



# ANNUAL REPORT 2022

# THE NETWORK FOR INNOVATION, EDUCATION AND RESEARCH

SABRENet Ltd acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual, physical, emotional, intellectual and economic connection, and educational practices of Aboriginal and Torres Strait Islander peoples.

We especially honour the Kaurna Elders of the Adelaide Plains upon whose land SABRENet Ltd operates.

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# CHAIR'S REPORT

**As we begin to move out of the shadow of the pandemic the contribution South Australia's educators, researchers and innovators are making to improving our individual and societal wellbeing cannot be overstated. SABRENet is proud to be delivering critical services to support these valued members of our community.**

We deliver reliable and affordable multi gigabit connectivity used by literally thousands of educators, researchers and innovators who work on our university campuses, private and public schools, TAFE campuses, teaching hospitals, research institutions and innovation precincts.

These sites are the engine room of education, research and innovation in our state and having access to super fast and affordable connectivity is, for them, a gamechanger.

SABRENet already interconnects over 310 sites in Adelaide. We are still on a growth trajectory and the number of sites connected to SABRENet increased again in the past 12 months - that's 16 consecutive years of growth. Some of the new connections to the network included 3 campuses of Sunrise Christian School (Marion, Fullarton and Paradise), PIRSA at Glenside and the new Raw Space at University Senior College.

Given the criticality of SABRENet to the research, education and innovation sectors we have started developing a long term plan for the sustainability of the network. This long term plan will ensure that SABRENet is around for a very long time. We are also continuing to innovate and explore new technologies with a view to providing our customers with choices in respect to how they connect to the network including additional options for resiliency.

SABRENet's business model is extremely efficient and this allows us to provide outstanding value for our Members and customers. This is incredibly important given the cost pressures our customers are under. Our customer satisfaction research shows that 96% of our customers are satisfied with SABRENet, 94% consider that SABRENet is important to the success of their business and 94% believe that SABRENet meets their needs.

SABRENet Ltd provides the fibre infrastructure that underpins the South Australian Government's incredibly successful GigCity initiative. GigCity is providing over 400 businesses with the opportunity to "connect" quickly and easily with their customers and cloud services wherever they are in the world.

The incredible demand from tenants of GigCity innovation precincts for cost effective gigabit services underscores the importance

GigCity is playing in helping to attract the businesses and entrepreneurs that are critical to transforming our economy. They are using the GigCity network to turbocharge their businesses. The independent economic modelling we have commissioned suggests that productivity improvements attributable to the GigCity connectivity afforded to these businesses could be as high as \$18m per annum.

SABRENet's ongoing success is underpinned by strategically important partnerships with Vocus Telecommunications, Escapenet and AARNet and the ongoing support of our Members and their IT staff. During the year we extended our long term management arrangement with Vocus and we worked in partnership with Escapenet to further improve the GigCity network. We also partnered with AARNet on a number of events which brought opportunities for the schools sector to collaborate around cyber security.

Bruce Linn resigned from our Board at the end of 2021. Bruce is well known in the technology community and over many years he made an outstanding contribution to the overall success of SABRENet. I would like to sincerely thank Bruce for his commitment to SABRENet Ltd and wish him well in his future endeavours. At the beginning of 2022 we welcomed Bill Le Blanc as the new Board member appointed by the University of South Australia.



SABRENet Ltd's future is very bright. Our forward plans will continue to expand the reach and affordability of connections to the network whilst ensuring the network is sustainable in the long term. This will mean SABRENet Ltd can play an increasingly important role in the transformation of the South Australian economy.

On behalf of my fellow Directors and the SABRENet team, Sandra Vallance and Filip Vidos, I'd like to sincerely thank all of those people who have contributed to our outstanding success over the past 12 months. We couldn't have done it without you and we look forward to continuing our successful partnership with each and every one of you.

A handwritten signature in black ink that reads "Paul Sherlock". The signature is fluid and cursive, written on a white background.

Paul Sherlock  
Chair, SABRENet Board

# ABOUT SABRENET

The South Australian Broadband Research and Education Network (SABRENet) is a fibre only telecommunications network constructed in metropolitan Adelaide to link the State's major Research, Education and Innovation sites, including university campuses, innovation precincts, teaching hospitals, TAFE campuses and schools.

