Corporate Services Activity Report
Report No. One – April 2017

KRA 1: STRATEGIC APPROACH & GOVERNANCE

Strategic Plan 2015-2020 (and Planning Framework) – A project is underway to Review the Strategic Plan in light of the ACU Brand. The Portfolio-led review of the University Performance Indicators and Targets (UPI/Ts) was completed in December 2016. Overall, 48 UPIs remained unchanged, seven have updated nomenclature, four moved to a different Key Result Area, and two new UPIs were introduced (Copyright Services and Sustainability). The December 2016 Traffic Light Report was completed and circulated to the Executive Planning Group in February 2017. Of the 60 UPIs, 50 were 'Green', 10 were 'Amber' and zero were 'Red' as at December 2016. The Portfolio Programs and Organisational Unit Plans and Risk Registers for 2017 have been developed using the revised UPI/Ts and endorsed by the relevant Portfolio Heads.

Organisational Unit Reviews – The Office of Student Success, Student Engagement and Services, and Directorate of Governance and Office of General Counsel are currently developing their respective Response Plans. The DVC-Research Review Report is currently under consideration with a response to be finalised in April/May. The Executive Education and Campus Ministry reviews are underway, with the onsite review visits scheduled for May and July 2017 (respectively). The call for written submissions for Executive Education was sent to all staff and feedback is due to the Office of Planning and Strategic Management by 21 April 2017.

Higher Education Standards Framework – The Higher Education Standards Framework Compliance Checklist was approved by Academic Board and the Standards and Compliance Committee continues to monitor the University's progress, with the responsible officers providing regular updates against the outstanding actions. The Checklist was submitted to the ACU Audit & Risk Committee for noting and consideration.

Government Reporting – The first submission of 2016 second half year Student data (census dates 1 July to 31 August 2016) was completed on 20 October 2016. The second submission of 2016 second half year Student data (census dates 1 September to 31 December 2016) was completed on 20 December 2016. The first 2017 Applications and Offers data (Direct applications and Offers) have been submitted on 3 March 2017. The 2016 Continuing Commonwealth Scholarships was submitted on 29 March 2017. ACU's Funding Estimates 1, 2017 which include CGS/HECS-HELP, FEE-HELP, SA-HELP and OS-HELP were submitted to the Department on 29 March 2017.

Student Surveys – The 2016 Graduate Outcomes Survey (GOS) data has been received, reports have been updated and released on 26 January 2017, an information session regarding the use of the reports has been provided. 2017 Graduate Outcomes Survey – Longitudinal (GOS-L) closed on 6 March, with a final response rate of 35%, having increased by 16.6% compared to 2016 (18.4%). The 2016 Student Experience Survey data was received on 20 March, reports will be released soon. Submitted the Past Course Completions (PS) file for the 2017 GOS May 2017 round, the survey population file including student contact details is due 12 April 2017. The Respect Now Always National Survey program was completed and achieved a total response rate of 10%, above the national benchmark of 8.5%. Institutional and sector-wide results are due to be released in May.

Survey Governance Framework – The Framework aims to minimise the risks of over-surveying ACU students and to promote a clear and transparent methodology for the governance of student surveys. The Survey Governance Framework has been published on the ACU website along with the Student Survey Approval Form. A dedicated Survey Governance Framework site has been developed to provide further information to stakeholders, and automate the approval process.

Enrolment Planning – As at 7 April 2017, the total 2017 student load was 3.6% below target (-933 EFTSL). When compared to the same time last year, student load was 2.6% higher (+621 EFTSL). Student load for CSP (-922 EFTSL) and Fee-paying domestic (-127 EFTSL) were below target, whereas Fee-paying overseas (+84 EFTSL) was above target. The Weekly Load vs Plan report is distributed every Tuesday from February to October 2017 to monitor the weekly changes and the progress of student enrolments against targets.

Risk and Assurance Services – Work continues on the configuration and deployment of an Enterprise Risk Management (ERM) software solution to supersede the current hard copy risk registers. This solution will automate workflow in risk management tasks and will provide greater visibility for risks across the University, to assist in monitoring and reporting. Deployment of an ERM

software tool is planned for 3rd quarter 2017. In a parallel and complementary exercise, an online compliance module will be made available 3rd quarter 2017 to assist in the management of the ACU Regulatory Register. The University-wide regulatory assurance tool will assist obligation owners manage regulatory obligations, thus ensuring the University has a clear picture of the status of all its accreditation and regulatory assurance obligations.

