Corporate Services Activity Report
Report No. Three – August 2017

KRA 1: STRATEGIC APPROACH & GOVERNANCE

Integrated Services Management Project – This project aims to provide staff access to Corporate Services through a single platform delivering an enhanced and seamless service experience that is transparent, efficient and consistent. The "Assessment Stage" is nearing completion, having undertaken an extensive program of mapping over 80 service processes to understand the current workflows. The second element of this stage will be completed in September, which entails the creation of personas and journey mapping of ACU staff to understand the service user experience. These two key activities will inform the "Design Stage" for a new service management model for Corporate Services.

Continue Governance Review – Ongoing Review of Corporation and Senate
- Senate's annual Planning Day was held on 20 July 2017.
- Contractual arrangements are in the final stages for ACU to commence working with an external provider to develop a customised online privacy module. It will be deployed to all staff ahead of the notifiable data breach regime coming into effect from February 2018. A draft Data Breach Response Plan has been circulated for consultation.
- Amendments to the ACU Constitution pertaining to Membership of Corporation will be circulated to Members for approval in the latter half of August 2017.
- A Senator Declaration of Interest Policy and Register has been drafted and will be submitted to the Standing and Finance Committee meeting on 4 September for endorsement, prior to submission to Senate in October.
- Amendments to the policy development framework, following consultation with the Community of Practice earlier in the year, will be submitted to the Vice-Chancellor's Strategy Group on 22 September. A desk top audit of documents in the policy library is nearing completion following receipt of responses from the majority of Directorates. Accordingly, a number of actions are being progressed.

Records and Information Management Project
- The Working Group continues to meet to develop the records and information management strategy. Following the 18 July meeting of the Standing and Finance Committee, source funding has been made available to engage an external provider to assess the information management assets within ACU and to prepare a 3-5 year roadmap. Contractual arrangements are in progress. Continuing to develop procedures and guidelines to accompany the draft amalgamated Records and Information Management Policy.
- Preparations are underway for the production of targeted online training videos to accompany the HPE Content Manager user guides. Seven boxes of archived records have been digitised and registered to HPE Content Management and approximately 47 boxes of files have been disposed of in accordance with the Records Disposal Authorisation. The quantity of boxes stored at the Government Records Repository has been reduced to 335 from 373 in 2017.

Strategic Plan 2015-2020 (and Planning Framework) – The June 2017 Traffic Light Report has been completed and is currently with each Portfolio Head for feedback for publication in late August 2017. The Vice-Chancellor is in the process of refining the Vision statement before presenting the recrafted Vision to Company and Senate for endorsement. The redesign of the Strategic Plan website is currently underway and is on track for completion by the end of September. Discussion is also underway with Marketing and External Relations regarding the redesign of the Strategic Plan suite of publications to ensure Brand elements are reflected in the Strategic Plan.

Organisational Unit Reviews – The Campus Ministry review visit took place between 3 and 5 July 2017 and the Panel is in the process of drafting the review report. The Executive Education Review call for written submission is currently open and will close on 1 September 2017. The Student Engagement and Services Review Response Plan was approved by the Vice-Chancellor and will be submitted to the Planning, Quality and Risk Committee in September 2017. The Directorate of Governance and Office of General Counsel is in the process of developing the Response Plan.

Business Intelligence Project — The design stage for the Student Enrolments/ Load planning phase has now been completed after four weeks of design activities which included completion of the data mapping, data modelling, bus matrix and solution architecture tasks. This marks the completion of Quality Gate-2 of this phase (out of 6 Q-Gates or milestones). Build activities will continue during Q3 2017 and rollout planned in Nov/Dec 2017. An AskACU Dashboard depicting their Service Standards around calls, emails and enquiries, using the new BI toolset has been rolled out to the AskACU members.

Government Reporting – The submission of 2017 first half year OS-HELP and SA-HELP (debt incurral date between 1 January and 30 June) were completed on 26 July 2017. The 2017 Semester 2 Commonwealth Scholarships offers (ACU made 6 offers) has been submitted on 26 July 2017. The date for the reporting of the 2018 course and campus submissions, currently due on 1 August, has been extended to 30 September 2017 as advised by the Department of Education and Training. 2017 staff submissions was completed on 21 June 2017. Currently the Research Office and HR are undergoing review of some researcher data and possible revisions submitted. 2017 staff data will then be verified and signed off by 15 August 2017. The second submissions of 2017 student data (census date between 1 April and 30 June 2017) have been received from the Student Systems and they will be cross-checked and any incorrect data will be fixed before the submissions by 31 August 2017.

Student Surveys – The 2017 Student Experience Survey (SES) was delayed by the Social Research Centre (SRC), launched on 5 August and closing on 9 September. For the first time, Postgraduate students were invited via email on 5 August to undertake the SES.