SABRENet Ltd is a not-for-profit public company limited by guarantee and registered as a charitable institution. It was formed to oversee the development, management and effective use of SABRENet.

The SABRENet network extends over 400km of fibre optic cable and connects more than 270 locations in the greater Adelaide metropolitan area, typically at data speeds from 1 gigabit to 100 gigabits per second (Gbps).

The Members of the Company are Flinders University, the University of Adelaide, the University of South Australia, and the Government of South Australia. The Defence Science and Technology Group (DSTG) is a contractual partner in SABRENet Ltd.

The strategic role of SABRENet Ltd is to increase South Australia's research, education and innovation performance by utilising its fibre network to deploy and enable specialist broadband and related services on behalf of its members and customers.

- Removing constraints on available bandwidth for research, education and innovation.
- Creating a critical mass of interconnected sites, users and applications.
- Extending, owning and operating fibre infrastructure.
- Providing leadership on broadband issues within the research, innovation and education sector.

The success of SABRENet is evident from the continued growth in the number and variety of sites connected to the network, and the accelerating growth trajectory since its inception.

# FAST FACTS

**Not-for-profit company**

**Founded in 2005**

**Owned by Flinders University, the University of Adelaide, the University of South Australia and the Government of South Australia**

**Over 400km of fibre optic cable**

**Connects more than 310 locations across Adelaide**

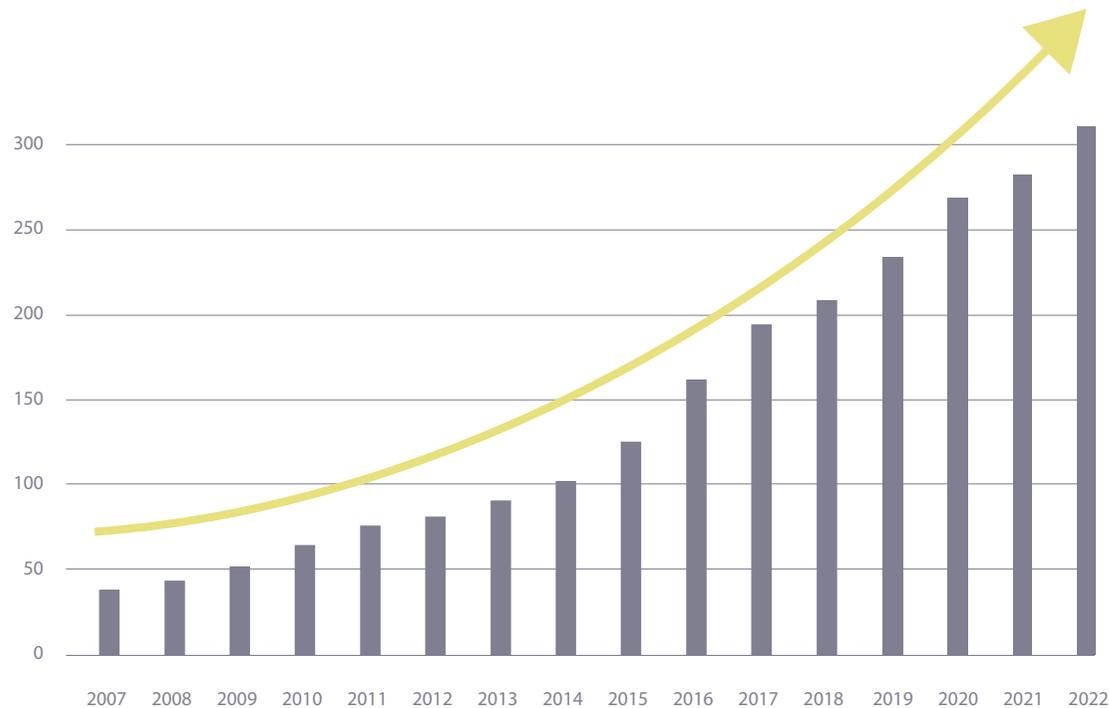
**Interconnects South Australia's research, education and innovation sectors with the rest of the world**

**South Australian success story**



Students from Marryatville High School

# SABRENET GROWTH TRAJECTORY



SABRENet is a growing fibre optic network linking over 310 research, education and innovation locations.