Internal Audit – A risk-based Internal Audit Work Plan came into effect in first quarter of 2017, under the guidance of the ACU Audit and Risk Committee following its ratification of a rolling three year audit plan. Two audit reviews (Student Experience and Payroll) are currently underway.

Business Continuity Planning – Work continues to support the development of Business Continuity Planning (BCP) across ACU, guided by the Business Continuity Steering Group. BCP is focused on understanding the operating environment, what we need to keep doing immediately after a disruptive event, and how we learn from such experiences to build organisational resilience. Following development and approval of a project plan, an extensive Business Impact Analysis exercise commenced and continues to identify critical processes, interdependencies and ways the University can act to preserve the well-being of its students, staff, reputation and continuity of operations when faced with disruptive events. A business continuity management policy, framework and planning templates are currently being developed and tested, with a view to completion in late 2017.

Business Intelligence Project – The Student Enrolments/ Load planning phase has been kicked-off with discovery exercise planned to run between early-Apr to mid-May. Several workshops have been scheduled with Student Admin, MER, IT, Properties & Facilities, Finance, HR, OPSM, etc. A kick-off meeting occurred with the Office of the Provost including Faculty representation, and a project working group will be established. Phase 2 ('Admissions') of the program has now been completed with the deployment of the various data models (Combined, UAC, QTAC, International) after bringing in Student Applications and Offers data in the warehouse. An Apps and Offers Dashboard has been created using the new BI toolset.

Integrated Services Management Project – This project aims to provide a single, enterprise-wide system for generating and managing Corporate Services queries and requests (including through self-service) supported by an on-line service portal. The project is in the "assessment stage" of current service management with regard to access, modes, systems and processes for service delivery.

Ongoing Review of Company and Senate – At its February and April meetings, Senate considered and approved a suggested approach in relation to a Declaration/Conflicts of Interests Policy and Register of Senator Interests, and determined that a draft Policy will be considered for approval by Senate at its June meeting; approved significant changes to Statute 2.5 – The Academic Board and Statute 8.3 – Elections to the Academic Board to effect changes to the Academic Board governance processes including the appointment of the Chair and the election of the Deputy Chair of Academic Board; repealed the Standing Orders of Senate and approved related amendments to Statute 2.1 – The Senate regarding the conduct of Senate meetings.

Ongoing Review of State Chapters – The Vice-Chancellor has outlined a framework for progressing the functional review of State Chapters. This will be progressed in Quarter 2, 2017.

The Records and Information Management Project - A Record Keeping and Information Management Working Group has been formed to provide high level oversight of this project. The Working Group has considered expressions of interest from two external providers to deliver a preliminary workshop/scoping exercise. This will form the basis of ACU's record keeping and information management roadmap to be rolled out over the next 3-5 years. The University's enterprise-wide record keeping software (TRIM) was recently upgraded and work continues on transitioning targeted business units into a compliant electronic record keeping and information management environment through TRIM pilot and training programs. The *Records Management and Archive Policy* and the *Information Management Policy* are being developed as core components of the Records and Information Management Project.

KRA 2: WORKFORCE CULTURE, STAFF PERFORMANCE & DEVELOPMENT

Aboriginal and Torres Strait Islander Peoples Employment Strategy - The fourth quarter of 2016 and first quarter of 2017 have focussed on program development to increase employment participation including:
- The (pilot) Corporate Services Aboriginal and Torres Strait Islander Graduate Program resulted in the appointment of two ACU graduates for a two year period commencing January 2017.
- Aboriginal and Torres Strait Islander Peoples Cultural Awareness Workshops were co-delivered with Coordinators of the Indigenous Higher Education Units across six campuses during November and December with approximately 65 staff attending.

- The application to the NSW Anti-Discrimination Board for a 'special measures' exemption for 15 Aboriginal and Torres Strait Islander positions in NSW was granted.
- Supporting Libraries to facilitate the recruitment of a Library Assistant under "Special Measures" on the Brisbane Campus.
- Holding meetings with the Provost, the DVC Research, and the DVC Students, Learning and Teaching to explore strategies, secure commitment and agree next steps for increasing participation in the portfolios by Aboriginal and Torres Strait Islander people. Meetings will now progress with members of the Executive to record the full range of actions to be progressed in 2017-2020 and inform the Aboriginal and Torres Strait Islander Employment Strategy 2018-2020.

