supervisor Program (LAS) – The LAS was designed in partnership with the Australian Institute of Company Directors to support supervisors to make effective and confident business decisions that are best suited to ACU's operational context. The program has four modules: Understanding the Organisation, Governance, Financial Management, and Strategy and Risk. Module 3, "Financial Management" was delivered during March and April 2017 and focusing on financial management and business planning principles to inform decisions which deliver positive returns. Module 4, "Strategy and Risk" commenced delivery in July 2017, focusing on understanding risk, the relationship between knowing individual accountability and decision making and the effective identification and management of risk and risk mitigation.

To date 276 staff have commenced the Program with 276 having completed Module 1; 235 staff having completed Module 2; 163 staff having completed Module 3 and 136 staff having completed Module 4. Additional Module 3 and Module 4 workshops will be delivered in November 2017 to maximise the opportunity for staff to complete the Program.

HR Systems 5 Year Roadmap – Work continues on a number of approved projects and BPI's as identified in the current endorsed HR systems roadmap. The replacement HRP solution project is progressing well. The implementation phase of Aurion HRIS Software as the University's replacement HRP solution has commenced and the scheduled implementation tasks are in progress following the initial Aurion blueprint workshops undertaken in September 2017. The implementation of Aurion is currently running to schedule for the planned go-live at the end of Q1 2018.

The initial phase of the Onboarding Optimisation project is in progress with further stakeholder engagement required before the PID is finalised and signed off. The project planning and implementation phases of the project are planned to commence Q4 2017 subject to the PID sign off.

Aboriginal and Torres Strait Islander Peoples Employment Strategy – Work has been undertaken to develop a 'Special Measure's Recruitment Guide'. This guide will include suggested wording for position descriptions, selection criteria and job advertisement and will provide a range of Aboriginal and Torres Strait Islander job boards for sourcing applicants and the suggested composition of interview panels. This work commenced with gauging current Aboriginal and Torres Strait Islander staff interest to participate on interview panels then sourcing appropriate panel training.

Support has also been provided to Libraries, the Learning and Teaching Centre and First Peoples and Equity Pathways to identify roles that could be filled an Aboriginal and or Torres Strait Islander (TSI). This has resulted in two fixed term positions and one casual position being offered to an Aboriginal and / or Torres Strait Islander person.

Capability Development Framework – Work continues to embed CDF in the people management practices of the University. This will include:

- Broader consultation with the University community and key HR stakeholders to seek their input in integrating the CDF
- Consideration of video case studies that demonstrate leading practice CDF implementation
- Finalising a competency sort card to assist managers in identifying competencies of positions

The Professional Staff PRP documents have been revised to further embed the CDF, requiring mapping of core competencies to performance objectives that will inform development planning for staff.

Gender Equity Initiatives – The University received notification from the workplace Gender Equality Agency (WGEA) of its compliance with the Workplace Gender Equality Act and that the minimum standard requirements have been met for 2017. The Employer of Choice for Gender Equality Citation application has been submitted to WGEA.

The Vice-Chancellor has been confirmed as a Pay Equity Ambassador by WGEA and this has been communicated to the University community. Actions that support this commitment by the VC, including communications in external forums are in progress.

ACU Childcare Referral Service provider Care Corporate reported that to date 23 ACU staff have registered for the service since its launch in July 2017. Further promotion of the service will occur through the ACU Working Parents Network on Workplace.

Human Resources is working with LTC to progress the roll out of online discrimination, harassment and bullying refresher training in a phased approach using the Professional Learning Hub, which will occur in the near future.

myVoice Staff Engagement Survey 2017 – Portfolio's and Faculty/Directorates results were presented and rolled out to all staff within their respective work areas between August and October. Further analysis and action planning is now occurring within the Faculties/Directorates action plans to be returned at the end of October to early November. Further communication of the action planning and action planning outcomes will occur in November and December across multiple communication channels.

Workforce Profile Risk Assessment – Following a pilot with Faculties in 2016, the Workforce Profile Risk Assessment (WPRA) Process has been launched across the University in September 2017. The objective of the project is to provide the portfolios and organisational units with a consistent approach in considering their workforce profile. The WPRA tool provides the University with an understanding of its workforce profile and the elements which may present risk. Meetings are being held throughout October and November at the Portfolio, Faculty/ Directorate level to review the profiles, identify risks, develop actions and strategies in response to these risks where needed and

consider options into the future. This initiative is in response to the 2015 – 2020 Strategic Plan, KRA 4.2, "The University has a sustainable staffing profile that meets the changing needs of the University's operations".

