Corporate Services Activity Report
Report No. 4 – November 2019

KRA 2.1 STUDENT EXPERIENCE

Living & Learning Communities (LLC) – Demand studies have assessed the feasibility of building a purpose-built, 300-bed student accommodation property on Banyo Campus and renovating the top floor of the Blackfriars Building on Signadou Campus to gain a 40-bed student accommodation facility. The installation of fibre internet into each of the University's residential campuses is underway, with cabling currently being installed at the Sydney residence. Collaboration continues with First Peoples and Equity Pathways with the Indigenous Accommodation Award. Due to its success, it has been extended to a further 7 new students in 2020, growing the number of Indigenous student leaders within this program to 20 nationally. Indigenous students within our communities who identify as Aboriginal or Torres Strait Islander, now making up approximately 4% of our communities.

ACU Medical Centre North Sydney – Discussion and planning have been initiated for expansion of medical services to students, staff and community at the North Sydney Campus in Semester 1 2020. This is a collaboration between the Faculty of Health Sciences and Student Engagement and Services.

Student Legal Services – Wisewould Mahony Lawyers have assisted over 40 ACU students with basic legal advice at no cost from January to September 2019. The most frequent areas of law were around employment advice, family law and debt recovery.

Co-curricular payment systems at ACU – In line with a university-wide approach, the implementation of Links (gym management software) and the replacement of OrgSync (ACU Student engagement platform) projects are underway with phase 1 expected to be implemented by December 2019.

Elite Athlete and Performer Program – EAPP representation at UniSport nationals was a major highlight with 51 students representing ACU in the total team of 150. Following high interest of the EAPP at Open Days, applications are flowing through with adjustment factors awarded to 26 future student athlete/performers for 2020. Pending an offer acceptance to study at ACU these applicants qualify for the EAPP program. New applications are coming in daily as we progress closer to the major offer round in December. Applications for readmission of current EAPP students for 2020 have also opened. The Chancellor hosted an EAPP Dinner on 30 October to recognise and celebrate the success of our elite athletes and performers in 2019.

UniSport Australia Sport Programs – 150 students represented ACU at UniSport Nationals Div 1 on the Gold Coast from September 29 – October 3. Team ACU took home an impressive 14 medals including five (5) gold, three (3) silver and six (6) bronze. Team ACU was highly competitive with over 30% of students from the Elite Athlete and Performer Program. Three students represented Team ACU at the 2019 UniSport Nationals Snow at Thredbo, including Alpine slalom, Alpine Super G and Alpine giant slalom.

Gyms, Fitness Classes and Facilities – 3212 visits were recorded from August to October in Melbourne, North Sydney and Brisbane Gyms, a 216% increase since Quarter 2. A total of 139 new members joined, with majority of growth coming from the launch of the new North Sydney gym. Approximately 60% of new members in North Sydney during August were ACU students. Staff memberships remain consistent, with a total of 27 staff members joining North Sydney Gym.

Social Sport and Community Events – Melbourne Social Summer Hockey commenced in October with 15 students playing for Team ACU. ACU finished 4th in the Victoria Intervarsity Tennis competition. ACU Ballarat won back the Battle of Ballarat trophy from Federation University. Ballarat students also competed in 2019 Health Cup against Melbourne University and Federation University. ACU staff and students completed the Melbourne Marathon Festival including 5km, 10km, half and full marathon distances on Oct 13. In Sydney, ACU staff, students, family and friends competed in the Blackmore's Sydney Running Festival with 34 representatives from Team ACU. ACU also competed in two (2) intervarsity events - the Eastern Cup hosted by UWS (oztag & goal ball), as well as the annual Holy Grail Intervarsity v Notre Dame hosted at ACU's Strathfield campus. Team ACU successfully retained the trophy for another year (Oztag/football/ultimate frisbee).

Sport Clubs Highlights – All sporting clubs are in the process of holding their 2019 AGMs and establishing plans for 2020. Sydney Cheer club placed first at the CheerCon World Experience earning themselves a fully paid bid to CheerCon in Florida 2020. Sydney Dance Club and level 3/4 Cheer team took out first place in their respective categories at AASCF State Titles (NSW). Melbourne Cheer Club level 1 /2 team collected first place at AASCF State Titles (VIC).

KRA 4.1: STRATEGIC APPROACH & GOVERNANCE

Business Process Management (BPM) & Service Improvement – ACU Telephony: The Service Improvement Team (SIT) has prepared a business case for a project to more effectively manage incoming telephone calls to ACU and to explore the potential to implement new telephone contact arrangements (including a single telephone switchboard for the university). Subject to approval, the

project is planned for Q1-3 in 2020. Sessional Employment Process: SIT is working with the School of Education to re-design the management of the sessional recruitment process and align it with the National School model. This work could inform similar work in other schools.

2020 Committee Schedule – Finalised the process of mapping regulatory timeframes and engaging with stakeholders to establish the committee meeting dates for 2020 for Senate and its sub-committees, including Academic Board.

Elections – Two separate elections have been conducted for the Student Member of Senate and two Student Members on Academic Board. All three will commence their term of office on 1 January 2020 for a one-year term. Elections for the 16 Faculty representatives on Academic Board are currently underway.