## NEW CONNECTIONS

- Sunrise Christian School at Marion, Fullarton & Paradise
- PIRSA at Glenside
- SA Health Distribution Centre
- University Senior College



# GIGCITY ADELAIDE

GigCity is a Government of South Australia initiative delivering affordable, high-speed internet to innovation precincts across the state. Participating businesses experience gigabit speed broadband, enabling greater collaboration between colleagues and easy sharing with clients around the world.

Using SABRENet fibre circuits, the GigCity network now links 23 innovation precincts and 5 data centres into a high speed, highly resilient fibre platform using Dell Switch technology. Over 400 businesses are now using GigCity. Approximately 220 Terabytes (TB) of data is transmitted monthly across the GigCity Network.

In 2021/22 the Welland Healthy Living Precinct was connected to GigCity.



In late 2021, SABRENet commissioned Action Market Research to undertake a second study to understand satisfaction with GigCity and the impact that GigCity is having on the businesses using it, particularly given the impact of COVID-19. Cyber security was also included in the study.

The key findings from this independent analysis include:

- Despite the impact of COVID-19, GigCity customers have continued to experience positive employment and revenue growth
- GigCity customers are deriving significant satisfaction and benefit from being able to access and use GigCity to grow and expand their business operations locally, nationally and internationally
- GigCity is achieving a high Net Promoter Score of +59
- GigCity customers are generating a major benefit from having access to GigCity in the following areas:
  - Faster processing of information and receiving and sending of data
  - Live conference meetings
  - Ease and accessibility of high speed communications
  - Ability to use software as a service (SAAS) applications and cloud services
  - Lower business operating costs
  - Ability to compete for business that requires high speed internet.
- GigCity customers would like to be supported by GigCity on cybersecurity.

Key recommendations emerging from the 2021 research into customer impact and satisfaction:

- Continue to improve overall customer service delivery experience, specifically around timeliness and resolution of issues.
- Develop a feasible cybersecurity framework for GigCity to offer customers, at a fee, for those who are interested in this.
- Continue to support GigCity users with the provision of high speed internet service to enable and foster business growth.

Since the report, SABRENet has worked with the Department for Industry, Innovation and Science to establish a cyber security education program and EscapeNet to provide a tool called CyberOnRamp to assist GigCity customers improve their cyber security posture. SABRENet was delighted to be part of a workshop launching these initiatives at the Australian Cyber Collaboration Centre (A3C) in June 2022.



SABRENet is actively marketing GigCity Adelaide on its Adelaide Fast Internet social media channels on Facebook, LinkedIn, Instagram, Twitter and YouTube. Social media marketing promotes GigCity and amplifies the stories emerging from Precincts and businesses within those Precincts across the Hi-Tech Sector Plan, Creative sector, Research, Biotech and General Business.



The Illuminate Festival in the Botanic Gardens. Brought to life with a GigCity connection

# GIGCITY SUPPORTS CREATIVITY AND GLOBAL OPPORTUNITIES AT THE MILL

The Mill is South Australia's leading multidisciplinary arts organisation. Its Angas Street site comprises studios, creative industry offices and a digital working space, and is home to over 55 artists, makers, and designers. The venue combines workspaces with galleries, a performing arts space, photography studio, tools workshop and shared meeting facilities behind a dynamic street presence in the heart of Adelaide's CBD.



The Mill's rich, year-round program supports more than 500 artists, providing the necessary physical space to work on their practice, alongside diverse public events, performances and exhibitions, and development opportunities.

With the diverse range of activities and the studio artists having 24/7 access to The Mill, an internet connection to support this is paramount.

Aspiring to the ability for resident studio artists and other venue users to elevate their practice through connecting with a high-speed and high-quality service, the benefits of internet speed and connectivity were realised over time. Initially the service remained slow as they didn't upgrade their modem at the time of connection, however they worked with the relevant parties to rectify and improve the situation. A solution was found by installing 11 hotspots throughout the venue and spreading the signal, creating a service to support their artists and the venue's specific needs.