Enrolment Planning – As at 28 July 2017, the total 2017 student load was 1.9% above target (+492 EFTSL). When compared to the same time last year, student load was 3.6% higher (+925 EFTSL). Student load for CSP (-96 EFTSL) was below target, whereas Fee-paying domestic (+36 EFTSL) and Fee-paying overseas (+508 EFTSL) were above target. The Enrolment Plan for 2018-2023 is being developed and the first draft was provided at the Enrolment Plan Meeting 2 on 3 August 2017.

Risk and Assurance Services – OPSM is continuing its exploration of options for an Enterprise Risk Management (ERM) platform. Organisational Units have reviewed and updated Risk Registers during the ACU Planning Cycle, in addition to the University Risk Register. A summary and analysis of risks is provided to the Planning, Quality and Risk Committee and the ACU Audit and Risk Committee to support its monitoring and review of risk across the University. A summary of the ACU profile for "high" risks are provided below, for information.
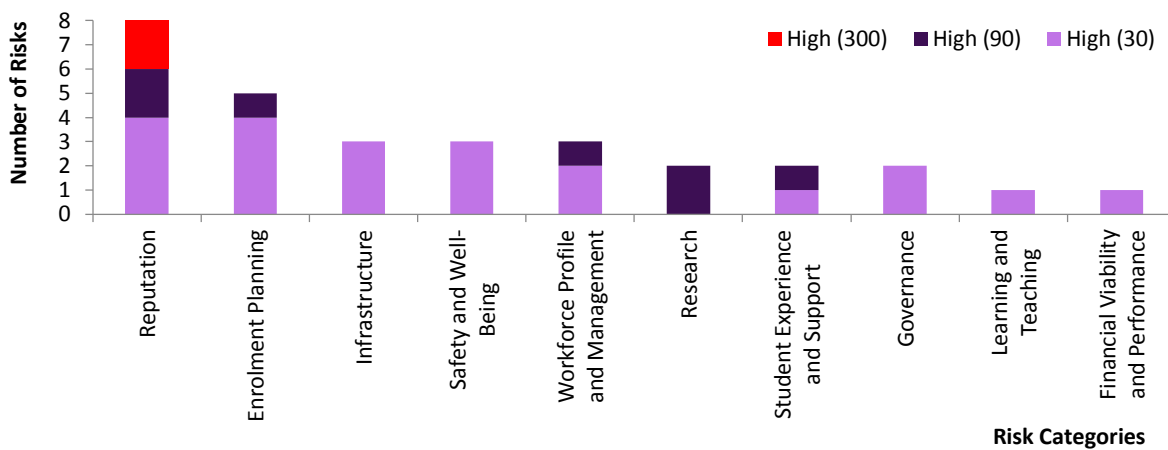
Internal Audit – An Internal Audit Charter has been approved by ACU Audit and Risk Committee and Vice-Chancellor. The Charter provides internal guidance for the conduct of internal audit work, based on established principles of the International Professional Practices Framework (IPPF) issued by The Institute of Internal Auditors (IIA). A rolling three-year Internal Audit Plan is underway, guided by the Audit and Risk Committee and with administrative support from OPSM. One area is currently under review (Banner Upgrade project), two reviews have been completed, Payroll and Student Experience. Three further reviews are scheduled for 2017.

Business Continuity Planning (BCP) – Work continues to support the development of BCP across ACU, guided by the Business Continuity Steering Group and involving the completion of Business Impact Analysis and BCP Plan templates across all 33 in-scope ACU organisational units. A scenario testing exercise is being conducted in August and September with two organisational units.

KRA 2: WORKFORCE CULTURE, STAFF PERFORMANCE & DEVELOPMENT

Enterprise Bargaining – The University's Staff Enterprise Agreement 2013-2017 has a nominal expiry date of 30 June 2017. The University has initiated the commencement of enterprise bargaining by issuing its Notice of Representational Rights as required under the Fair Work Act 2009. The University has established a SharePoint site for all enterprise bargaining documents that can be accessed by staff at any time. A dedicated email account has also been established for staff comments or queries during the negotiating period. Both the NTEU and the CPSU have now submitted their Log of Claims.

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

To maximise the opportunity for staff to attend and complete the Program, additional module 1, 2 and 3 workshops were offered to identified staff from June to August 2017.

HR Systems 5 Year Roadmap – Work continues on a number of approved projects and BPI's as identified in the current endorsed HR systems roadmap. The replacement HRP solution project is progressing well with Aurion HRIS Software selected as the HR Solution to replace PayGlobal and other HR systems for the University. The planning phase of the project is underway following an intensive 'blueprint' workshop to support the implementation with some follow-up work required to finalise the University's implementation requirements. The implementation of Aurion will commence Q3 2017 and it is envisaged that the planned go-live will occur at the end of Q1 2018 (subject to the finalisation of the 'blueprint' requirements).