Work Health & Safety (WHS) –

The Communications and Consultation Procedure, and Health Monitoring Procedures are currently 'under review'. The Communications and Consultation Procedure describes the University's consultation arrangements and the triggers for consultations on WHS issues. The Health Monitoring Procedure emphasises that treatments (controls) should be developed to minimise exposure risks and health monitoring is initiated to confirm that existing treatments are effective.

The Institutional Biosafety Committee, which recently met for the second time, is supporting the University to consult with organisational units about the management of WHS risks associated with research and teaching activities involving biological materials, radiation sources and medical procedures. The committee will begin assessing research and teaching applications in 2018.

The inaugural meeting of the WHS Advisory Committee was held on 8 September 2017. This committee comprised of University leaders and subject matter experts who will oversee enhancements to the University's integrated WHS management system.

Employment Relations Essentials – This program which was introduced in 2016 is presented by Clayton Utz. This full day Workshop introduces managers and supervisors to the industrial relations landscape within the context of the higher education sector, including underlying legal concepts, the various industrial instruments and the practical application of these through policy and actions in the workplace. A key focus at this year's series was about how managers and supervisors could engage in "difficult conversations", such as addressing performance and misconduct issues with staff. The feedback received so far from attendees has been positive, and this program is expected to continue in 2018.

Employment Relations Guest Speaker Series – This series commenced in July 2016 and was designed to address important industrial relations matters and topical themes relevant to the University's Senior Leadership. The subjects are usually thematic and high level in nature and is intended to provoke further discussion and ways in which the organisation can filter the information through the various portfolios.

To date the topics which have been covered are *Change Management* presented by Senior Deputy President Peter Sams, *Workplace Investigations* presented by Mr Jason Clark, *WorkLogic*, *Workplace Bullying* presented by Vice President Joe Catanzariti, and *Workplace Flexibility* presented by Ms Alison Hancock (HR Director, Telstra) and Mr Gareth Jolly (Senior Partner, Minter Ellison). A further session has been planned for this year, in November, namely, *'Managing Long Term Absences and Sick leave'* which will be presented by Ms Cilla Robinson, Partner, Clayton Utz.

Broadbanding Project – Work has been underway on a broadbanding pilot (HEW Levels 4/5), which is an outcome of the ACU Staff Enterprise Agreement 2013-2017. HR is supporting work areas with the identification of HEW 4 positions suitable for broadbanding, undertaking minor tailoring specific to the broadly described Broadbanded PDs. Appropriate consultation with affected staff will need to take place in line with the general principles associated with organisation. Broadbanding procedures have been developed to clarify the broadbanding process and the threshold criteria required for a HEW level 4 staff member to move to a HEW level 5 classification.

Code of Conduct – Design work on the revised Code of Conduct for All Staff and associated promotional material has been completed in collaboration with MER and professional printing of relevant material is being arranged. Communications associated with the launch of the revised Code of Conduct is in development.

KRA 3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

ACU issued Sustainability Bonds – Closing Lunch Celebration was a success.

AUSFOG Bond presentation - ACU, NAB and Sustainalytics presented the Sustainability Bonds at the Australian Universities Senior Finance Officers Group (AUSFOG) workshop in October 2017.

Budget 2018 – In response to potential policy changes and the University's Budget Impact Response Plan, the Budget methodology has shifted from an allocation based budget to an expenditure based budget. Historically the University has set the annual budget based on the estimated revenue for the budget period. The 2018 Budget has greater focus on the target required to meet the expected financial result whilst maintaining services to staff, students and community.

Key Principles adopted in the 2018 Budget include:

- 6% University Net Result
- Total Employee Benefits to be no greater than 60% of total revenue.
- Gearing Ratio of less than 33%.
- Interest Cover Ratio greater than 3 times
- Faculty \$/EFTSL allocations to be maintained at 2017 Budget levels.

- Base for 2018 Budget to be 2017 expenditure forecast.
- Approved enrolment plan adopted with 2.9% growth in EFTSL.
- Portfolios to manage within expenditure budget including any new initiatives.

The 2018 budget has been endorsed by the Budget Advisory Committee.

Next steps:

30 October 2017 – Present the 2018 Budget to the Standing and Finance Committee (S&FC)

30 November 2017 – Present the 2018 Budget for approval to the University Senate

Finance System Implementation – Finance implemented the new Finance System – Technology One in 2017. Finance System Team has created generic email to assist users FinanceSystemSupport@acu.edu.au and the following forms will be available on the ACU Finance website by the end of October:

- Code Relink Request Form
- Closure of Project Code Request Form
- TechOne Access Request Form
- New Code Request Form

Trainings are ongoing in each campus and essential for staff to attend in regards to reporting and journal entry.