**General and Venue Manager, Tim Watts says, "GigCity allows The Mill to offer its 55 studio residents reliable, comprehensive internet connectivity, to use in ways that best suit their individual practices. Whether they be hat-makers or filmmakers, being connected to a global audience, with opportunities to create and share engaging content is a huge drawcard for working at The Mill."**

The COVID pandemic has had a significant impact and one aspect is the move into streaming events, which they had not done before. Tim explains the value of the GigCity connection, "We would not have been able to achieve this on our previous service. We also did not expect our team to be working from home and meeting via Zoom / MS Teams like it is. Often staff are split between working from home and being on-site, so reliable internet plays an important role in keeping us connected."

As well as staff, the artists were also impacted, with Adelaide multidisciplinary collective The Bait Fridge being the first program participant to have its engagement with The Mill disrupted. The collective's practice is based around collaboration, and members had intended to work closely together (physically) as well as bringing audiences into the making process. Tim says, "Working with the group to reshape the residency, we eventually presented a participatory online masterclass and sprawling, venue-consuming durational performance that was streamed to a digital audience. Being connected to GigCity meant we were confident in taking the program online – real-time streaming with multiple roaming cameras and live sound throughout the 800m2 building and outdoors."

With the support of the GigCity connection, The Mill has also expanded to include a space for seven digital, desk-based artists. These are mainly photographers, videographers and writers, who are online a lot, so having a reliably fast connection is a big attraction and crucial to their work. Repeater Production's Ben Golotta, one of The Mill's artists in residence, says he uses the service daily. "[I'm] constantly uploading / downloading 100s of gigabytes of footage for clients."

Tim says, "A capable internet connection allows The Mill to reach a broad audience with its program, in a variety of ways – live streaming theatre works, hosting online masterclasses, sharing exhibitions, connecting artists with art-lovers, and more. We are excited to see how creatives work with this technology in the future."

# GIGCITY'S FAST, RELIABLE CONNECTION SUPPORTS GLOBAL E-INVOICING SERVICES

Link4 is a SaaS solution (Software as a Service) business, designed to make the invoice process for businesses safer and more efficient. Link4 is an add-on to a client's existing cloud accounting software to enhance its invoicing capabilities.

Based at Stone & Chalk in Lot Fourteen, Link4 supports hundreds of local businesses, and thousands globally. Businesses actively doing eInvoicing with Link4 extend across Australia, New Zealand, Singapore and the UK. They can also boast being the most used service by Federal Government Departments.

When Link4 was becoming more established in 2019, the importance of having office space in the city was recognised, however as a start-up business, cost was prohibitive. This led to exploring options and discovering the Stone & Chalk start-up hub, that had a GigCity connection. Although they initially hadn't sought out the GigCity connection, it didn't take long before the fast internet and reliability of connection became an integral part of their business.

"As we were getting more clients spread across Australia and then into other countries, the volume of data we were handling grew rapidly. We didn't want our connectivity or customer experience slowing down due to a poor connection," says Robin Sands, CEO, Link4.

**"We soon noticed that GigCity supported our operations in a very positive way. Having a reliable internet connection and fast speeds gives us confidence that our service will be available whenever our customers need it. But it also means our staff are less frustrated. Our Developers and Data Analysts do not sit around waiting as much. They easily and smoothly achieve their daily tasks without the frustration of limited bandwidth."**

The Link4 team has quickly adapted to the speed of the GigCity connection, to the point where they barely notice it now and consider it the norm. They have commented on the 'reality check' moment of noticing how slow other connections are in comparison. It is so fast, that despite Covid led hybrid working conditions, some team members have chosen to work in the office rather than at home, because the connection is more stable and much faster.

Now that Link4 has discovered the benefits of the GigCity connection, Robin Sands says that if they weren't part of Stone & Chalk, but in their own office, that they "would have to justify the cost of the extra speed. For an SME that would be tough. Being a part of a hub that provides it to us is a real benefit."

Another benefit for their team is actually Adelaide itself. The majority of their team are not born in Australia. Most chose to come to Australia due to the stronger economic environment and better lifestyle than in their home countries. The visa requirements to work in a remote location meant they started their Australian life in Adelaide, but they all fell in love with the city and none is choosing to move interstate. Their backgrounds are varied, and include Egyptian, Brazilian, Filipino and South African. Due to Adelaide's rich multiculturalism, they are discovering food, friends and connections from their own cultures.