The initial phase of the Onboarding Optimisation project has commenced with the draft project initiation document and supporting project scope document (PID) in the process of being finalised for stakeholder review and feedback. The project planning and implementation phases of the project are planned to commence Q3 2017 subject to the PID sign off.

Aboriginal and Torres Strait Islander Peoples Employment Strategy – Meetings were held with First Peoples and Equity Pathways and the Learning and Teaching Centre to commence the development of ACU's Aboriginal and Torres Strait Islander Cultural Capacity Framework. Two tailored Cultural Awareness workshops were delivered to Strathfield based academic staff in the School of Allied Health (Social Work) and Brisbane based academic staff in the School of Psychology.

Capability Development Framework – Development of staff and supervisor resources including completion of the CDF side by side comparison of achievement levels 1 and 2 and additional CDF staff downloads on the CDF website. Work is continuing on the development of competency sort cards as well as a case study series featuring staff and supervisors speaking about their experiences in using the CDF across a range of people management practices.

Gender Equity Initiatives – Submission of the University's compliance report to the Workplace Gender Equality Agency met the 31 July 2017 deadline. The Report has been accepted by WGEA and communication has occurred with staff and relevant employee associations who have the opportunity to comment on the application to the University and/or WGEA.

Actions to meet the expanded criteria for the Employer of Choice for Gender Equality (EOCGE) Citation application have progressed, and are on track to meet the September 2017 deadline for the submission.

Actions under the Gender Equality Strategy to strengthen support offered to working parents are progressing. The most recent Wellbeing Series Seminar focused on supporting working parents to manage their work and family commitments. In addition, the twelve month pilot of a child care referral service was launched via Staff Bulletin on the 27 July 2017. Web-based refresher training on dealing with discrimination, harassment and bullying will be rolled out in a phased approach using the ACU Professional Learning Hub, starting with supervisors.

myVoice Staff Engagement Survey 2017 – Organisation-wide results were presented to staff across all campuses during July and August. High-level and detailed results for Portfolio's and Faculty/Directorates is occurring to enable further discussion with staff and the development of action plans. HR will provide assistance to portfolio leaders to share their organisational unit results and support the development of action plans, which are due by end October 2017.

Work Health & Safety (WHS)
- A review is in progress to ensure the University maintains WHS records in a consistent manner and meets its compliance obligations to retain a broad range of relevant records such as WHS risk assessments; training, health monitoring, and workplace inspection records, and minutes of staff consultations.
- The Institutional Safety Laboratory Committee is being established to ensure that the University appropriately consults with organisational units about the management of WHS risks associated with research and teaching activities involving biological materials, radiation sources and medical procedures. The committee is due to meet for the first time in the fourth quarter, 2017.
- Staff First Aid Officers were recently recruited to fill the gaps on the Strathfield, North Sydney and Brisbane Campuses. The number of Staff First Aid Officers have progressively increased, from 28 to 70 between 27 July 2016 and 26 July 2017. Following a gap analysis of defibrillators, the University plans to purchase 20 defibrillators and 26 alarmed defibrillator cabinets, to ensure these devices can be accessed on a campus within three to six minutes.

Workplace Relations Essentials (WRE) for Managers – The WRE for Managers program, designed in partnership with Clayton Utz, is aimed at managers/supervisors who need to understand the legal framework and rationale that informs people management practice at ACU. The program was first delivered in 2016 and again in August 2017.

Employment Relations Seminar Series – This series commenced in 2016 and will become a regular feature for Senior Managers and Executive Staff. The Seminar Series invites keynote speakers from the Fair Work Commission, external Legal Practitioners, and external subject matter experts in employment practice, to come and speak on a range of topics including bullying, managing illness in the workplace, unfair dismissal, flexibility and workplace investigations.

Broadbanding Project – The broadbanding project has progressed and is implemented in line with the ACU Staff Enterprise Agreement 2013-2017. This has involved the review of all HEW 4 positions to determine the nature and number of positions at HEW 4 at the University, and the development of a broadly described position description (PD) for the five key job families identified: *Administration Officer, Technical Officer, Library Officer/Technician, Research Assistant, Receptionist* and *Support Services Officer*. The University consulted with the Unions in July 2017 regarding the broadly described PDs and the proposed approach to evaluate the roles. Roll out of the broadly described PDs will involve supporting work areas with current HEW 4 positions to identify positions suitable for broadbanding and tailoring the PDs to the requirements of the work area. The University will ensure appropriate consultation with affected staff by following the general principles associated with organisational change including direct consultation with affected staff. A broadbanding procedure document has been developed to clarify the process and the threshold criteria required for a HEW level 4 staff member to move to a HEW level 5 classification.