Governance Review – Continuing to progress the mandatory periodic review of the governing body and academic governance processes required under the *Higher Education Standards Framework (Threshold Standards)* 2015. The reviewer for the independent external review of Senate has been recently engaged. The project will commence in January 2020. The engagement of the review panel for academic governance processes is currently underway.

Privacy – The Privacy Coordinator continues to work with stakeholders across the University related to ACU's Privacy obligations. Amendments to the University's Policy and Data Breach Procedure are still in progress to incorporate GDPR requirements and ensure alignment with the Critical Incident Management Policy.

Australian Charities and Not-For-Profits Commission's External Conduct Standards – New Standards came into force on 23 July 2019 and a briefing paper was submitted to the Audit and Risk Committee outlining the whole of University approach to assessing compliance obligations. Associated activities will be progressed over the coming months.

Senate and sub-committees – Senate met on 17 October at Blacktown City Chambers enabling senators to take a tour and attend the Heads of Agreement Signing Event for ACU's new Blacktown Campus. Meetings of the Academic Board, Finance and Resources Committee and Audit and Risk Committee took place on 18 September, 16 and 30 October respectively. Amendments were approved by Senate on 17 October in respect of Statutes 2 and 8 following a consultation exercise with the faculties. A circular resolution has been issued to Members of Corporation in accordance with the ACU Constitution to fill a casual vacancy on Senate in respect of the Qld State Chapter Representative.

Records and Information Management – A Senior Project Manager commenced with ACU on 19 August to lead ACU's Records & Information Management Programme over the next 3 years. The overall aim of this programme is to establish an effective and usable Information Management Framework that is suitable for the ACU environment. Development of this framework will involve a range of different projects that include refined processes and business rules, new technology and effective change management. The intended benefits of these projects include helping ACU achieve effective information governance to reduce risk and improve the way that ACU's information assets are shared and managed across the university.

Freedom of Speech – General Counsel has been tasked with leading the University's response to the French Model Code on Free Speech including drafting the University's Free Speech Statute for approval by Senate at its December meeting. Consultation on the new draft Statue 13 (Freedom of Speech and Intellectual Freedom) is currently underway.

ACU Strategic Plan – Following an expansive consultation and development process, the new ACU Strategic Plan 2020-2023 was endorsed by the ACU Senate on 17 October 2019 in Blacktown. Around 600 staff have provided input to the development of the plan in various ways including workshop consultations, surveys, submissions, interviews and discussions, facilitated by the Office of Planning and Strategic Management. The new plan includes a revised vision statement, six strategic priorities and three focus areas: opportunity, innovation and ethics. Planning efforts continue in support of campus, portfolio and unit planning, implementation frameworks and corporate monitoring and reporting.

ACU Datahub – Work has advanced on the development of the ACU Datahub. When released, the Datahub will deliver a single, unified reporting portal for information and data across the University. The development approach is leveraging existing technology and the enterprise data warehouse and business intelligence solution architecture. Recently completed development work for the Finance and Staff Management phases. Further work in collaboration with a range of areas in Research, Corporate and Education and Innovation portfolios continues to progress.

World University Rankings – The Office of Planning and Strategic Management supports ACU's participation in four major world university rankings. During Q2 and Q3 2019, the University achieved the following ranking positions, many of them improvements on last year:
Times Higher Education (THE) Rankings: Improved for 3rd year to 351–400 band in THE World University Rankings (up from 401–500), corresponding to being ranked in the top 2% of all universities worldwide. Improved to 95 position in THE Young University Rankings (up from 101–150). Within the Young University Rankings, ACU is ranked top 30 in the Generation Y universities, which refers

to institutions established between 1986 and 1999. New 101–200 position in the THE Impact Rankings, based on success in delivering the United Nations' Sustainable Development Goals (SDGs). Improved to 201–250 in THE World University Rankings by Subject: Arts and Humanities. Further subject rankings are expected in November. AÇU demonstrated excellence in the following SDGs:

- SDG 3 – Good Health and Wellbeing: 25 globally
- SDG 4 – Quality Education: 40 globally
- SDG 5 – Gender Equality: equal 55 globally

Academic Ranking of World Universities (ARWU): Improved to 32 position for nursing (up from 41). Remained in 51–75 band for education. Remained in 201–300 band for psychology. New 201–300 position for hospitality and tourism management. Remained in 410–500 band for public health. Remained in 401–500 band for clinical medicine

QS World University Rankings: Remained in the 801–1000 band in QS World University Rankings

US News Best Global Universities: Improved to 624 in US News Best Global Universities (up from 653). New 199 position for psychiatry & psychology. Improved to 246 position for social sciences & public health 246 (up from 318). Deteriorated to 455 position for clinical medicine (from 406)

Government Reporting – 2019 staff data was prepared and signed off on 9 August 2019 after verification. The second submission of 2019 first half year student data (census date between 1 April and 31 May 2019) were completed on 20 August 2019. The first submission of 2019 second half year student data (census date between 1 July and 31 August 2019) were completed on 17 October 2019. ACU's Funding Estimates 2, 2019 which include CGS/HECS-HELP, FEE-HELP, SA-HELP and OS-HELP have been submitted to the Department on 26 September 2019. 2019 first-year student data were verified and signed off on 10 October 2019. Some revisions also have been submitted to revise the data previously reported to the government, including enrolment, load, SA-HELP and TFN.