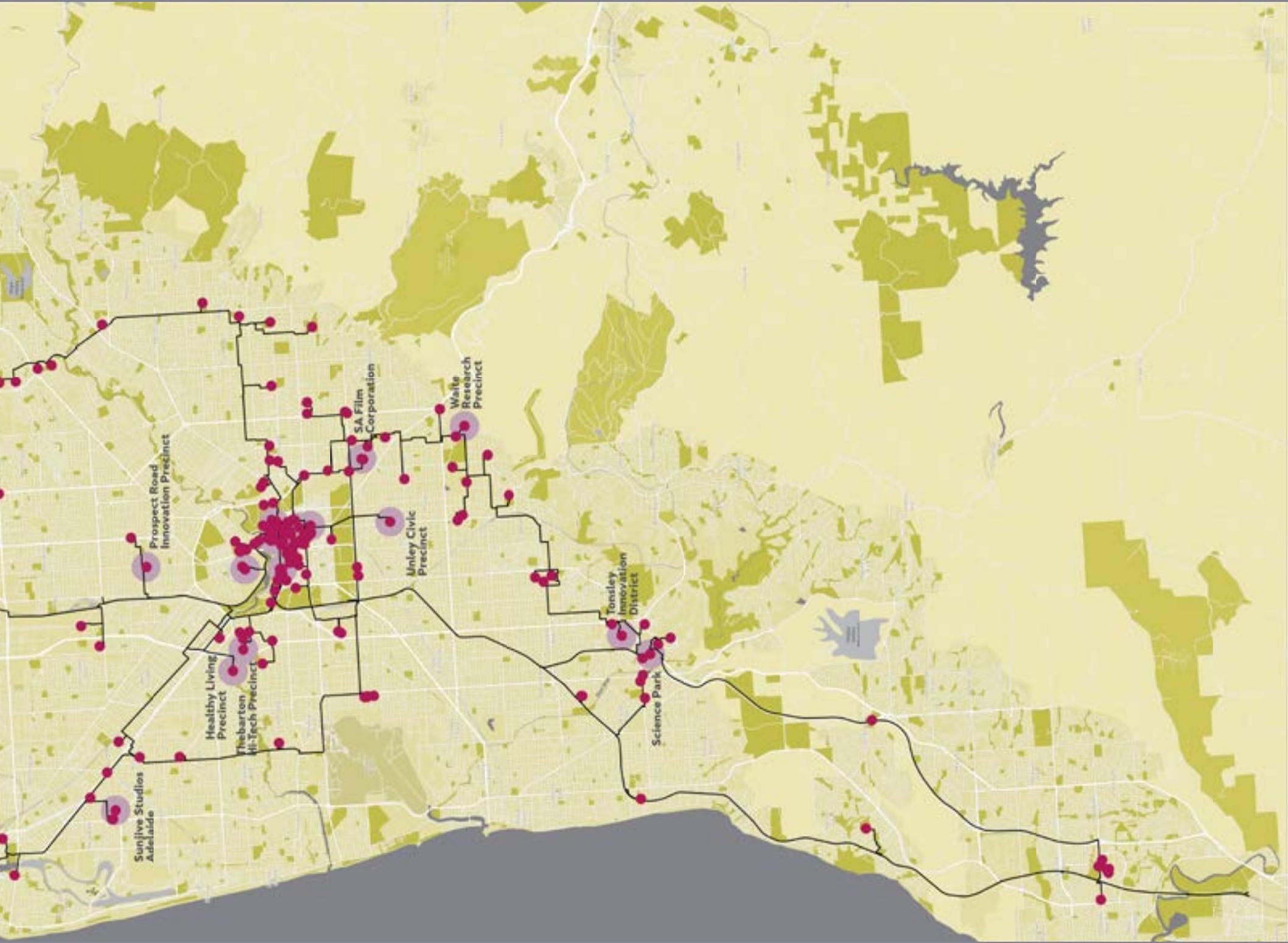
Link4 has exciting plans for the future, with expansion into new countries. At the end of 2022, they will move into the USA market, along with greater activity in other regions. The expansion necessitates needing to access and process greater volumes of data. Robin says, "Traditionally this would mean a slowing down of processing and activities, but GigCity can help us continue our work without noticing the speed impediments and as adoption of eInvoicing increases it will become more important for us to have a fast and reliable connection to support our team and customers."