Code of Conduct – Following staff consultation the content of the revised ACU Code of Conduct for All Staff is finalised including integration of ACU brand voice. Work has commenced on the design elements of the new Code and promotion material. Communications and Implementation Plans are also in development.

KRA 3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

ACU issued Sustainability Bonds – The ACU Sustainability Bonds are the first Sustainability Bonds issued in Australia. ACU and Finance demonstrated commitment to a sustainable future on Tuesday 25 July by securing $200 million in investor funds earmarked for projects that deliver positive social and environmental outcomes. ACU raised the funds through the sale of Sustainability Bonds to some of Australasia's biggest institutional investors. ACU will commit the funds raised towards financing and refinancing the University's teaching and research expenditures in areas including education and healthcare and green property projects which are in alignment with the International Capital Market Association's Sustainability Bond Guidelines (2017). The 10-year, fixed rate bond has priced at semi-quarterly coupon matched asset swap plus 97 basis points, yielding 3.7425%. While the order book peaked at more than AUD500 million, ACU sized the bond at AUD200m. The debt is rated Aa2 (Stable) by Moody's Investors Service. NAB arranged the bond and was joint lead manager alongside UBS.

Finance System Implementation – As stated in the previous reports, Finance implemented the new Finance System – Technology One in 2017. 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:

- Overview of Technology One
- The Charts in Technology One
- Reporting Hierarchy
- The Account String
- Conversion Table
- Flexi Purchase
- Procure to Pay
- Reporting
- Journals

Additional 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, and accommodation and computer suppliers. Sourcing activities currently underway for: fleet, laboratory supplies and general consumables.

KRA 4: INFRASTRUCTURE AND ENVIRONMENT

Enterprise Architecture, Enterprise Architecture Review Project and Cloud Infrastructure – Enterprise Architecture project will help ACU identify cost optimisation opportunities, through IT application and platform consolidation and standardisation. The review activity has been completed and current state and future state architecture including technology roadmaps have been developed, as follows:

- The application inventory and a brief assessment of the infrastructure have been completed. Related Applications, Integration and Infrastructure views have been completed.
- Conceptual data models and business capability models have been developed and are under review across several business areas - Marketing, Governance, Student Services, Library and HR.
- High-level roadmaps are now completed. Some of the roadmap items are already in-progress to deliver. IM strategy, IM Policy and Procedures are in-progress- working with Governance Directorate. A project is already initiated to complete the infrastructure modernisation architecture and strategy. The foundation project is 100% completed, with roadmap items to be assessed to continue further work.

Cloud Infrastructure modernisation project is developing an Infrastructure Reference architecture, identifying current application infrastructure and decision models to help ACU move towards a cost effective and sustainable modern IT infrastructure. This project is at initiation stage, currently negotiating the cost of consultancy with vendors.

Increased technical capability of physical and virtual learning spaces – This project is being delivered in collaboration with LTC to provide enhanced Wi-Fi support and enable Echo 360 Advanced Learning Platform (ALP) to stream audio/video from the learning spaces

inside/outside ACU campuses and to provide support to a collaborative, interactive learning environment for academics and students.. It will also provide the new location aware capability across the campuses for better utilization of our spaces and to help in many digital programs like wayfinding.

The ACU backend network upgrades have been completed and new high-density Cisco access points have been installed in a number of teaching spaces in North Sydney, Brisbane and Melbourne for testing/evaluation/training.   Plans are being completed to install the remaining new high-density access points across all campuses except Adelaide with the larger lecture theatres being targeted during the mid-semester break and during the summer break. The project is estimated to be completed on 28 February 2018.

Renewed Public Website – The renewed ACU web presence is being co-delivered by IT and MER. The discovery, define, design phase will be completed in August. Build planning is underway, and recruiting for the development team. The content stream is underway and will progress through until 2018. The first release of the project is scheduled for the end of Q1, 2018.

Develop Cyber Security Rating from Level 1 to Level 2 – This project will provide a roadmap to cyber security and risk management, areas of improvement (gap analysis) and an ongoing framework to manage security and risks across the University. An RFP has just closed for the second phase of this project, which will consist of a 6+6 month term.

IT Project Portfolio Management and Governance Framework – This work focuses on implementing the ServiceNow project portfolio management suite (PPM) for use by ACU IT to manage its portfolio of projects. Portfolio-level reports are now shared with the COO office. An effective governance framework is being developed for IT PPM to integrate with BSMG and ICTAC. Additionally, business case development is now being coordinated centrally. Health checks have been completed for all in flight projects as part of this framework.