Capability Development Framework - Changes to the recruitment and selection process, induction, professional staff PRP and academic probation policies and processes have been finalised and communicated, with revised documentation published online. The rollout of information sessions introducing the CDF to supervisors and staff was completed in November 2016. The implementation plan for 2017 will be considered by the People & Culture Advisory Committee (PCAC) on 11 April, and continues integration of the CDF with people management processes, provision of support to supervisors and staff (including delivery of lunchbox sessions, enhancement of online resources, and production of competency sort cards), and production of a case study series involving staff and supervisors sharing exemplary practices in filmed vignettes.

Gender Equity Initiatives - Implementation of the ACU Gender Equality Strategy (GES) 2015-2020 is continuing. Actions to strengthen the support offered to working parents are in progress. These include the development of an ACU parents' network, exploration of specialised counselling with the Employee Assistance Program provider, inclusion of topics for working parents in the 2017 Work-Life Balance seminar series, and engagement of a professional childcare referral service. Web-based discrimination, harassment and bullying refresher training has been developed and will be rolled out through LEO. The University was awarded the Employer of Choice for Gender Equality Choice by WGEA in December for the fifth year in a row.

Academic Working Arrangements and Research Performance Review and Plan (RPRP) - The 2016 RPRP cycle for 2017 X3 workload allocation included the assessment of approximately 300 RPRPs. In 2016 fewer FRWRP meetings were required due to the alternate submissions options including expedited and streamlined. The DVC Research confirmed close to 80% of the FRWRP X3 research workload recommendations, demonstrating alignment of understanding of research quality and standards across the University. 79% of staff who submitted an RPRP application in both 2015 and 2016 received the same or more X3 workload hours. Whilst there was a decrease in the number of RPRP submissions, the X3 overall hours and average X3 hours have increased in 2017 compared to 2016. Development work for the 2017 Online RPRP has commenced with go-live scheduled for Q2, 2017.

The University continues to monitor how annual workload is allocated and a quarterly analysis report is produced for review by the Executive Deans to assist with identification and resolution of workload issues. The University is in the process of reviewing the Academic Workload Policy during 2017.

Performance Review and Planning (PRP) - For the 2016 year reporting, there has been a change to the report inclusions. The 2016 completion rate includes all staff who entered into a plan in 2015 that carried forward into 2016, or commenced a plan in 2016. This recognises that a strict twelve month cycle, as previously reported annually, does not recognise the reality of the operations of the University.

Table 1: PRP completion rates for academic staff for the period 2011 to 2016

	As at 31 Dec 2011	As at 31 Dec 2012	As at 31 Dec 2013	As at 31 Dec 2014	As at 31 Dec 2015	As at 31 Dec 2016
Completed PRP	25%	46%	65%	46%	48%	69%

Table 2: PRP completion rates for professional staff for the period 2011 to 2016

	As at 31 Dec 2011	As at 31 Dec 2012	As at 31 Dec 2013	As at 31 Dec 2014	As at 31 Dec 2015	As at 31 Dec 2016
Completed PRP	70%	68%	60%	64%	57%	77%

Both tables show a positive increase in the completion rate of PRPs, although 31% of academic staff and 23% of Professional Staff have not had the opportunity to participate in a PRP conversation with their supervisor. Quarterly reporting will be available to supervisors and members of the executive on PRP completion rates.

Workforce Profile Risk Assessment - The Workforce Profile Risk Assessment process was piloted with faculties in 2016 and a report was submitted to the Provost to communicate the findings and proposed risk treatments. A number of strategies to mitigate workforce profile risk have been recommended together with enhancements to the workforce profile risk assessment process for 2017. A Project Initiation Document has been prepared to extend the process to the rest of the University. If approved by the PCAC and SEG this component will commence in April 2017. These documents will be submitted to the PCAC on 11 April 2017.