Risk management – A draft ACU Risk Appetite Statement is currently under development, linking with the ACU Mission, Vision and Strategic Priorities. The Statement aims to articulate how much risk ACU is willing to tolerate in the pursuit of its objectives. Three internal audit reviews were completed, in the areas of Executive Education, Treasury Management, and Fraud and Corruption. Continuing to tract reported progress against actions of prior reviews. A revised internal audit schedule commencing in 2020.

TEQSA matters – ACU has received its Cycle 7 Risk Assessment Framework results from our regulator. ACU is classified as "Low Risk" in all but one category: *Student Staff Ratio* (which has been elevated to a "Moderate" risk rating). Planning has commenced to support and oversee work associated with ACU's reregistration process as an Australian University higher education provider. The process will include the establishment of a quality and risk assurance group to coordinate the collation of material related to reregistration and a series of assurance activities.

IT Governance –Through the ACU Technology Board and Technology Assurance Group, decision making has improved around the governance of IT enabled change and services at ACU. IT enabled projects are now reviewed, assured and funded in 2 stages, to ensure that the decision to commit the larger sum is made on the basis of appropriate information about the requirements and design. A Staff Experience program of work is currently being formulated under the leadership of the COO, with participation from a range of areas. This adds to the Student Futures and Cyber Security programs of work already in place.

KRA 4.2: WORKFORCE CULTURE, STAFF PERFORMANCE & DEVELOPMENT

Staff Enterprise Agreement – The implementation of the ACU Staff Enterprise Agreement 2017-2021 ('the Agreement') continues with the updating to policies, procedures and website content. Substantive changes to policies subject to consultation with the ACU Staff Consultative Committee (ACUSCC) will continue until the end of 2019, with the final tranche scheduled to be tabled at the November ACUSCC meeting.

HR Systems 5 Year Roadmap – Aurion – HRP Phase 2 activities this period have included the design and configuration of Recruitment and Onboarding templates within Aurion together with system testing of the configured templates ahead of further stakeholder consultation. Work continues on the development and prototyping of supporting Business Process Automations (BPAs) to streamline the workflows for related processes. Activity in the Learning and Development workstream has focused on the development of Key Competency sets and identifying linkages to learning courses offered at ACU. A proposed Communications and Change Plan for the project has been prepared for stakeholder circulation and process maps are also being developed for the "as is" and "to be" performance management procedures in preparation for stakeholder consultation in the Career Manager workstream.

Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020 –

- The Quarter 3 2019 Aboriginal and Torres Strait Islander Staff Trend Report indicates that 42 staff head-count (39.41 FTE), or 2.06% (2.15% FTE), identify as Aboriginal and Torres Strait Islander. The majority of Aboriginal and Torres Strait Islander people are employed in the DVC, Education and Innovation portfolio.
- Developed a "Hiring for Cultural Capabilities" guide for hiring managers to employ staff who have a sound grounding of cultural capability.

- In consultation with the Aboriginal and Torres Strait Islander Network developed a recruitment guide for Confirmation of Aboriginality or Torres Strait Islander Cultural Heritage.
- Facilitated conversations with the Indigenous Higher Education Units and Properties & Facilities to deliver a project called "Language on Campus".
- Commenced consultation with First Peoples and Equity Pathways and the Governance Directorate to support Aboriginal and Torres Strait Islander staff and student representation on Senate.
- Collaborated with Finance to establish supplier diversity as guided by the Reconciliation Action plan.

Work Health & Safety – Work continues to implement the Work Health and Safety Management System (WHSMS) Audit. The University will conclude its consultations on ten new and five revised WHSMS documents on 24 October 2019. The following WHSMS policies, procedures and forms will be released shortly: WHSMS Roles and Responsibilities Procedure, WHS Health and Air Monitoring Procedure, WHSMS Training and Competency Procedure, (revised) Driver Safety Procedure, WHSMS Implementation Procedure, WHSMS Planning Procedure, WHSMS Auditing Procedure, WHSMS Procurement Procedure, (revised) WHS Inspection Checklist for Properties and Facilities, (revised) WHS Risk Management Procedure, (revised) Injury Management and Rehabilitation Policy, WHSMS Performance Measurement, Evaluation and Reporting Procedure, WHSMS Documents and Records Management Procedure, (revised) Safe Work Method Statement and Job Safety Analysis (form).

During Quarter 4, WHSMS procedures are in development. The procedures will align existing processes associated with managing contractor risks and includes specific high risk activities such as electrical hazards, maintenance of plant and equipment, and the conduct of environmental monitoring. The WHSMS procedures and associated forms will be reviewed prior to the end of the year by relevant Committees and consultative processes. The University will commence a comprehensive communication approach to engage staff, students and others about the WHS Strategic Plan 2020-2021, shortly. The plan details actions to be implemented through organisational units to reduce slips, trips and falls, and manual handling injuries, and includes initiatives to improve the wellbeing of staff and students.

Learning & Development – The new ACU Learning and Development Plan includes more than 40 programs available to staff. Tools have been developed to enhance the learning process and to assist staff in identifying the most suitable offerings. A Capability Development Framework (CDF) Development Guide will provide staff and supervisors an outline of each of the programs clearly identifying the offering and the competencies being developed, aligned to the CDF. Collaboration with subject matter experts across the University has occurred to develop many of the new programs which will be aligned to the Capability Development Framework. The co-creation process involved interviews with subject matter experts as well as focus groups with cross sections of Academic and Professional staff to better understand the learning needs and to ultimately build the programs to appropriately reflect the ACU environment.