Additional information can be found at:

http://www.acu.edu.au/staff/our_university/directorates,_offices_and_their_units/finance/finance_system

ACU Credit Card – Finance has created a new form for Credit Card limit changes which will be available on the ACU Finance Website by the end of October.

Procurement – AUPN - Australian Universities Procurement Network

What is AUPN? The Australian Universities Procurement Network (AUPN) collaborate to improve excellence in procurement practice and in the skills of procurement professionals. The AUPN is a registered business name of Higher Ed Services

Members of AUPN:

- Australian Catholic University
- Bond University
- Central Queensland University
- Charles Darwin University
- Charles Sturt University
- Curtin University
- Deakin University
- Edith Cowan University
- Federation University
- Flinders University
- Griffith University
- James Cook University
- La Trobe University
- Macquarie University
- Murdoch University
- Queensland University of Technology
- Swinburne University of Technology
- The Australian National University
- The University of Adelaide
- The University of New South Wales
- The University of Newcastle
- The University of Queensland
- The University of Western Australia
- UniSuper Management Pty Ltd
- University of New England
- University of South Australia
- University of Southern Queensland
- University of Tasmania
- University of the Sunshine Coast
- Western Sydney University

Unimutual – update

The Insurer of choose for Universities and their affiliate entities. Providing the following services:

- ✓ Sector wide insurance and re-insurance
- ✓ Risk management training, tools and resources
- ✓ Risk consultancy services
- ✓ Risk engineering services
- ✓ Business continuity planning
- ✓ Sector collaboration
- ✓ Networking and educational in-person events
- ✓ University Risk Days
- ✓ Annual risk reviews

Travel and University Cyber-crime

Recent reports have identified a substantial increase in targeted cyber-attacks against universities committed by organised cyber-gangs, resulting in the loss of valuable research data on sensitive publicly funded projects. To help our Members protect against this emerging risk, Unimutual has researched the types of cyber-crimes that can occur and provided some education on how to protect sensitive data whilst travelling.

<http://www.unimutual.com/travel-university-cyber-crime-issue-66/>

KRA 4: INFRASTRUCTURE AND ENVIRONMENT

Program 1: Digital workspace and staff experience anywhere, anytime

An engaging and collaborative online staff workspace & services

1. **Unified Communication & Collaboration (UCC) Phase 1 -> Video conferencing integration & simplification**
Partner and vendor selection has completed, proof of concepts have been completed, and progress is underway to allow desktop and in-room communication and collaboration tools to work together in a simplified manner.
2. **IT Service Improvement (SIP) Phases 1 & 2 -> Self-service portal for easier access to support services**
ACU are completing implementation of the service portal and processes for Phase 1. The portal will be soft launched to the IT Department in early December, followed by releases to the broader University. A business case has been submitted for Phase 3, seeking funding to support the implementation of change and problem management processes into the workflow.
3. **Other Projects and Activities**
Migration of the current IT SharePoint site to a new template has been completed as a pilot for ACU.
An app. store style of system has been put in place, allowing users to self-install licensed software.
Initial readiness work completed for a new digitized office environment based on Office 365/Windows 10

Program 2: Protect ACU's Reputation in CyberSpace

Safe, secure and reliable

1. **Security & Risk Assessment -> Understand our current state, identify some remedial quick wins, and develop capability**
A partner for the next phase has commenced, to provide both expertise and to build the ACU teams' capability. Quick wins have been identified and work has commenced on implementing these. A business case has been submitted to support further quick wins/improvements that will make significant gains in our level of preparedness.
2. **Identity & Access Management Phase I -> Begin process of modernising system identity and access provisioning**
Work has commenced on the necessary upgrade/replacement of the University's current end of life "Identity Management System". Consultants were engaged for review of replacements options, and have recommended Microsoft MIM as a suitable option based on the requirements and capabilities. The ACU evaluation team is in the process of validating this approach.
3. **Firewall replacement -> Replace ageing and ineffective protective infrastructure**
A contract has been awarded and work has commenced on replacement of our existing limited firewall with a much-improved capability. A detailed implementation plan is currently being developed with an anticipated implementation in December 2017.

Program 3: Technology Facilitating the Student Experience Anytime, Anywhere

An Immersive, engaged, seamless online student experience

1. **Wireless network upgrade -> Foundation network for location aware services to the university community**
The "Analytics Reporting for Melbourne Open Day" work had commenced. The preparation work for the Echo 360 access point/cabling works have been completed. The RFQ for cabling has been prepared, with the work expected to begin in 2017.
2. **Internet Access Control -> Provide authenticated visitor access to the ACU network**
The project is currently awaiting implementation of the new firewall and is expected to provide authenticated visitor access to the ACU network by the end of 2017.
3. **Other Projects and Activities**
A business case has been submitted seeking funding for Online To-ups for Student Payments, to ensure that students can more easily add payments to their university (UniCard) payments system.