Academic Probation - The implementation of recommendations that resulted from the comprehensive review of the probation process for academic staff has been completed with the new arrangements taking effect on 1 January 2017. This includes the transition of the management of this process from the Office of the Provost to the Office of the Director, Human Resources. Whilst the review focused on probation for continuing academic staff, some recommendations have flowed through to probation arrangements for fixed-term academic staff. Human Resources continues to work closely with the Office of the Provost and Faculty Probation Coordinators to ensure the process runs smoothly and in line with the revised arrangements. Further process improvements and automation is planned to occur in the near future.

Academic Performance Matrices and Evidence (APME) Framework - The Academic Performance Matrices and Evidence (APME) Framework has now been integrated with all academic people management processes including recruitment, induction, probation and promotions. When necessary information sessions for staff and supervisors will be conducted.

myVoice Staff Engagement Survey 2017 - The fourth ACU myVoice staff engagement survey was opened on 27 March 2017. The survey seeks responses from casual staff, including sessional academic staff for the first time. A cross-portfolio working group has been established to develop regular communication to staff to boost participation and awareness, monitor participation rates during the survey period, and develop an approach to presentation of survey results and action planning in response to results.

Leadership and Accountability of the Supervisor (LAS) Program - The LAS Program was launched by the Vice-Chancellor on 16 February 2016. The Program has been 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 delivered three modules over 2016 and 2017 to date: Understanding the Organisation, Governance and Financial Management. Module 4 "Strategy & Risk" will be delivered from July 2017.

Workplace Relations Essentials for Managers - The Workplace Relations Essentials (WRE) for Managers program has been designed in partnership with Clayton Utz. The program is aimed at managers/supervisors who need to understand the legal framework and rationale that informs people management practice at ACU. The one day program covers: what governs the relationship between the University and its employees; manager and supervisor obligations; best practice management of employee performance and behaviour and identifying and minimising legal risks when managing and supervising employees. The ACU Enterprise Agreement; policies and procedures are incorporated throughout the program which includes several case studies for participants to work through. The program was first delivered in 2016 and will be offered to relevant staff on 25 May 2017 at North Sydney, and on 22 August 2017 at Brisbane.

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 HR/Payroll system project is in progress with the vendor and system(s) evaluation process being undertaken as part of the University's procurement process. The University's preferred vendor and system(s) will be determined and implementation planned to commence Q2, 2017.

The Onboarding Optimisation project is planned to commence Q2, 2017 with an evaluation process to be undertaken to identify onboarding optimisation opportunities, and inform the overall project scope.

Development of online Overtime and Shift Allowance timesheets has been placed on hold due to the implementation of the replacement HR/Payroll System project as this functionality will be considered within this project.

Work Health & Safety (WHS) - Work continues on aligning the University's WHS Management System to AS/NZS 4801: 2001, with a focus on training and competency, communication and consultancy, contractor management and health surveillance. The WHS

management system documents that are 'in progress'; include the revised Incident and Hazard Reporting, Investigation and Corrective Actions Procedure, and procedures for communications and consultation, training and competency, and health surveillance. The WHS Register of Compliance Obligations has been finalised and approved.

Work has commenced to improve the reporting capabilities of riskware, ACU's online incident and hazard reporting system, and the student website has been updated to ensure that riskware is more accessible to students.

The recruitment of ACU First Aid Officers is ongoing as the University enhances its capacity to respond to first aid requests. A 'gap analysis' is also underway to assess whether defibrillators are accessible, on all campuses, in an emergency.

Enterprise Bargaining - The ACU Staff Enterprise Agreement 2013 – 2017 has a nominal expiry date of 30 June, 2017. The University has commenced preparation in relation to bargaining for a new Agreement.

Code of Conduct - Staff consultation on the revised ACU Code of Conduct for All Staff closed on 20 March 2017 with 16 submissions received and under consideration. Work on the design elements of the new Code is in progress, HR will work in close collaboration with MER to ensure appropriate brand integration and promotion of the revised Code.

Executive Titles - Following a benchmarking exercise across the higher education sector, the Vice-Chancellor endorsed a new approach to Executive Titles and management at ACU. Relevant communications have been provided to affected staff and the broader University community has been informed of the change. The new Management Levels will be progressively incorporated into a number of people management policies and procedures and other University policies and procedures during Q2, 2017.