Unified Communication and Collaboration (UCC) Strategy – The UCC 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 UCC project is currently proceeding to plan and is reviewing received RFQ responses.

Security Properties of User Accounts and Access to Systems and Applications – Banner XE Implementation Project will modernise and improve the student and staff experience in accessing Student Administrative data. It involves providing users with a more streamlined, intuitive, portable approach to student, course, enrolment, fees, and result oriented data. The project involves collaborating with IT, Student Administration, ASKACU and Faculties to ensure that student and course information are easily available. The project commenced late 2015 with a complete overhaul of the underlying Banner structure to allow additional modules and functionality to be added as the business requires. A more modern and intuitive way for enrolling and providing course information to students will mean less enquiries to student centres and administration staff.

Review Storage Systems – The SAN Storage Renewal project will align storage strategy with future growth requirements and improve storage reliability and data integrity. Currently reviewing received RFP responses and SAN RFQ completed.

Enterprise Service Bus (ESB) – The ESB project has completed with a successful implementation of the Integration Hub. The Integration Hub has been extended to include the Research Master system (70% complete) as well as the Enterprise Data Warehouse and Business Intelligence platform (20% complete).

Innovation@ACU – This forum aims to establish a mechanism within ACU to encourage IT innovative ideas. In addition, this group will promote a culture of innovation by staff, students, alumni, communities and industries associated with ACU to collaborate and interact. Recent initiatives include:

1. **HoloLens –** Introduced "Augmented Reality" technology for students to be able to create holographic 3D models of anatomy and watch in real-time as these projects are rotated to get the best view of their subject matter.
2. **ACU Open Day –** An IT stand was provided at all Open Days enabling Wi-Fi for visitors and exposure to the HoloLens and Microsoft Surface Hub.
3. **Ideation Workshop –** Two days of innovation workshops were run with selected staff at ACU to provide participants with core frameworks and structures for best-practice innovation and generation of ideas. A total of 67 creative and diverse ideas were generated with 15 ideas shortlisted to be potentially progressed.

Measure Real Time Student User Satisfaction – The Enterprise Wide Identity and Access Management (IDAM) project aims to address fundamental security aspects of identifying and managing user accounts and access to systems and applications. The project involves collaborating with IT, HR, Student Admin and other areas where access to systems and applications are critical for the University to provide a high level of security and access controls to these systems and protecting data assets, while providing the highest possible user experience. The first phase of the project looked at access using single sign on capabilities that was part of the Student Portal delivery. This will be used as a stepping-stone for all other sub systems to have single sign on capabilities. The next phase of the project is to look at identity management with Microsoft's MIM product being selected as the tool to manage this.

SharePoint as a Service – The project will assist in determining what will be involved in a migration effort in moving to new SharePoint 2013 on Microsoft cloud for all SharePoint instances in ACU. The SharePoint pilot project is well underway with the detailed design

currently in process. Wire framing is complete, with the new ACU branding and final planning in place to commence transition activities within the next four weeks.

Improved IT Service Management – The IT service improvement project aims to improve IT service delivery and empower staff with self-service options. The project is leveraging off marketing relationships with design agencies. One of the deliverables will be an IT self-service portal which will provide a one stop shop for IT services and enable staff to self-serve.

Planning and Sustainability

- New Space Information module in ACUSIS rolled out successfully in August.
- Space utilisation audits for Strathfield scheduled for first week in September.
- Workspace Policy and Guidelines documents in progress.
- Melbourne office space requirements for 2017-2022 in progress.
- Sustainability framework development under review.
- Development of solar strategy for all campuses: RFT preparation in progress.

Development & Major Projects

Campus	Development Activity	Status
Ballarat	Camillus Housing refurbishment.	Stage 2 completed 25 May 2017, 7 weeks prior to contractual date. Project proposal for upgrade of landscaping under preparation.
Brisbane	Mercy Building	Main construction commenced in March 2017. Completion date revised to Q2/2018 due to weather including Cyclone Debbie.
	Building N extension	Site establishment to occur early August 2017. Completion on target for Q1/2018.
Canberra	Veritas Building	Structural steel erection completed in July 2017. Roof sheeting to commence in August 2017. Completion remains on target for Q1/2018.
Melbourne	Saint Teresa of Kolkata building	The Victorian Civil and Administrative Tribunal hearing on the Development Planning Overlay application was conducted over four days in late June 2017 and the outcome is anticipated before the end of August. Design development is ongoing and lodgement of permit application planned Q4/2017.
	81 Victoria Parade	Following appointment of the architects, stakeholder engagement and preliminary concept design will commence Q3/2017.
Nth Sydney	NSY Master Plan	Scoping study for Caroline Chisolm House library relocation is underway. Brief draft for progressing the Development Planning Framework to be issued for internal review in early August 2017.
	IPPE Relocation to NSY	Nine enabling projects will be completed August 2017, and fitout works on levels 9 &10 of 33 Berry St follow directly for completion and occupation Q4/2017.
	Cafe	Refurbishment works completed prior to Open Day 2017.
Strathfield	Underground Carpark	Development Application lodged 16 June 2017. Works expected to commence immediately following assessment and planning approval by Sydney Centre Planning Panel (a 6 month assessment process).
	Main Entry	Main works completed prior to Open Day 2017.