A business case has been submitted for an Appointment Booking System replacement for students to make appointments with staff. The current system used by several areas of the University is beyond end of life and fails frequently. A business case has been submitted seeking funding for Phase 2 of the Unified Communication and Collaboration (UCC) project. This will fund the upgrade of Video Conferencing and Audio Visual Equipment in University Teaching and Learning spaces, replacing end-of-life equipment and building on the communication and collaboration platforms delivered by UCC Phase 1.

Program 4: Develop agile innovation and implementation capability

Delivering IT enabled value faster and better

1. Enterprise Architecture -> Models and standards enabling easier sharing and flow of data

Technology standards are currently being defined for IT, enabling easier data flow and sharing. Governance is currently being finalised. The use of business capability models, data models and insights from early phase work are currently being planned.

2. Innovation@ACU -> Innovation ideation training & process

Ideation phase learning completed – ideas generated and skills built.

3. Enterprise Service Bus (ESB)/Integration Uplift -> Application data sharing capability and delivery

The Enterprise Integration Hub has recently been used to deliver the Enterprise Data Warehouse Project (EDWBI) with OPSM, Unicard – Student Photos with Student Systems, and Research Master integration with Banner with Research Systems. E=Quels (Digital Student Data) with Student Systems is currently being developed. Projects that will take advantage of this capability soon include Student Portal Phase 3, Public Website Redevelopment, and new HRIS implementation.

4. Other Projects and Activities

The initial Project Portfolio Management system project is completed. As part of the ongoing improvement of portfolio management, projects have been grouped under 5 programs of work (shown in this document), each with a clear vision and objective and their own respective governance steering group, for improved planning and delivery.

An initial framework for taking demand/ideas through to implemented projects has been developed by Strategy & Planning team.

The next steps will be to test and validate the framework and further improve it with other parts of IT directorate and beyond.

The SDLC Uplift project is currently in the implementation stage of improving test analysis and QA capabilities for applications.

Program 5: Cost efficiency and operational agility

Sustainable and flexible IT services

1. Storage renewal -> Renewed reliable storage for applications/systems

The procurement for the replacement of ACU's storage system has been completed and awarded. The implementation plan is currently being developed for completion applications storage renewal in late 2017. Planning for the second phase (establishing file storage for departments and personnel) has begun.

2. Cloud Infrastructure Reference Architecture -> Process and templates for cloud sourcing decisions

Project phasing is currently being finalised for this project, that will deliver processes and templates for cloud sourcing decisions.

3. Other Projects and Activities

Work is currently in progress to more clearly define and improve ICT governance, process and support across existing (ICTAC/BSMG) and new (SRG/Program) groups.

A significantly improved IT service catalogue is in the final stages of development (as a part of the SIP project).

IT Activities working with other Areas

1. Key Projects and Activities

Student Portal Phase 3 and Renewed Public Website being co-delivered with MER. In recruitment and start of development.

Banner Upgrade in rolling work towards a first release in early 2018.

A range of new ideas/solutions for other areas are being scoped with assistance from the Enterprise Architect and IT Relationship Managers.

Critical Incident Management – Revised Policy has been endorsed by Campus Board and approved by the Vice Chancellor. Revised procedures are developed and will be published in Q4. Training and simulation exercises for 2017 are complete and will continue annually. All Staff and Student SMS groups have been setup for safety and emergency communication from the National Security Centre.

Signage and Wayfinding – Internal and External signage implementation will be complete in Q4, 2017. Skysigns will be complete in Q4, 2017. Signage and Brand cleanup is underway, and will be complete in Q1, 2018 prior to commencement of Semester 1.

Social Infrastructure – A Social Infrastructure plan has been developed to define amenity development programs for ACU campuses. Implementation is underway.

Food and Beverage – Post implementation reporting has been complete. KPI Reporting will be implemented in Q4, 2017. A new Café and Catering Operator has been selected for the new Veritas Building in Canberra.

Planning & Sustainability

Space and Systems

- Space utilisation audit completed for Strathfield and report issued
- Audit and refresh of space data completed and new detailed space information reporting function rolled-out
- Capital expend reporting capabilities rolled out – reporting capabilities include national, by state or specific project

Sustainability

- Sustainability Policy draft in consultation; framework revised to align with policy
- Green travel Policy development in progress
- Development of solar strategy for all campuses – RFT ready for issue; hiring of expert consultant to assist in evaluation in progress
- Ride to work day organised in association with Facilities Management
- LED lighting retrofit is ongoing on all campuses
- Network of digital meters have been installed throughout many ACU buildings and is now standard for all capital projects.
- Roll out of food-waste collection to all campuses will begin in November 2017. This initiative is expected to lift ACU's recycling rate to at least 70%, placing it amongst the top five tertiary institutions, according to 2016 Benchmark data.