Three online Compliance Awareness Training modules are currently open for staff to complete by the end of this year. These modules provide staff with required information, skills and knowledge in three key areas: Discrimination, Harassment and Bullying; Privacy and Critical Incident Management. Compliance Awareness underpins ACU's Mission and Values and is essential to building an ethical culture, establishing acceptable standards of behaviour and mitigating risk. The modules will ensure ACU staff are aware of and follow appropriate processes and apply the necessary judgement in their day-to-day activities.

A new cohort for the Emerging Leaders and Managers Program (eLAMP) commenced in September. This is the first national cohort, and the first internally facilitated cohort to be run by the University, comprising of 22 staff from 4 campuses. The program consists of 4 modules run over the next 12 months.

Gender Equity Initiatives – ACU submitted its Employer of Choice for Gender Equality citation on 30 September. The citation's seven focus areas include: strategy and accountability; developing a gender balanced workforce; gender pay equity; supporting and caring; mainstreaming flexible work; preventing gender-based harassment and discrimination, sexual harassment and bullying; and, driving change beyond your workplace. ACU has been awarded the Employer of Choice for Gender Equality Citation in recognition of its leadership in gender equality for the last 8 years. Announcements are expected in early 2020 with citations now being awarded for a 2-year period.

ACU continues to progress the implementation of the Gender Equality Strategy (GES) and achievement of the GES goals. Key activities planned for Quarter 4 include: Domestic and Family Violence Awareness webinar (November 22), Stay Calm and Connected webinar (11 December); and Raising awareness around men's health via Movember morning teas, and acknowledging the International Day for the Elimination of Violence against Women (25 November).

The Gender Pay Gap Analysis is currently in development to be delivered in Quarter 4 2019.

myVoice 2019 – The University undertook its fifth staff engagement survey, myVoice, during October. The myVoice survey is a key tool for understanding, listening and responding to feedback and insights gained from staff on management practices. Sixty-nine percent (1399 of 2040) of continuing / fixed-term staff responded to the survey and 13% percent (480 of 3789) casual /sessional staff. The overall

University high-level results will be shared with staff on each campus in December and be available from the <u>myVoice staff website.</u> Organisational Unit presentations and action planning will commence during Quarter 1 2020.

KRA 4.3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

2020 Budget – 2020 Budget has been presented to the Finance and Resources Committee for approval by the University's Senate, which will occur on 4th December 2019. The Budget Impact Response Plan and University Senate have provided a set of principles used to inform the budget process. Foremost amongst these principles are the requirement for a 6% University Net Result, Total Employee Benefits to be no greater than 60% of Total Revenue, Gearing Ratio of less than 33%, and Interest Cover Ratio greater than 3 times.

Technology One Budget Module – The Budget is now available for budget stakeholders to develop their 2020 operational budget. Budget module training videos have been distributed and are available to stakeholders undertaking the development of their 2020 budget. Question and answer sessions supplement the video series for those stakeholders who have specific questions on the Budget module functionality.

Budget Advisory Committee Dashboards – The Budget Advisory Committee (BAC) has recently adopted new dashboards for monthly reporting of results of operating budgets. In the next step, in the adoption of the new dashboards, will be training relating to the new dashboard functionality and commentary functionality for stakeholders engaged with BAC and results commentary. Training will take the form of a video series followed by question and answer sessions. The video series and question and answer session are planned to be available in November.

ACU Eradicating Modern Slavery (EMS) Update – ACU has been represented on the Archdiocese of Sydney Taskforce since May 2019. ACU have actively participated in conferences, and followed the requirements for ethical sourcing, including eradicating slavery measures, in tender documents and minimum requirements for suppliers. The Australian Universities Procurement Network (AUPN) has had EMS as an agenda item for at least 2 years. More recently an AUPN Working Group has been established to implement a suite of processes that address EMS at a university wide level. Fair-Trade suppliers have been invited to host their items on ACU's e-Marketplace and ACU has recently become a member of Supply Nation and discussions are underway with various indigenous suppliers which will involve reference to EMS requirements. To maintain the EMS processes, ACU is planning to reinforce our purchasing commitment in relation to these requirements to suppliers and to ACU personnel involved in supply-chain decision making; formalise Supplier, Product and Risk Categorisation process; agree on appropriate "tools" to use to facilitate EMS activity, in conjunction with Catholic Archdiocese and AUPN; develop reporting protocols; and facilitate mentoring program for suppliers in at-risk areas.

2021 Tuition Fee Setting – The annual process to review and update 2021 domestic and international tuition fees has begun. The fee review panel will consider market research and industry insights to present their recommendations. This process will conclude with the Vice-Chancellor's approval of the 2021 tuition fees in February 2020.

End of Year Supplier/Staff Reimbursement Payment Run – Final Supplier/Staff Reimbursements Payment Run for 2019 is being scheduled for Wednesday, 18th December 2019. The invoices, reimbursement and non-ABN supplier payment requests which require payment in 2019 must be submitted to the Accounts Payable team by Monday, 2nd December 2019. Debtor invoice requests which have to be raised in 2019 must be submitted to the Debtor Officer by Thursday, 12th December 2019.