Recruitment Services Preferred Supplier Panel - The Recruitment Services Tender Committee has completed the shortlisting of a Preferred Supplier Panel for a range of recruitment services. The next steps are to invite the successful Recruitment Suppliers to meet with Human Resources and discuss and agree on the terms of engagement set out in the Request for Tender document. A policy document will be prepared and released on the use and access to the Preferred Supplier Panel.

KRA 3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

2016 Annual Financial Statements - ACU 2016 Annual Financial Statements have been adopted by Senate on 10th April 2017. The Statements will be presented at the ACU Annual General meeting of members and will subsequently be available on the ACU website http://www.acu.edu.au/about_acu/our_university/publications/annual_reports

Finalised the Internal Controls Questionnaire which informs the management representation statement to the University's Audit and Risk Committee and External Financial Auditors (KPMG). Completion of the questionnaire was requested as part of the University's annual Financial Statements process. The questionnaire has been an annual process and has been completed by Faculties and Directorates as at 31st December 2016.

Finance System Implementation - Finance implemented the new Finance System – Technology One. The Introduction to the new Finance System is ongoing and will be supported by staff training which is designed to provide an introductory overview of the new Finance system at ACU. Topics include:

- Reason for Change
- Overview of Technology One
- The Charts in Technology One
- Reporting Hierarchy
- The Account String

- Conversion Table
- Flexi Purchase
- Procure to Pay in Technology One
- Reporting in Technology One
- Journals in Technology One

Aditional information can be found at:
http://www.acu.edu.au/staff/our_university/directorates,_offices_and_their_units/finance/finance_system

Procurement - The University Procurement Hub continues to progress through sourcing activities. ACU has or is imminently to sign preferred supplier agreements for: stationary, furniture, multifunctional devices, accommodation and computer suppliers. Sourcing activities currently underway for: fleet, laboratory supplies, general consumables

Debt funding - The University will commence activity to secure additional debt funding to support the University's capital development plans over the coming 10 years.

KRA 4: INFRASTRUCTURE AND ENVIRONMENT

Space Requests – Revising the process for staff to make requests for changes to their physical environment such as changes to office fitouts, space needs for new starters, new teams and departments via a new space request link located within the Concierge Service Desk service request on ACU's intranet site.

Campus Infrastructure Developments

Campus	Development Activity	Status
Ballarat	Physiotherapy Building	Practical Completion occurred in January 2017 as targeted.
	Camillus Housing refurbishment	Stage 1 completed for start of Semester 1 2017 (i.e. first half of houses). Stage 2 targeted for completion prior to Semester 2, 2017
Brisbane	Mercy Building formerly (Building U)	Building main construction commenced in March 2017. Completion on target for Q1, 2018.
	Peter W Sheehan formerly (Building N)	Concept Design to be completed March 2017, site works to commence June 2017, with completion targeted for Q1, 2018.
Canberra	Veritas Building	Works commenced in January 2017. Completion on target for Q1, 2018.
Melbourne	Major Development	In March 2017, City of Yarra issued a draft Council Officers Report for the Development Plan Overlay (originally submitted in June 2016). Permit application lodgment for 115B Victoria Pde expected in Q4, 2017. Stakeholder consultation for the design of 81 Victoria Pde expected to commence in May/June 2017.
Nth Sydney	JCB Science Laboratories relocation	Works for three laboratories completed prior to Semester 1, 2017.
	NSY Master Plan	Final round of interviews in regard to staff growth to 2030 complete. Review of staff data forecasts by SEG to be completed in March 2017. Scoping study for Caroline Chisolm House library relocation is underway. Development Brief for progressing the Masterplan to be tabled by mid May 2017.
	IPPE Relocation to NSY	Design and construction to be completed in 2017.
	Cafe	Refurbishment works completed prior to Open Day 2017. Further upgrades to students areas to be undertaken Q2 2017.
Strathfield	Underground Carpark	Approval of Green Travel Plan by the State Planning Department received in January 2017. DA to be lodged in April 2017. Works expected to commence in Q4, 2017, subject to approval of the Regional Planning Panel (6 month assessment process).
	Main Entry	Main works completed prior to Open Day 2017.

Building Compliance – Currently the ACU has achieved a compliance rating of 98% with the remaining 2% being held by a few isolated buildings in Brisbane as a result of fire compartmentation and isolation. These upgrades are documented and works will occur through 2017 to minimise disruptions to the campus.