# South Australian Broadband Research and Education Network

October 2022





# WORLD CLASS TECHNOLOGY PROMOTES ACADEMIC EXCELLENCE

Marryatville High School based in the eastern suburbs of metropolitan Adelaide is one of Australia's most successful government high schools producing highly accomplished scholars. The school prides itself on its innovative teaching and learning practices, diversity of curriculum and world class technology that combines to give a learning environment that promotes academic excellence and supports all students in reaching their potential.



The school offers a wide range of specialist programs including a coveted music program, a competitive course and special entry tennis program, a substantial international student program and extensive co-curricular opportunities which help to make Marryatville High School a dynamic educational environment.

In 2016 the school realised that the changing landscape of technology meant that a scalable, quality solution was required to ensure that the school's investment in technology was going to be adequately serviced by its internet connection and plan. Discussions were undertaken

with SABRENet to utilise their fibre services via an ISP and a solution was commissioned.

"The biggest reason that SABRENet was chosen to provide this service was its reputation within the education sector across the state, including its partnerships with other companies, like AARNet, and its flexibility and breadth of offerings," says Nathan Burgess, Director of Information, Communication and Technology, Marryatville High School.

During the middle of 2018 a review was undertaken to increase the capacity of the service, removing the limit on student downloads, and to increase the speed of the service. At the beginning of 2022 Marryatville again reviewed its internet provision and decided to utilise the full bandwidth available, moving to a service able to peak to 10Gbps during the highest periods of demand.

Marryatville High School identified a major challenge for their school community as being able to anticipate and meet the needs of future learners and to provide student-centred learning in a global context. To this end, they needed an internet solution that was flexible enough to provide a service that could adapt as the school's needs changed.

Through the SABRENet offering, they were able to change their service provision when needed, meaning that the internet based services they rely on in every lesson were always provided with little lag. This has meant that Marryatville High school was able to swiftly move to online learning, transition to rich video streaming, and utilise high bandwidth services across the whole 1600 student population. The school can also now rely on cloud services like O365 for OneNote and Teams, Autodesk Fusion 360 and ClickView Online without the fear of poor internet service impacting the learning of their students.

As well as the students' learning experiences, the staff at Marryatville High School has also benefitted. "Before moving to SABRENet the school would often hit service roadblocks including download limits which severely impacted our ability to rely on internet based services. Student and teacher confidence in internet services took a real beating. SABRENet enabled us to remove these limitations and combined with a steady program of technology upgrades across the school, confidence has been restored in our services. Staff now have a real expectation of fast, instant access to online resources including high definition video and live streams and can plan to use on-demand services at all stages during the school day," says Nathan Burgess.



**"Throughout our whole journey SABRENet has been a partner that we have felt we can rely on. Their services are high quality, have a focus on education and they have genuinely been interested in working with us and seen us more as a partner than a customer."**

# HIGH SPEED, DIVERSE AND STABLE CONNECTIONS LEAD THE WAY INTO HYBRID LEARNING

Westminster is a leading independent coeducational day and boarding school providing an exceptional education for boys and girls from Early Learning to Year 12. Established in 1961 with a desire to give students every opportunity to 'achieve more than they thought was possible', this mission flows through everything they do including the classroom, community, sport and in their technology.

Westminster has superb facilities set on 23 hectares and offers more than 40 subject choices in Year 12, around 200 sporting teams, activity clubs and ensembles, outstanding wellbeing programs, and teachers who are leaders in their field.

Westminster's Information and Communication Technologies (ICT) team, is responsible for all communication technologies, including the internet, wireless networks, phones, computers, software, video-conferencing, social networking, and other media applications and services. As such they strive to provide the best technology to support educational outcomes and enable everyone in the organisation to thrive.

To that end, they determined a need for high speed, diverse and stable connections and began partnering with SABRENet a decade ago as an infrastructure partner that enables their school to diversely connect their community locally and globally. Head of ICT, Chris Mclean says, "We look forward to the decade ahead and what we will continue to achieve together."