Building Compliance – the current building compliance rating has increased to 99% up 1% from previous months due to the fire compartmentation works undertaken in Brisbane. Ballarat Campus is currently progressing through their Annual Building Certification process with no expected faults or failures. Following Ballarat will be Strathfield's top campus area (Barker Road).

Campus	Development Activity	Status
Ballarat	Annual Building Certification	In-Progress
	Sprinkler Hydrant Testing	In-Progress
	Connors Hall Rectification	In-Progress
	Replacement of Wall Heaters	Delayed – Management and coordination
	Carpet Replacement	Completed
	HAZMAT Reporting for Camillus	Completed
Brisbane	Fire Wall Construction	Completed
	DDA Audit	Scheduled – 4 weeks

Campus	Development Activity	Status
	Smoke Baffle Installation Structural Steel Fire Rating Swimming Pool Upgrade CCTV Camera Upgrade BMCS Upgrade	Scheduled – 4-6 weeks In-Progress Finalizing Phase 1 complete – Phase 2 being scoped and tendering 2 x major faults during month – rectification due within 1 week
Canberra	Outdoor Furniture Replacement Seating & Desk Replacement Boiler Replacement & Asbestos Mgmt Roof Harness Report FIP/ EWIS Communications protocols	Completed Completed Completed Completed In-Progress
Melbourne	Modular Building FIP/ EWIS Upgrade Cathedral Hall FIP Repairs Roof Harness Report	In-Progress – due in 4-6 weeks Scheduled – investigation being performed – rectification 4-6 weeks Completed – Report pending
Nth Sydney	VC AC Upgrade VC Fire Panel Upgrade 23 Berry Roof Waterproofing 23 Berry Hydrant & Sprinkler Upgrade 23 Berry Main Switchboard Upgrade 23 Berry Power Generator Installation Roof Harness Report Plumbing repairs at MCR	In progress Completed Completed Finalizing – Water Tank Finalizing – pending inspection by Austgrid In-Progress Completed In-Progress –issues with pipework
Strathfield	Seating & Desk Replacement Heritage Tile Replacement Bio-Mechanics Track Replacement S Block A/ C Replacement Edmund Rice Building AC Replacement Albert Road Surface Major Repair Gutters, & Drainage Survey/Repairs Auditorium AC Plant Upgrade	Finalizing Issue with Heritage Consultant/ Council Approval Completed To be tendered Q3/2017 Completed Scheduled Q3/2017 In-Progress Survey and technical evaluation being performed

Concierge Services – In July 2017, Facilities Management completed 98.15% of all Works Requests (WR) received via the Concierge Service Desk. The graph below indicates a steady increase in this rate over a 12 month period with the rate being close to the target of 99% completion rate.

ACU - Properties & Facilities Portfolio - WR Completion Rate
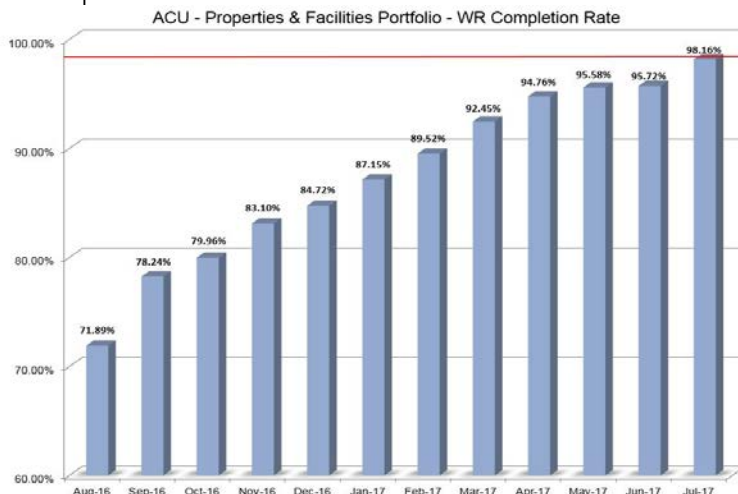
KRA 5: STAKEHOLDER RELATIONS

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

New transcript, AHEGS and testamur designs – new designs for academic documents are being designed to align with the new branding. The new designs will be used from December 2017 for the cohort graduating in Autumn 2018.