Concierge Services – Further development and enhancements of the Concierge Help Desk are being performed to assist in the service enhancements of the Properties & Facilities front line service delivery. Enhancements performed over the past 2 months have included Security Access Control, Space Requests and currently finalising Meeting and Event Bookings.

Critical Infrastructure Monitoring – Whilst the design and installation of the hardware is complete, ongoing Testing & Commissioning of the new Critical Infrastructure Monitoring systems is currently being performed. This will enable 24/07 monitoring of the specimen fridges, Fire Indication panels and the possibility of broadcasting evacuation and lock down messages to buildings/campuses (centrally in North Sydney) under any situation – not only a fire alarm (which is automatic).

Property Risk Audits – All properties undergo their bi-annual Property Risk audit by external certified WHS auditors and defects are centrally registered, monitored and addressed so as to reduce and/or eliminate severity levels across all campuses.

Critical Incident Management – A review of the policy and procedures, and training exercises and scenario planning is underway. Training and simulation exercises commenced in Q2, 2017, and will continue annually. Revised policy, procedures and role allocations are in consultation with Incident Leads, and expected to be completed Q2, 2017.

Signage and Wayfinding – The purpose of this project is to develop standards and implement wayfinding and signage across all ACU campuses. Standards are complete, internal signage is nearing completion, external signage implementation is underway and expected to be completed in Q3, 2017. Sky Signage will be implemented Q1, 2018.

Social Infrastructure – A Social Infrastructure plan has been developed to define amenity development programs for ACU campuses. The plan will be presented to Campus Board in Q2, 2017.

Food and Beverage – Ballarat, Brisbane, North Sydney and Strathfield cafes were renovated over the summer, and are all operational. The Melbourne and Brisbane cafes are licenced to serve alcohol. There are new café operators in Brisbane (ECCO), North Sydney and Strathfield (Caterez). A post implementation review and regular KPI reporting will be implemented in Q2, 2017.

Sustainability Reference Group - The purpose of this group is to provide governance over the development and implementation of a Sustainability Plan. The draft plan will be presented to Campus Board and SEG in Q2, 2017.

Enterprise Architecture, Cloud Computing and IT Strategic Plan – An Enterprise Architect has been appointed and an Enterprise Architecture review activity has started to develop current state and future state architecture including technology roadmaps. The IT Strategy will include a Cloud Computing strategy and the capability uplift plan. The Enterprise Architecture mapping activities have commenced and IT Governance (ICTAC, BSMG and SRG) review activities have commenced.

Increased technical capability of physical and virtual learning spaces through high speed Wireless with location awareness capability across all ACU campuses – To provide increased access capabilities to IT services for students as well as professional and academic staff. This upgrade will provide ACU with a "location aware" network that will enable the University digital vision. It will support new Active Learning Platform (ALP-Echo 360) interactive capabilities in lecture theatres and also provide a new authentication process for guests and visitors that addresses the requirements of the Data Retention Act. The wireless and location aware project is currently proceeding to plan, detailed requirements and use cases have been developed and recruitment of project team members is currently underway. Tender process has been closed, vendor selection has been completed and first phase of rollout (POC) is starting during Easter break.

Renewed ACU Website - Working in conjunction with the Digital Strategy, Marketing and External Relations team, the IT Directorate is providing governance for creating the business case and establishing scope, as in line with the overall university enterprise architecture, to progress the Public Website Project.

University's cyber security rating - The first phase of the cyber security assessment activities have been completed and the report is currently being analysed to develop the implementation plan. A detailed plan is being prepared to move our current rating from level 1(low) to level 2, providing higher level of risk coverage to the University.

ICT governance model for change, project management, solution delivery and service change life cycle - Several projects within the IT Directorate are working in collaboration from technical and business perspectives, to found an ICT governance model including the Enterprise Architecture review project, IT service management project, Access Management Portal project, Self Service Portal project and the ServiceNow PPM project.

Unified Communication strategy and collaboration – This project will enable all ACU staff and students to collaborate & communicate efficiently and effectively to enhance the experience for seamless collaboration through omni-channels. The project is currently undertaking workshops with internal stakeholders to finalise the requirements and the use cases. High level solution architecture has been completed, high level project plan established and use cases determined. Proof-of-concept is currently being organised.