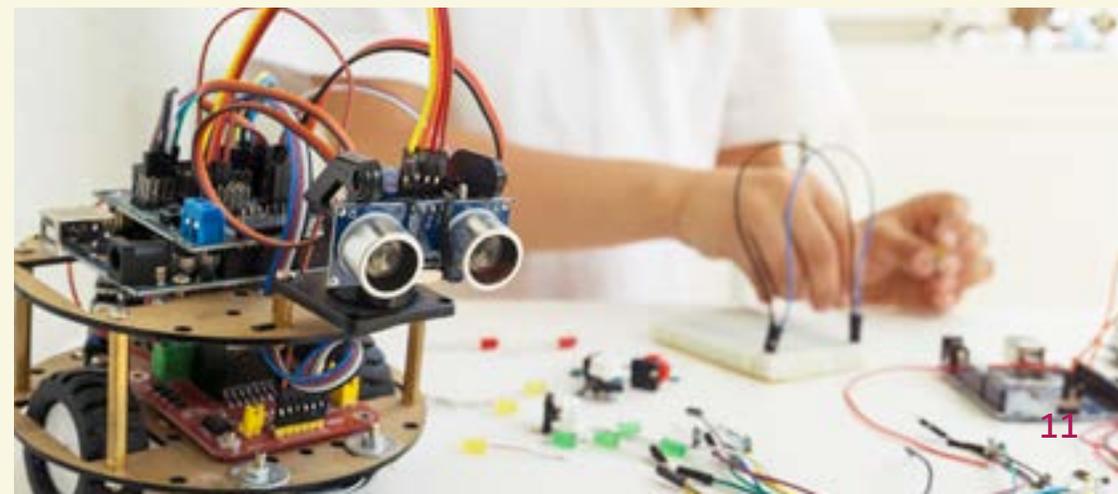
In 2021 Westminster's ICT team redesigned the schools Infrastructure and architecture in a significant project. This work was completed in a very tight time frame and required precision from all vendors. SABRENet worked closely with AARNet and the ICT team to ensure they experienced zero downtime for stakeholders. This cohesive approach from SABRENet ensured that the project was very successful.

The SABRENet partnership has shown a long-term benefit to Westminster school. They have the flexibility they need to 'think big', to dream and to improve their systems. They currently have two local datacentres on site at the school and use multiple cloud resources for redundancy and disaster recovery (DR).

The pandemic as well as forward thinking, has spurred the desire and need for Hybrid Learning. The educational model where some students attend class in-person, while others join the class virtually from home, has required a fast and reliable internet connection. Educators teach remote and in-person students at the same time using tools like Microsoft Teams and Digital Delivery Labs.

"We are a very lucky school in that our property is split over two separate power grids. This enables our two on-premise datacentres to provide a very high level of availability. The diversity SABRENet provides only further bolsters and supports that. With diverse 10Gb links we know that Hybrid Learning isn't just possible, it's seamless and simple," says Chris Mclean.

**"We are positioned well to navigate new territory with less fear of infrastructure causing roadblocks. With Cloud DR and redundancy, we will soon be able to seamlessly move workloads between on-premise infrastructure and Azure. SABRENet continues to allow us to innovate in this space. We thank SABRENet for their partnership and enabling us to have great success as we endeavour on the greatest journey of all with our students – providing exceptional education and the promise of achieving more than they thought possible!"**



# OPERATIONAL HIGHLIGHTS

**For SABRENet's Participants and customers, the major benefit of the SABRENet network is the provision of a cost effective, reliable fibre network which meets their current needs and responds to new demands. This is the fundamental activity and overarching objective of SABRENet Ltd.**

As part of SABRENet's inception, a 20 year agreement was established with Amcom (now Vocus) to provide Operations and Maintenance services. This partnership and relationship is an integral part of SABRENet's success. Based on the learnings of the last 16 years, a new Operations and Maintenance Deed has been executed with Vocus to provide confidence in investment and operations for both parties well into the 2030s.

In September 2021, SABRENet's Board and management team came together for strategic planning which launched a range of initiatives including a pricing review, establishing a long term asset management fund, using this fund to assist eligible customers smooth the cost of connecting to the SABRENet Network, trialling emerging AI enhanced Layer 1 laser optic connections and network expansion.

SABRENet has entered an asset sharing agreement with Electranet which will allow it to reach a new range of education, research and innovation organisations along with increasing network resilience opportunities.

Operationally SABRENet has made significant improvements to its cybersecurity posture implementing a range of robust policies and new cybersecurity toolsets.