Planning

- Workspace Policy and Guidelines documents ready for final consultation
- A detailed audit and survey of all office accommodation requirements for Melbourne campus have been finalised and the resulting space needs are being considered by SEG
- Brisbane accommodation strategy development in progress

Development & Capitol Projects

CAMPUS	DEVELOPMENT ACTIVITY	STATUS
Ballarat	Carn Brae	Spiral stair removed from heritage building.
Brisbane	Mercy Building	Ground and first floor slabs poured. 2 nd floor and roof slab aiming for completion in October. Roof and façade targeted for completion by March 2018. Target total completion June/July 2018 (weather dependent).
	Peter W Sheehan - Extension	Works commenced. Lower ground and ground floors poured. On track for completion prior to Semester 1 2018 (weather dependent).
	Transport Strategy Study	Study complete. Recommendations for immediate, medium and long term transport actions advised to senior management for further consideration.
	Building 200, level 1 ACM Removal and Office Refurbishment	Early demolition commenced. Tender for main contractor for Building 200 targeted for November 2017. Stage 1 completion target is February 2018, Stage 2 to run concurrently with Stage 1 with target completion mid-2018.
	Building 207 Class Rooms and Sessional Offices conversion from Mock Wards.	On track for completion prior to Semester 1 2018
Canberra	Veritas Building	Internal services roughin largely complete. Façade installation to commence late October 2017. Completion remains on target for Q1 2018.
	Blackfriars Upgrade – refurbishment and renewal of ground floor public spaces	To be undertaken between Q4 2017 and Q1 2018
Melbourne	Saint Teresa of Kolkata Building	A favourable determination was received from VCAT 6 October 2017. Design development is ongoing
	81 Victoria Parade	Concept design phase has commenced
Nth Sydney	NSY Development Plan	The Plan has been submitted for consideration by CIC and the Campus Board
	IPPE Relocation to NSY	Works due for completion late November 2017. IPPE to relocate from Strathfield in early December 2017.
	Nursing Lab relocation – JCB Building	Works to be undertaken between November 2017 and February 2018
Strathfield	Underground Carpark	Determination of DA by Sydney Central Planning Panel was delivered 18 October 2017