ICT life cycle asset (hardware/software) management strategy – This strategy will establish a complete lifecycle management of all IT assets as part of the universities sustainability initiative for increased utilization of IT investment. This initiative is being managed through the Centralised Management of ACU Desktop Applications project and Service Improvement project (Service Now CMDB & Asset Management module implementation).

Storage Systems - The SAN Storage Renewal project will align storage requirements to future requirements, and produce an associated storage strategy and architecture roadmap. The project is currently underway. Detailed requirements has been completed and the RFP is ready for tender process.

Enterprise Service Bus (ESB) - This will enable an enterprise wide data sharing platform, while delivering integration to the platform to mitigate previously identified integration issues. First phase of platform establishment has been completed and has gone live with student portal enabling multiple secure reusable integrations to key university systems. The next steps are to extend the coverage of the ESB to rationalise current point to point integrations and to focus on establishing a common data model.

Single Sign-On Portal for Students – This project brings together data from various disparate systems to provide a consolidated view of events, schedules, announcements, course registrations, and other information relevant to the individual student, without having to re-login. Second phase of this project is currently underway.

SharePoint as a Service - This project will determine what will be involved in a migration effort in moving to SharePoint 2013 Cloud for all of ACU. The pilot project is well underway with the detailed design currently in progress. Stakeholder meetings are currently taking place.

KRA 5: STAKEHOLDER RELATIONS

Banner XE project
The Student Profile Overview is now available and aims to assist staff's ability to advise students. This module draws together a range of student information from different Banner screens, including contact information, course and subject enrolments, and applications to graduate into a single page. Further refinements will continue to be made, with student photos to be added later in the year.

Results upload module - A module to improve the results upload process will be implemented mid-April. The module will retain the capacity to input one result at a time, as well as allow the bulk upload of results from an Excel spreadsheet. The bulk upload function includes a validation process which will mean faster and more accurate results entry.

School leaver and non-school leaver audiences - Introduced initiatives to enhance promotion to secondary school students, and also reach, influence and aim to convert non-school leavers and postgraduate prospective students. A pilot program of monthly non-school leaver events is underway in Brisbane, Sydney and Melbourne this semester, which if successful may be extended permanently as part of the response to the Brisbane cliff year. The events are run in partnership with the Academic Skills Unit and AskACU, providing prospective students with information and skills to transition to undergraduate study. The events include a campus tour, a discussion with AskACU staff, and a 45 minute skills session on topics including work life balance, academic reading, writing and referencing. The April events currently have more than 50 registrations.

Postgraduate - Two new programs targeting prospective postgraduate students are proving successful. Firstly a three month pilot scheme started in January of one-on-one consultations with the Postgraduate Manager via phone or in person on Brisbane, Melbourne, Sydney and Canberra campuses. This has so far resulted in 161 appointments and converting to 28 applications. Participated in the Big Meet careers fairs for the first time, organized by the Australian Association of Graduate

Employers in Melbourne, Sydney and Brisbane, with 80 prospective students engaged and with 51 electing to stay connected for more information.

Alumi Relations - The Alumni Relations team ran very successful International Women's Day events on 8 March, profiling outstanding alumni speakers to 370 alumni, staff, donors and stakeholders who registered or attended. Building on last year's inaugural series success, this year ACU Equity Pathways partner schools were invited to attend their local event, with strong, positive feedback from the teachers and students attending. The 2017 Alumni Awards are currently open for nominations, with ten nominations so far and the closing date of 14 May approaching. The event will be held in Brisbane on 4 October, 2017.

Sponsorships - A number of local campus, state, national and conference sponsorships are planned for 2017, including ACU's first major national sponsorship of Orange Sky which will be launched in June.