Financial Processes Improvements – Innovation initiatives were taken by the ACU Finance teams aiming to improve financial processes particularly in area of the corporate and financial systems applications used by ACU, i.e. Budget module access was provided to a wider user group as of 9th October 2019. Training videos were made available on 16th October 2019. Training module consists of four components: Basic Navigation, Income Budgeting, System Login/out and Payroll Budgeting. Q&A sessions are being conducted on a regular basis and/or as required.

KRA 4.4: INFRASTRUCTURE AND DEVELOPMENT

Blacktown Campus Establishment Program – Heads of Agreement between Blacktown City Council and ACU has been executed. Design and Tender for 22 Main Street fit-out underway. Marketing Campaign planned for execution in 2020/21. Relationships with Catholic Diocese of Parramatta, Blacktown and Mt Druitt Hospital and Blacktown City Council developing well. Placement plans are in development with partners.

Development & Capital Projects

CAMPUS	DEVELOPMENT ACTIVITY	STATUS
Blacktown	22 Main street	Detailed Design in progress, including entry works by Blacktown Council. Issue of tender in November 2019.
Brisbane	Gymnasium	Expert consultant engaged to advise on optimal membership profiles for either a standalone gym or as Stage 1 of an integrated gym/sports centre
Canberra	Paramedicine Refurbishment Signadou	Contractor appointed for works due for completion early 2020.

CAMPUS	DEVELOPMENT ACTIVITY	STATUS
	Multi-sports field	Consultants engaged to provide planning and costing advice for a multi sports court.
Melbourne	Saint Teresa of Kolkata Building	60% of retention piling complete. Contractor to make up for lost time over the 12-month excavation works period.
	81 Victoria Parade	Town planning advertising complete and referral submissions process continuing to be received. Target date for determination Jan 2020.
Nth Sydney	Landscape Community Garden	Awaiting DA approval by NSY Council. Anticipated commencement early 2020.
	173 Pacific Hwy Simulation Wards and Wet Lab relocation to JCB	DA approved. Works commenced in August 2020. Demolition complete. Rough in to ground level well underway.
	The Track – CCH Napier St level	Concept Design issued for comment. Target completion Feb 2020.
	Library Relocation	Consultant appointed to undertake review of options for relocation of library from JCB.
Strathfield	Replacement Classrooms	Feasibility review of options for up 4 new class rooms underway. St Pats intend to resume use of existing four classrooms in Nov 2020.

Facilities Management

CAMPUS	FM ACTIVITY	STATUS
Ballarat	Building Repairs	Torney Room lathe and plaster work in Carn Brae House repaired and room redecorated as part of initial cosmetic works refurbishment.
	Whole of Site Services Survey	Carried out to accurately map above and below ground services to inform future projects and assist with current structural concerns.
Brisbane	Traffic and Transport	Meeting arranged with Brisbane City Council to discuss initiatives outlined in ACU's Neighbourhood design plan.
	Sustainability & Environment	Meeting arranged with Brisbane City Council – Northgate Ward Councillor to discuss recycle water network in the ward.
Canberra	Buildings	Refitted old Signadou Library into new Paramedicine area, including reopening of original 360-degree cloister.
	Sustainability	implemented a 'Green Caffeen' coffee cup swap at ACU Café Yala aimed at reducing single use cup usage on campus.
Melbourne	Water Fountains	Installed water fountains around the campus - The Track, The Arts Precinct & St Mary of the Cross Square areas.
	BBQ	Installed A new DDA accessible BBQ in St Alberts Garden at the rear of 32 Brunswick Street – very popular.
	Furniture Upgrades	Placed order for 450 new versatile chairs for Cathedral Hall, Melbourne's largest teaching space/lecture theatre.
North Sydney	33 Berry Street – Structural Repairs & Hydraulic services	Repaired the concrete façade as part of the ongoing building maintenance program and completed stormwater repair works on level 1 to eliminate water leaks into the building.
	Vice Chancellery Building	Contractor appointed to undertake timber and roof fascia and post repairs.
Strathfield	Refurbished old Coffee Cart area	Installed furniture and bi fold doors to make alfresco casual seating area.
	New Kitchen Building 640	Fixed bench seating along walls, including lounges.
	Roof repairs	Repaired office in 612 level 1, Building, 603, 602, 640; Replaced roof on the ground floor rear of Library.

Planning – Two key projects are progressing to completion and include the annual consultation with national Stakeholders under the Campus Development Framework (CDF) and the National Campus Design Vision projects. The CDF engagements with the National HoSch and Directors of student-facing units have informed 2019 additions to the Proposals Register; identifies a proposal ranking and priorities and includes a high-level proposal budget for further consideration in 2020 Capital Plan. The National Campus Design Vision project identifies the national characteristics of ACU's six campuses and its holistic vision of ACU places.

Carbon management – The business case for ACU to offset its air-travel greenhouse gas emissions has been accepted and the Finance Directorate is developing the implementation plan for the offset program. A proposal has been accepted for ACU to assess the lowest-cost timeline and pathway necessary for the University to achieve a state of carbon-neutrality (ie. no greenhouse emissions from its operations).

Waste management – a trial of soft-plastic recycling was initiated in late October. The aim of the trial is to assess the quantities of soft-plastic collected in the 18 participating workplaces over the course of the final quarter of 2019.

Energy management - ACU has reduced its electricity consumption by 4% compared to the same time last year and its gas consumption remains steady, with reductions anticipated in the final quarter, as demand for heating falls.