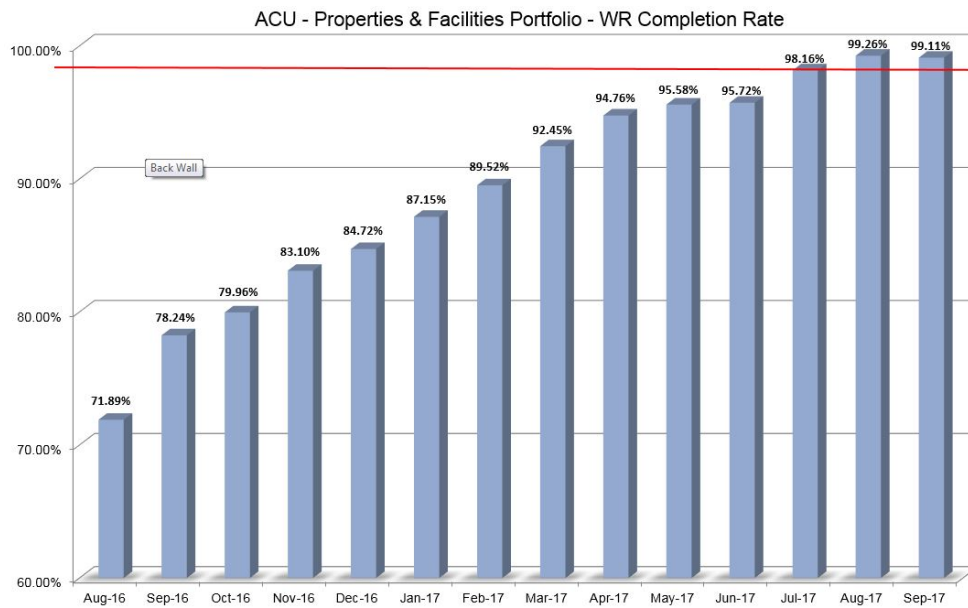
Facilities Management

Campus	Facilities Management Activity	Status
Ballarat	Annual Building Certification Sprinkler Hydrant Testing Connors Hall Rectification HAZMAT Reporting for Camillus New FM arrived on campus EWIS Upgrade	Completed – whole campus is 100% compliant Completed – sufficient towns water main pressure available Consultant Report completed – rectification plan in progress Completed – issued to Student Accommodation Training and Development in progress Seeking proposals – aiming for Dec/Jan installation
Brisbane	Fire Wall Construction Smoke Baffle Installation Fire Penetrations Swimming Pool Upgrade BMCS Major Repair	Completed – Certificates issued Completed – Certificates issued Survey Completed- rectification underway – target completion 31-10 Works completed - pending defects – small water leaks present 2 BMCS Controller replaced – 6 more ordered – completed 31-10
Canberra	Roof Harness Rectification Communication Error FIP/ EWIS	Partially complete Completed
Melbourne	Modular Building FIP/ EWIS Installation Cathedral Hall FIP Rectification Replacement of Student Furniture Replacement of carpet sections Repairs to Drake House Structure Replacement & Upgrade of Lockers	98% completed - Pending B2B Monitoring and Power Supply Pending – Overdue Sourcing Quotes and scheduling for Jan/ Feb 2018 Completed – 250 Vic Pde Completed Completed
Nth Sydney	VC AC Upgrade VC Fire Panel Upgrade 23 Berry Roof Waterproofing 23 Berry Hydrant & Sprinkler Upgrade 23 Berry Main Switchboard Upgrade 23 Berry Power Generator Installation Roof Harness Report Replacement of HWS at 21 Berry Street Façade Repairs at TWH	Completed Completed Partially Completed- Pending Hydrant Water Tank Installation Completed Due for Main Supply Cut Over on the 21 st October Due for complete installation on the 31-10-17 Pending In-Progress In-Progress – issue with scope/ variations
Strathfield	Heritage Tile Replacement S Block A/ C Replacement Edmund Rice Building AC Replacement Albert Road Surface Major Repair Gutters, & Drainage Survey Repairs	In-Progress – Heritage Consultant approved – Council Approved On-Hold – Capital Funding to be confirmed Completed On Hold – Capital Funding to be confirmed Completed

Building Compliance – the current compliance rating of the portfolio is stable at 99% with only pending items outstanding are legacy wall and floor penetrations in multiple buildings in Brisbane. There is a program in place to see these items rectified by the 31st October as a part of the annual building certification process.

Property Risk Audits – The second round of property risk audits have been completed for 2017 with a total of 12 High Risk items identified and 81 medium risks identified. Some of these risks are ongoing items which cannot be reduced or illuminated due to heritage or aged building concerns. There are no acute dangers or and all high risk items are located in BNE and MEL and the respective State FM's have been notified with rectification plans in progress.

Concierge Services – The Work Request management system has seen a significant improvement in work request management and business improvements over the past 12 months. September 2017 saw the WR completing rate within allocated time frames rise to above 99% which exceeded the Divisions overall objective at the start of the exercise.



KRA 5: STAKEHOLDER RELATIONS

Spring Graduations - Graduation Ticketing: a new online system is in place for Spring Graduation ceremonies. Students can now order and pay for a number of services in advance, including photography studio sessions, framing services, regalia (including size selection). Students can also elect to purchase regalia rather than hiring. In addition, paper tickets are being replaced by electronic ticketing which means attending students will receive e-tickets in real time via email after completing graduation registration in Student Connect.

New transcript, AHEGS and testamur designs - New designs for academic documents have been produced to align with the new branding. The new designs will be used from December 2017 for the cohort graduating in Autumn 2018. Students will also be able to access these documents digitally via the MyEquals platform.

Grades and Marks - From Summer Semester 2018 (201805), ACU will be introducing the provision of numerical marks alongside grades for all graded (ie non-Pass/Fail) units. Academic staff will be required to submit whole marks as well as grades for all students in graded units from the beginning of 2018. All students will be notified of final marks and grades for all graded units via email, Student Connect and the Student Portal. Marks will be published alongside grades on the Academic Transcripts of students commencing from 2018. In order to avoid 'hybrid' transcripts, only grades will be published on the transcripts of continuing students.

Banner Upgrade - The first phase of the upgrade to the new web-based Banner 9 will be implemented on the first weekend in December 2017. As a result, there will be no **staff or student access to Banner or Student Connect between close of business on Thursday 30 November and 12:00 noon AEDT on Monday 4 December**.

The timing of this shutdown may cause difficulties for academic and professional staff needing to upload results, however unfortunately this is the only weekend available prior to the end of the year. If it is possible to bring the system up earlier on the Monday, we will do so, and will alert all users immediately.