Local campus sponsorships:
- Catholic Education Week Melbourne and St Patrick's Day Dinner, 13-17 March
- North Sydney Art Prize, Sydney, 11 March
- The Fitzroy Library and Ewing Trust hosted, Children's Literature Festival, Melbourne, 21-22 April
- ACU Ballarat Sovereigns (Netball team) – ongoing yearly events (Currently two ACU students in Championship team)

State or National combined schools activity sponsorships:
- Confraternity Carnival 2017, Brisbane, 26-30 June (hosted at Padua College and Banyo campus)
- Young Journalist of the Year, National – all Catholic Schools, winners announced August (via Jesuit Communications)
- Shared Stories Anthology, Victorian schools, Melbourne presentation, 22 November (Arts/Writing diversity program)

Key conference sponsorships:
- Platinum Sponsor, 2017 Mission Conference, One Heart Many Voices, Sydney, 15-17 May (OVC supported)
- Platinum Sponsor, 4th National Catholic Diocesan System School Improvement Colloquium, Cairns, 3-4 August (FEA supported)
- Platinum Sponsor, St Vincent's Health Australia Innovation and Excellence Awards 2017, Sydney, 23 August (FHS supported)

Fundraising - ACU's first annual alumni appeal was launched late last year, and market insights are currently conducting in-depth research into how alumni responded to the appeal and also what they are seeking in terms of communication and engagement with the University. The staff giving program was also softly launched late last year, and a deeper program of promotion and stewardship is planned for 2017.

Student Portal and Orientation Website Redevelopment – Phase one was delivered in December. While the project launch was successful various stakeholder groups have reported some experience difficulties. A period of assessment and remediation is recommended to progress to the second phase of the project.

Cashless Campus Strategy – The strategy has been developed by a cross functional working group of stakeholders from across the University and has been presented to the Cashless Campus Reference group for endorsement. The strategy has been distilled into a roadmap of initiatives and the development of a business case for consideration of the reference group.

Public Website – The project has commenced and is in the discover and define phase. Extensive stakeholder interviews have been conducted along with a document review of previously commissioned market and audience research. The vendor DT has delivered a set of prioritised needs based on the research, a landscape review which outlines best practise solutions to the key issues we are delivering against. Personas and user journey are reaching completion which will inform the solution design. A business case for the build and implementation phase is in development.

Course Browser - BSMG endorsed a business case for a 12 week discovery exercise to understand the current state and future requirements on an enhanced course browser solution and associated content and process improvement.

Social Media Policy – Reviewing the Social Media Policy to bring it in line with the latest industry standards.

Brand - In December 2016, Senate signed off on the creative direction for the Brand Project and work is currently underway to roll out a new look and feel for the ACU brand from June 2017 onwards. The creative direction was shared with all ACU staff via a video presentation in late February. The first campaign to go to market in the new brand will be the Open Day campaign, and a Brand

Implementation Steering Committee has been established to oversee the implementation of the new brand. The brand architecture for the University is in the final stages of development.

Internal Communications – Corporate Services is running a 5 month pilot of Workplace by Facebook. First outlined in ACU's Internal Communications Plan last year, this key staff communications initiative aims to improve the way staff communicate, connect and collaborate.

Media – Marketing and External Relations recently undertook an independent review of how it supports ACU's media and public relations needs. MER is now looking at resourcing model that aims to a) better support key ACU stakeholder groups such as senior executives, research and study disciplines and b) boost the University's public profile.

Events – Implementation of the new Event system is underway, which will allow the Events team to better manager and provide a more efficient events service.

Marketing campaigns – Planning is being finalised for a major midyear campaign focused on postgraduate and non-school leaver segments. The campaign runs from April through to July 2017, and features a range of innovative and engaging promotional elements, firmly focused on positioning ACU in the midyear market. The campaign will promote all available disciplines and courses with a priority focus on areas identified by faculties and the enrolment plan. It will culminate in events throughout May and June. Planning is also well in underway for the Open Day and 2018 intake campaigns in the new brand identity.

AskACU – Comparative data – Table 3 shows interactions comparing the peak Admissions period between December - February over the past two years by type of enquiry. Self-service refers to the number of questions submitted to AskACU through the AskACU Q&A system. Manual emails are initiated by the Contact Centre, rather than by a student or other contact.

TABLE 3:

	CHAT	EMAIL	MANUAL EMAIL	PHONE	SMS	WALK-IN	SELF-SERVICE	TOTAL NO. OF INTERACTIONS
December 2015	0	3636	0	4811	0	737	0	9184
December 2016	777	3043	29	4466	196	1431	172	10114
January 2016	90	5025	0	6507	258	1492	0	13372
January 2017	2022	5364	76	6692	460	3244	328	18186
February 2016	689	5814	0	6048	408	9165	0	22124
February 2017	3467	6158	119	6319	624	9409	496	26592