Ride to Work Day 2019 – The Properties Directorate sponsored free breakfasts for 2019 Ride2Work Day on Wednesday 16 October. This year recorded the highest participation rates to date (with caterers recording at least 110 participants), including an increased level of student participation because of collaboration on this event with Brisbane's School of Exercise Science, The Track at Melbourne Campus, the North Sydney Gym, and ACUNSA.

IT Services

PROJECT	STATUS
Program 1: Digital workspace and staff experience anywhere, anytime	**Vision: An engaging and collaborative online staff workspace & services**
Unified Communication & Collaboration (UCC) – Standardise and consolidate ACU Voice and Video communication technologies with seamless integration to collaboration tools	53 staff video conference rooms are currently being upgraded across the University from Polycom/Skype VC technology to MS TEAMS VC Technology. Currently 29 VC meeting rooms have been upgraded with the balance completed by the end of the year. An O365 room booking system is currently undergoing POC testing as a replacement for the webroom booker in the staff VC meeting rooms.
IT SharePoint Project – New IT SharePoint on-line platform to be designed and migrated.	SharePoint Online sites for OPSM, FLB, IT and FTP are established and operational. FEA online SharePoint sites are on schedule to be migrated to the SharePoint online instance by end 2019. FHS migration has been postponed to early 2020 at their request and will therefore be considered under SharePoint Phase 2 organisation.
Office 365 & Windows 10 deployment– Migrate the rollout of Office 365 to all ACU staff desktops.	Completed Windows 10 rollout. Planning for rollout of the MS TEAMS desktop client and OneDrive to all desktop computers is currently underway. A MS Teams Governance Framework and Adoption Plan are currently under development to facilitate the rollout and implementation of MS Teams on all staff desktops, including staff training.
Wireless network – Create the foundation network for location aware services.	Completed configuration of the University wireless devices to improve the reliability and stability of video conferencing traffic that utilize the ACU Wi-Fi infrastructure. Planning to pilot a wi-fi based space utilization analytics and wayfinding is currently underway.
Program 2: Protect ACU's reputation in CyberSpace	**Vision: Safe, secure and reliable**
CyberSecurity Program – Ensure that the confidentiality, integrity and availability of ACU information is in place and that ACU's reputation is not damaged	A Cybersecurity Program Governance group is in place, chaired by the COO and is meeting on a monthly basis. The group has endorsed a revised program plan with an emphasis on awareness, training, and communications as cyber security is a shared responsibility. ACU has submitted a response to the Australian government's discussion paper on Australia's 2020 Cyber Security Strategy and has contributed to a sector wide

PROJECT	STATUS
IT Security & Risk Assessment - aims to understand our current state, identify remedial quick wins, and develop capability.	The Cybersecurity strategic plan and Cybersecurity roadmap were revised and approved by the program steering group. Project closure for this original project is in progress.
Acquisition of firewall and load balancer – Replace existing firewall and load balancer infrastructure at ACU primary and backup data centres with enterprise grade solutions.	In progress with the final phase - to provision additional virtual firewalls to better protect ACU assets in the cloud is in design. Progressing additional firewall protection in our public cloud presence in Microsoft Azure.
Cybersecurity Improvements - Assess/audit existing applications, complete rollout of next generation anti-virus, improved monitoring and breach detection, improved authentication.	New Generation of Anti-Virus Software Sophos has been rolled out to desktops and laptops across ACU, except those that have not come onto our campuses in recent times. Efforts are being made to identify and inform the small number of remaining users. Shortly, some remaining ACU accounts will be frozen until those people can attend a campus for the upgrade. Design for multi-factor authentication is underway.
Cybersecurity Quick Wins - Roll-out ACU training, improve network security, improve processes for group policy, active directory clean-up, security checkpoints in project lifecycle, password management	Security checkpoints in project lifecycle are now in place. Review and clean-up of privileged user accounts activities are in progress.
Identity & Access Management Project – Modernise system identity and access provisioning.	A partner has been contracted for the planning and design stage – this will include strategy, roadmap. The phase will then be followed by rollout of identity management improvements and role based access provisioning.
Program 3: Technology facilitating the student experience anytime, anywhere	**Vision: An immersive, engaged, seamless online student experience Note: now being managed as a part of the student futures program**
Online Top-ups for Student Payments	A new system to permit online top-ups of student payment cards went live prior to semester 1, with positive feedback. Additional functionality of displaying the student details and card balance on the student portal were rolled out at the end of Q3 2019. Online card balance refund functionality to be completed by end of Q4 2019.
Appointment Booking System – Booking System replacement for students, to make appointments with staff.	Project went live successfully on the 8th of July 2019. Stage 2 of the project which begins officially in November, will be to roll out the booking system to ACU International and the First Peoples & Equity Pathways Directorate for 2020.
Program 4: Develop agile innovation and implementation capability	**Vision: Delivering it enabled value faster and better**
Enterprise Architecture – to enable the sharing of information on ACU data flows & integration, systems landscape, technology standards and business capability models for quicker technology decision making.	Information Insight@ACU is ACU's Enterprise Architecture repository portal. A partner has been contracted and is in the process of helping ACU to implement the next and more publicly accessible, flexible version of the repository. This provides key information and reports related to ACU business capabilities and business applications inventory, and information related to IT technology capabilities and mappings to associated products.
Enterprise Service Bus (ESB) / Integration Uplift – to provide application data sharing capability and delivery.	Completion of the HR Phase 1 integrations are nearing finalisation. Phase 2 modules planned for release in the next two quarters. Recently the ESB platform benefited from automation via DevOps tools and processes. Included in the works for Q4 of 2019 and Q1 and 2 of 2020 will be an upgrade to the platform to take advantage of new features and functionality. Q1 and 2 of 2020
Project Portfolio Management (PPM) system – to oversee projects, program and portfolio processes	Gone live for IT in March 2019, including modules for project management, reporting, and resource planning, timesheets and portfolio management. Planned the roll out of the PPM system to other directorates, MER scheduled for November & Student Admin in early December 2019.