Direct Applications - The trial is underway to offer applicants a direct portal through VTAC for postgraduate Psychology, Counselling and Business courses. The portal is fully ACU branded which ensures the applicant feels a direct connection with ACU during the process. It offers a save and return feature for incomplete applications and allows for document upload and qualifications checks to be automated. With VTAC handling the pre-assessment tasks and progressing only applicants who do meet the entry requirements, the Admissions team is able to make faster recommendations to the Faculty and advice to applicants. ACU received 4,349 applications across these courses in 2016-7, of which 1058 candidates were eligible for an offer. The pre-assessment tasks completed by VTAC will mean greater efficiencies with better service outcomes for applicants and Faculties.

Student Allocator Project - TE&R have commenced a project to assess Student Allocator as a replacement for Tutorial Direct as a class allocation and registration software package. Tutorial Direct has had a troubled history of reliability at ACU and suffers from a damaged reputation with students. Student Allocator is a newer player in the allocation software market and offers some greater functionality. A key benefit of the software is its ability to speak directly to the timetabling software, Syllabus Plus, and associated outputs as it is created by the same vendor. Set-up and implementation begins in late November with a trial of Brisbane campus allocations set for Semester 2, 2018.

Examinations Scheduling - After a review of the examinations scheduling process in late 2016, an overhaul has seen an efficiency gain across both semesters of 2017. This has culminated with the Examinations team creating a completed exam timetable two full weeks ahead of schedule. This timetable also included, for the first time, adjustments for students with a known Educational Inclusion Plan. These efficiencies come on the back of the first successful round of centrally-run Supplementary Examinations and a successful trial of invigilated online examinations – all directly attributable to stakeholder feedback gained in the 2016 review.

Course Management System Project - Thank you to the 38 staff who participated in workshops and the nine staff who were interviewed for this information gathering exercise. Phase 1: scoping and assessment of data, processes, systems and roles has been completed and a draft high level assessment report has been received with recommendations made to improve the current process. Any process improvements that we implement now will assist us in the development and design of a software solution as the project progresses. Phase 2 looking at the business process in more depth will commence shortly.

Brand – Our new ACU brand was successfully launched across all campus open days with positive feedback and attendance results. Rollout of the new visual identity continues, with the goal of having all of ACU rebranded by end February 2018. The brand architecture has largely been finalized with only two areas still working through the process (namely Research Institutes and ACUCom). The first national photoshoot in the new brand is underway (in October), which is one of the first steps in building our new image library – in line with our new photography guidelines. Additional shoots are scheduled for November/December. Following on from the wayfinding project, Diadem and Properties will now undertake an audit of all internal signage/branding with a view to removing and replacing all old branding from our facilities.

Internal Communications – We are in the process of rolling out Workplace (a new communications and collaboration platform) in stages to all ACU staff following a successful pilot of the platform with Corporate Services earlier this year. We plan to have all organisational units onboard by the end of 2017. Areas of the University on-boarded to date (as at 9 October): Corporate Services; Office of the Vice-Chancellor and President; Office of the Vice President; Research. Early results: of those invited to join the platform, 80 per cent have claimed their accounts; and of those who have claimed their accounts, 56 per cent are considered 'active weekly' users of Workplace.

Media/Public Relations – MER has reshaped a number of existing communications roles following an independent review of how the directorate supports ACU's media and public relations needs. The refreshed model aims to better support key ACU stakeholder groups such as senior executives, research (both the institutes and faculty research), and study disciplines; boost the University's public profile; and improve the financial sustainability of this service to the University. MER expects to have these roles on board by January 2018.

Events – The Events team have now completed spring graduations including a number of important honorary doctorate events in Sydney and Melbourne. There have been a number of new Vice-Chancellor Stakeholder events which will be taking place in the coming months. We are working to finalise the Events Guide and protocols with the aim to move these to the staff website to allow them to be easily accessible to all staff.

Marketing Campaigns – Marketing campaigns supporting the new brand rollout are well established with the initial phases that introduced the new ACU brand identity to the market concluding. The midyear campaign contributed to a 7.5 per cent increase in Semester 2 2017 applications, while the Open Day campaign wrapped up with the last event in September – there were strong increases in visitors nationally. Immediately following the Open Day campaign, marketing activity commenced for the Semester 1 2018 intake through the promotion of priority and new courses. At present, undergraduate applications to ACU have increased by around 5 per cent year on year at the conclusion of the 'on time' TAC application period. For the remainder of the year the focus remains on nurturing students to apply for Semester 1 2018. Campaigns will also continue to support non-school leaver and postgraduate applications following the Change of Preference period.