Transparency in Admissions Recommendations – the Transparency in Admissions working group is progressing with updating the course browser to present information in compliance with the transparency requirements. This information will be uploaded to the website

by the end of August 2017 in time for the 2018 Admissions cycle. Specific Semester 1 2017 admissions information will be included to assist students in making informed comparative decisions across different universities.

Trial of FlexiDirect applications for postgraduate courses in Business, Psychology and Counselling via the VTAC portal to give students a seamless ACU application experience with a faster response and turnaround time. The approach launched in the first week of August and saw over 100 applications received in the first 24 hours. Statistics currently show average application to offer rates at 1.4 days.

Working with Each TAC and the Faculty of Education and Arts to establish reliable assessment mechanisms for the non-academic capabilities of applicants to Initial Teacher Education courses (ITE) in all states. This includes an ACU-specific approach in the Victorian market to cater to applicants undergoing financial hardship. These will be in place for main round applications in each state.

Semester 1 Central Examinations were restructured to allow a centralised approach to Supplementary Examination provision. Survey results from participating Schools indicate the majority of academics were supportive of the move and felt it reduced their overall workload.

Successful Trial of Online, Supervised Examinations was conducted through ProctorU in Semester 1 with a single unit cohort of 44 students. An overwhelmingly successful outcome for students and the School has led to the consideration of an extended trial in the next examination period.

Brand – The first of the five Open Days in the new brand took place in Brisbane on 22 July, with the campus awash in red and purple. Brand architecture/implementation discussions are progressing with areas across the University, including Campus Ministry, Research, Student Administration, and Students, Learning and Teaching. Rollout of the new visual identity continues, with the goal of having all of ACU rebranded by end February 2018. Bringing the brand to life across ACU – guided by our brand essence, impact through empathy – is the major focus moving forward.

Internal Communications – A successful 4 month pilot of Workplace within Corporate Services was completed on 2 August. Key measures of success: 86 per cent claimed accounts; more than 20,000 interactions; 330 weekly active users; and 38.6 posts on average per user over the length of the pilot. A comparison between staff communication surveys conducted in February and July 2017 shows a marked improvement across a range of indicators, including a 20 per cent increase in overall satisfaction with staff communications in Corporate Services; 15 per cent increase in staff saying that knowledge and information is readily shared among Corporate Services; and 33 per cent increase in staff saying that ACU provides communication channels that make it easy for me to share updates on the projects I'm working on. Results of the pilot confirm it is a viable option for improving communications across ACU: over the next six months, the Internal Communications team will be leading a staged rollout to areas across the University (beyond Corporate Services).

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

Events – Several significant events in the last quarter, including the Open Days; Interfaith Parliamentary Breakfast; Conrad Hackett events and public lecture; and Vice-Chancellor engagements. The new Events Policy will be finalized in Q4 and work continues to take place on the Events Guide and protocols. Implementation of the new event system, Cvent, is complete with all members of the events team utilising Cvent as an event management tool.

Marketing Campaigns – The midyear campaign has recently concluded upon closure of Semester 2 applications. This campaign primarily targeted the postgraduate and non-school leaver segments and contributed to a 7.5 per cent rise in overall midyear applications. The Open Day campaign, which marks the first campaign in the new ACU brand, commenced in June and is currently live – promoting Open Day events though until September. Open Day marks the beginning of the Semester 1 2018 campaign, which consists of discipline and course area promotion through to February next year. Two successful Open Days on our Brisbane and Melbourne campuses. Brisbane saw 2,020 visitors and Melbourne saw a record 12,800 visitors come to campus. Canberra, Ballarat, North Sydney and Strathfield will take place in August and September. MER has commenced discussions with the faculties and Student Admin on how we can raise awareness, and enrolments, for the range of new sub-bachelor programs being introduced for Semester 1 2018.

Marketing Insights

- **Sub Bachelor Competitor and Market Reviews:** Conducted a series of market analysis reports in the Sub-bachelor space to inform the development of new product in this area with 15 papers written to date on various Sub-bachelor course offerings.
- **Canberra Deep Dive:** Co-managed project with Provost's team to deep dive into the opportunities for ACU to explore in the Canberra market. The key finding here is that there is no one course that is likely to stimulate strong demand for ACU, but rather a strengthening of key strength areas of education and health.
- **Alumni & Annual Appeal Deep Dive:** Interviewing ACU Alumni in order to identify further engagement opportunities and to continue to learn and build on the Annual Appeal.
- **Specific Market Viability Analysis:** Working with Deputy COO on the development of a series of viability reports for ACU in various markets including Warnambool, Sunbury and Western Sydney.