PROJECT	STATUS
Software Development Lifecycle (SDLC) Uplift – to improve development, QA and testing capabilities for applications.	Automated Functional Testing is in the process of being rolled out to further improve the quality and speed of our Banner releases.
Program 5: Cost efficiency and operational agility	**Vision: Sustainable and flexible IT services**
Monitoring of applications and systems	ACU's New Relic monitoring environment has been recently revamped for our Sitecore platform. The re-configured service offers more in-depth and relevant information to allow us to pro-actively anticipate issues affecting the Student Portal and Public Website. Aiming to deploy a similar configuration to Banner student system before Semester 1 of 2020. Additional Microsoft monitoring tools are being trialled for Cloud services to help better manage the security and sustainability of our core platforms.

KRA 4.5: STAKEHOLDER RELATIONS

Pro Bono Student Placement Program – The OGC and Governance Directorate are working collaboratively with the Career Development Service, the Thomas Moore Law School and Student Engagement and Services to support the 2019 Pro Bono Student Placement Program. So far, three law students have successfully completed the program this year (including an intensive placement by a Melbourne law student) with the next intensive placement due to commence in November. The program's first Indigenous placement student is scheduled to commence in late 2019 or early 2020.

Media/Public Relations – Positive coverage was received for The Student Veterans' Assistance Program, the Rare Book Collection, Canon Law Centre and Book of the Year initiative, winner of the ACU Prize for Poetry and signing of the Blacktown partnership with Blacktown City Council. The Vice-Chancellor spoke to *The Australian* about the importance of universities as a repository of culture and conducted several follow-up interviews. Worked with the ACU research community, receiving domestic and international coverage for topics including how parents can manage 'tween' screen usage (Prof Chris Lonsdale), John Munro's examination of NAPLAN results, Prof Claire Wyatt-Smith on an overhaul of the NAPLAN testing, and Prof John Hawley on why exercising drunk is a bad idea. Media coverage for the University and its activities from August to October had a potential reach of almost 1,783 million. This includes 1,178 online mentions and 1,964 broadcast mentions.

Events – Concluded the planning of a series of donor-based scholarship lunches with the Advancement Team in September. In October, delivered the Vice-Chancellor's Staff Excellence Awards 2019 and the Blacktown Heads of Agreement event. Events still on the radar include Alumni Awards, Parliamentary Interfaith Breakfast, and the Doctor of Laws Celebratory Dinner for the Hon Margaret Beazley, Governor.

Creative Services – Working on a range of projects, including the ACU Strategic plan, the 2020 *ACU Alum* magazine, developing creative assets for Semester 1 campaigns across outdoor, digital and print advertising and commencing work on the 2021 Undergraduate Course Guide and Postgraduate Course Guides. The team has also filmed a number of brand level profile videos including four Alumni Award winner profiles and academics within FEA and FHS.

Content – Scooped two awards in the last month for overhauling the way we do content at ACU, and the University's content hub, *Impact*. The awards were the ATEM 2019 Award for Excellence in Marketing, Communication and Public Relations, and the 2019 Australian Marketing Institute award for Content Marketing. Working on the 2021 Undergraduate Course Guide, 2021 Postgraduate Course Guides, and the 2020 *ACU Alum* magazine. *Impact* continues to be a much-used source of content – supporting campaign and being utilised by many stakeholders across the University. Currently 230 stories have been published since the hub's launch in May 2018, and there have been over 110,000 visits to the site to date.

Market Insights – Research with schools into proposed changes to the Initial teacher education degrees has been delivered as has the industry feedback on the M International Development. Conducting research into proposed changes to the Early Childhood Education degrees and the Global Studies degree to ascertain whether changes are compelling to students and (for early childhood education) industry. Planning qualitative research in October and November with Career Advisors and current ACU students who live in Blacktown to explore feedback on the proposed Blacktown launch creative.

Squiz Migration – Public Website, Staff Website, Policies, Library, Courses – With Phase Two of the public website finalised, the focus is now on migrating all the content that remains on the Squiz platform onto Sitecore so that Squiz can be decommissioned. An automated content migration approach is being used, with everything except courses migrated by January 2020.

Student portal – Engaged with students to assess their satisfaction with the Portal and features and functionality required/desired by students. Developing a roadmap of items to take into prototyping and further testing with students.

Course Management and Approval System Implementation – The RFT process that delivered a vendor could not be completed as an agreeable price could not be negotiated. A limited closed RFT process has been conducted and vendors are being evaluated.

User Experience program – The DVC Education and Innovation, agreed to allocate funds from the Innovation budget towards establishing a User Experience program which includes further research and the establishment of a UX team to deliver on UX initiative.