Postgraduate and Non-School Leaver – In the third quarter multiple events were run for the Postgraduate and Non School leaver markets. The Midyear open evenings were hosted in Melbourne, North Sydney, Strathfield and Brisbane with 253 attendees, up 11.45% on 2016 numbers. Postgraduate was also represented at all six Open Day events with 135 dedicated Postgraduate enquiries. In the lead up to Semester 1, 2018 faculty specific events have commenced with the Nurse Educators Workshop and a Psychology in Brisbane event already held. In addition to these events Non School Leaver sessions and One-on-One appointments will run in November and December at Melbourne, Brisbane and North Sydney campuses. Conversion of these attendees will be monitored in the lead up to the Semester 1, 2018 intake.

Open Days – More than 19,000 prospective students and their friends and families attended Open Days in Brisbane, Melbourne, Canberra, Ballarat, North Sydney and Strathfield campuses from July to September. Anecdotal feedback from staff working on the events rated visitor engagement as very good, with a consistent intention to study at ACU after experiencing the event. 2642 visitors responded to the post-Open Day survey (increase of 229 responses YOY), with 69% rating the event as excellent (increase of 6% YOY) and 64% indicating they intend to study at ACU after attending Open Day.

Alumni – The third ACU Alumni Awards ceremony was hosted in Brisbane on the 4th October - a very successful event attended by staff, alumni, friends and families of the Award recipients. Daniel Billing, CEO and founder of the Indigenous Reading Project (IRP) and recipient of the 2017 Community Engagement Award was named ACU's 2017 Alumni of the Year. The alumni magazine was published to

align with the Awards ceremony, announcing the recipients as well as highlighting alumni and university projects. Magazines are given to all who graduate at the spring ceremonies, upcoming University events as well as being distributed to 10,000 alumni nationwide.

Marketing Insights

- **FLB Faculty review:** Market Insights are supporting in the faculty review by providing a number of Competitor Updates/ Course reviews across some key program areas
- **Lapsed Offer Study:** Following on from the study conducted in 2016, we have repeated the Lapsed Offer study with the full report now available for review. This year's report has given a detailed review of Undergraduate ACU applicants who ended up enrolling at a competitor institution and explores the reasons behind this
- **Mid Year Report:** The review of the 2017 Mid year intake is now available. This is the first time we (supported by the new BI system) we have been able to provide some competitor comparisons on mid year intake and it reveals some interesting dynamics and course strengths amongst our competitors which will inform future activity.
- **Postgraduate Strategy Development:** This research is in the early stages of completion with the agency '5Rs'. Currently 5Rs are conducting a series of stakeholder interviews within ACU to inform the research approach
- **Detailed Open Day Reporting:** Whilst topline results have been made available, the team is now working on detailed reviews of each campus performance include highlights and areas for improvements.

Sponsorship -In the last quarter of this year ACU will engage in a range of sponsorships focusing on young people and the community. Key sponsorships such the Young Journalist Award held for schools nationally, Shared Stories Anthology for Victorian schools and the Community Leader Awards in Queensland strengthen our connection with critical stakeholders locally and nationally. In December, ACU will sponsor two prominent Sydney events, the Lights of Christmas and the Australian Catholic Youth Festival. The Lights of Christmas is a much loved free community event in Sydney. The world-class light show on the facade of St Mary's Cathedral will run from 6-25 December and attract over 500,000 community members. To launch the 2018 Year of Youth, the Catholic Archdiocese of Sydney will host the Australian Catholic Youth Festival from 7-9 December at the Sydney Showground, Sydney Olympic Park and The Domain. Similar to World Youth Day in 2008, the city will come alive with an estimated 15,000 young people. Attendees will range in age from 15 to 30 and come from all over Australia. ACU will engage in sponsorship activity at this large scale student community event to connect with key target markets, improving awareness and capturing prospective student leads.

Digital – The Digital team have been progressing the implementation of the Digital plan. The digital plan focuses on supporting the marketing objectives of the university and a number of major initiatives and projects that are discussed below;

- **Brand Reskin:** the majority of the work to reskin digital systems and websites inline with the new brand guidelines was completed at the beginning of October. The branding across all high-traffic systems and websites is now inline with the new visual identity
- **Public website:** the Discovery, Define, Design process of the public website has been completed resulting in a full suite of visual designs and a clear understanding of the user requirements for the new website. We are working with IT to progress the build. This has been somewhat delayed by resourcing challenges. We are reforecasting timelines currently.
- **Student portal:** design and user testing of new functionality for the portal is underway. We are working with IT to progress the build. This has been somewhat delayed by resourcing challenges. We are reforecasting timelines currently.