- **Lapsed Offer Study:** Following on from the study conducted in 2016, will be repeating the lapsed offer study in August to understand why students who have applied and made an offer to study at ACU have elected not to take up that offer.
- **USC Moreton Bay Campuses Impact Study:** Analysing the potential impact of USC taking over QUT's Caboolture campus and also USC's new Petrie campus in 2020. It has been found that these new campuses could be of particular threat to ACU's nursing degree given USC and QUT have experienced substantial increases in demand for nursing and are starting to attract high quality applicants.
- **Postgraduate Strategy Development:** In conjunction with the Provost's team, currently briefing a research study to inform the strategic direction of the Postgraduate offer at ACU. Work expected to be undertaken in Q3 & Q4.

Digital Plan – The digital plan continues to be socialised and is guiding the priorities of the major projects including the Public Website, Student Portal, Course Browser and progress on the enhancement of the CRM. With the initial plan in place, also exploring other priorities and considerations such as a Student Mobile App, a Current Student experience roadmap and consideration of how Cashless Campus should progress.

Student Portal – The reference group and working group have been reestablished and relevant stakeholders have been engaged individually. User research has been conducted and is informing feature prioritisation. Technical health checks have been completed and are informing some remediation work. Build planning is underway with IT and they are working to recruit the development team.

Course Browser – DVE Business Solutions have kicked off the project to map the processes and develop a requirements document that will enable a tender for the implementation of a technical solution to support the university course development, approval and marketing content needs. Stakeholder workshops will commence in late August. IT are working in collaboration to develop the required solution architecture.

Alumni – The alumni numbers have increased by a further 5,000 following Spring Graduations bringing the total to 92,000. Graduates are volunteering at Open Days both on the Business Q&A panels, as well as providing information to prospective students and families at the Faculty of Health Sciences expo tables. Filming of the 2017 Alumni Awards recipients is currently underway on location in Melbourne, Canberra and northern tip of Cape York in the north of Queensland. The event will be held in Brisbane on Wednesday 4th October.

Sponsorship – ACU was strongly promoted through sponsorship in school markets in Queensland in Q3. Following the success of the Confraternity Carnival end of June, ACU also sponsored Queensland Catholic Education Week and the ACSSQ (Association of Catholic Secondary Education Schools) combined Conference. The 2017 ACSSQ Conference gathered Principals, Deputy Principals, Assistant Principals, Religious leaders and Counsellors for the first time. ACU's support of and participation at these events contributes to strengthening relationships between Catholic partners, schools and the community along with providing targeted opportunities for promotion and student recruitment. In September ACU will also sponsor the Ignite Youth Conference in Brisbane. One of Australia's leading Catholic youth events, the event will attract an estimated 1600 young people and adults. ACU will leverage this event to promote the new brand.
- ACU's flagship partner, Orange Sky Laundry attended Open Day events in Brisbane, Melbourne and Canberra giving an opportunity to current students, staff and prospective students to chat to Orange Sky volunteers, check out the van and find out more about the partnership. In addition, Orange Sky General Manager of Operations, and ACU alumnus David Tubb spoke on 'Impact through Empathy' at the August EPG Retreat in Canberra.
- ACU are developing a sponsorship arrangement with the Australian Catholic Youth Festival from 7-9 December 2017, hosted this year by the Archdiocese of Sydney. Similar to World Youth Day in Sydney in 2008, the city will come alive with an estimated 15,000 young people gathering in Sydney, at the Sydney Showground, Sydney Olympic Park and The Domain.

Postgraduate and Non-School Leaver – In the lead up to Semester 2, one-on-one appointments were reprised with 53 appointments booked and 45 appointments delivered. In addition to this a dedicated Postgraduate stand is being held at each Open Day with over 100 people met at the two events held thus far and 63 dedicated leads captured for follow up. In the Non-School Leaver space, the Non School Leaver Session pilots were completed with 101 prospects attending a session. Following feedback from all stakeholders involved, format changes will occur and these sessions will be reprised in late 2017 and early 2018 with the aim to extend the reach of these sessions to those interested in our sub-bachelor suite of programs which is currently in development. Upon the Semester 2 census date, an audit of all activities in this segment will be undertaken to determine how these events converted into enrolments.

Foundation – Year to date the ACU Foundation has received $288,328 in donations, with $626,500 in the forecast which will bring the year's total to $914,828. Recently adopted the CASE method of reporting donations, reporting separately funds received (cash banked) from funds secured (cash banked plus full value of new pledges). The year to date funds secured result is $307,278.