Future Students and Campaigns – Closed out the peak recruitment window of the year having delivered a successful series of Open Day events, which saw almost 20,000 people attend across our national campus network and over 60% more leads than the previous year for a smaller budget. The focus is now on the upcoming change of preference period, with "Know Your Options" events being held nationally in December, following the national release of the ATAR. Collaborations between MER and Student Administration will also see a greater focus on conversion in the coming months – ensuring applications follow through to offer acceptances and enrolments – with the establishment of a dedicated sales and conversion team to occur in late November/early December. This team will largely focus on prospective student enquiries (via phone, chat, and email), as well as conducting outbound calling at critical junctures in the student decision making cycle.

Community Achievers Program – Applications to ACU's most successful entry program closed on September 10. This year the TAC Admissions team trialled rolling close dates which followed Open Days on each campus. This prevented the system crashes seen in 2018 and allowed CAP assessors to respond to the queries of single cohorts at a time. In total, 2,134 complete applications were received for 2020 entry, compared with the 2019 total of 2,230. The program saw a decrease in applications for Nursing courses in particular, most likely due to the required CAP ATAR being set at the same level as the general entry ATAR by the Faculty, which applicants may have seen as a disincentive.

Class Selection & Timetabling Project (CST) – The first stage of the CST project nears completion which moves our class allocation system (Allocate Plus) to a cloud-based solution to provide ACU with a faster, more secure allocation system. This stage also allows students to log preferences for class selection, decreasing the stress of the first-in, best-dressed opening of allocations. The system went live on October 1 and will be implemented for Semester 1, 2020 allocations.

Handbook – In early 2019, the ACU Handbook content was benchmarked against other universities' handbooks and consequently streamlined to increase readability and decrease the repetition of information across multiple sources. Policy and Academic Regulations will remain in the new Handbook as will details regarding University awards. The Mission statement, details of university governance and Faculty landing pages will now link to existing data on the ACU website. Information which is duplicated elsewhere on the University site has been removed, including honorary titles conferred, university contact staff lists and details. The changes also reduce preparation time and effort for professional staff in the Faculties and Student Administration. Quality assurance testing was conducted to ensure any content removed from the Handbook remains easily available within organisational and Directorate web content.

Postgraduate admissions delegation – Direct Admissions Services has worked with the Faculty of Health Sciences and Faculty of Theology and Philosophy to streamline application processes and in 12 key courses, move delegation for assessment from School to DAS staff. Changes include reducing the requirement for applicants to provide additional documentation, mapping and clarifying assessment processes, and improving application questions. The result is a 40% reduction in turnaround times for FHS courses and a 60% reduction in turnaround times for FTP courses from submission of application to offer in the mid-year cycle. DAS expect this to dovetail with the 2020 conversion campaign to produce faster acceptance and enrolment rates for main round admissions.

Launch of new scholarships management system – A new scholarships management system was launched to provide an easier, faster and more personalised application experience for current and prospective students seeking scholarships support. Each year ACU awards over 400 scholarships worth $2.6million to students who meet a range of merit and equity criteria. The new application process will proactively match students with opportunities based on details such as their course, campus and GPA. Students can easily apply for multiple scholarships and can track the status of their application. ACU now has greater visibility of eligible students, enhanced reporting capability and will benefit from efficiencies in assessment, award and communication.

Spring Graduation – 1769 students had their awards conferred during spring graduation including 29 Doctoral awards. 577 students attended 2 ceremonies in Sydney and 458 attended one in Melbourne. 163 students who had deferred graduation from a previous graduation term attended a spring ceremony. 177 staff and doctoral graduands participated in the official stage party across the three ceremonies. The Melbourne ceremony was the largest ACU ceremony held to date, largely due to 17% increase in attendance by Melbourne Heath Science students. Her Excellency the Honourable Margaret Beazley was conferred with an Honorary Doctor of Laws at Sydney graduation. Our other occasional speakers were Mr Julian Burnside AO QC and Professor Rhonda Craven.

Managing Placements – The project has now onboarded the management of community engagement opportunities in InPlace across the Brisbane campus. It is envisaged to learn from this pilot and rollout across all campuses in 2020. Begun the initial steps to put the

Faculty of Law and Business placements into InPlace. Plan to go live with Spring 2019 placements and then move onto the major semesters for next year.

Transforming the Collection of Student Information – The Government Reporting compliance project has commenced which is challenged by the Government still fine tuning requirements.

Banner Business Improvement – A major Fee report has been implemented to investigate potential issues faster with student fees. Also produced a Return from Deferment Report, which will enable Admissions to contact students who have deferred and encourage them to come to ACU the following year. The project has worked with First Peoples and Equity to develop a report, which will reduce the time it takes that unit to correctly identify Indigenous and Torres Strait Islanders students.

My eQuals – The project has issued Transcripts, AHEGs and Testamurs for all eligible students that have graduated in 2018 and Autumn 2019. Over the next month the documents for Spring 2019 graduations will be issued.

Banner 9 Upgrade – A number of resources have been moved to the TCSI project, as a change in priority for ACU. The project has evaluated the Ellucian toolset to offer a guided enrolment experience. It has been a disappointing outcome as the tools don't offer the experience hoped for. The project team is continuing to look at options to improve the enrolment experience.