SABRENet was delighted to be a Silver Sponsor of the SA Science Excellence and Innovation Awards.



Superbly aligned with SABRENet's purpose to education, research and innovation, these awards showcase the extraordinary work being undertaken in South Australia's schools, universities, research institutes and innovation precincts.



In conjunction with AARNet, SABRENet was delighted to deliver a workshop to South Australian schools on both the network, network resilience and cybersecurity. In addition, SABRENet has increased its activity on Facebook, YouTube and LinkedIn, sharing customer case studies and opportunities with GigCity.



**Making Cyberspace a Better and Safer Place to do Business**

Scan to read case study



SABRENet continues with a hybrid 'work from office - work from home' model, taking advantage of its operational philosophy and approach to IT. Both of these allow a seamless transition between both models supporting improved flexibility for staff, home-work balance and high levels of employee wellbeing.



**SABRENet CEO Sandra Vallance with SABRENet's Key Account Manager, Filip Vidos**

# THE BOARD



L to R - Andrew Dunbar, Paul Sherlock (Chair), Beverley Wright, Bill Le Blanc, Luke Havelberg



**Paul Sherlock BE, MBA, GAICD (Chair)**  
Paul is the former Chief Information Officer (CIO) for the University of South Australia where he was responsible for the delivery of a wide range of ICT and Library services

across the University which support the key business functions of teaching and learning, research and consultancy and administration. Paul previously held senior IT management roles at the Defence Science and Technology Group and BHP Steel International. Paul is a former President of the Council of Australian University Directors of Information Technology (CAUDIT) Incorporated and the Australian Access Federation (AAF) Incorporated.

Paul has completed a Bachelor of Engineering (Electrical) and an Associate Diploma in Computing at the former South Australian Institute of Technology (now UniSA). He has obtained a Master of Business Administration at the University of Adelaide, a Manager's Certificate in IT Service Management at the British Computer

Society, and a Graduate Diploma in Applied Finance and Investment at the Securities Institute. Paul is a Graduate Member of the Australian Institute of Company Directors (AICD). Paul is Director and/or Chair of a range of organisations including Australian Access Federation (AAF) Incorporated, Uniting Care Wesley Bowden and St Peters Girls School.

Paul is the Chair of SABRENet Ltd and was first appointed to the Board by the University of South Australia when SABRENet Ltd was formed in September 2005. He became an Independent Director in December 2021.



**Dr Andrew Dunbar PhD, BSc, GAICD**  
Andrew is currently Executive Director, Innovation and Science in the Department for Innovation and Skills. Formerly he was Chief Operating Officer, Office of the South Australian Chief Entrepreneur and Director of the Office of Science, Technology and

Research (OSTAR) with the Department. Andrew has more than 17 years' experience working in the life sciences (biotech and pharma) industry both in Australia and Europe.

Andrew has a PhD in molecular biology/biochemistry from Flinders University, and is an Observer on the Board of the SA Venture Capital Fund, an Advisory Board Member of UniSA's Innovation and Collaboration Centre and the Medical Devices Partnering Program at Flinders University and is a Director of the South Australian Space Industry Centre. Previous roles included Board Director and Vice President of Childhood Cancer Association, Director Business and Corporate Development at Mayne Pharma Group and Senior Manager, Corporate Business Development and Acquisitions at Novozymes A/S, based in Denmark. He has also held senior roles at GroPep Ltd, Bionomics Ltd and CSIRO. Andrew is a Graduate Member of the AICD.

Andrew was appointed to the Board by the SA Government in November 2014.



### **Beverley Wright**

Beverley is the Chief Information Officer at the University of Adelaide. Commencing in the role in March 2017. Beverley took on the role at the University of Adelaide to address the need for a strong strategic agenda with a focus on enabling a digital capability and transformation of IT services. Her previous roles include CIO at SA Water (9 years) where she led a significant transformation of IT services and the introduction of digital, IoT, analytics and data driven decision-making capabilities, and 17 years with ANZ Bank, based in Melbourne where her primary role was the Global Head of Information Services for the Retail Bank covering a range of roles transforming banking to online and digital services.

Beverley has worked in the IT industry for over 35 years in a range of sectors including banking, insurance, utilities, Federal and State Government. She is a member of the Australian Institute of Company Directors.

Beverley was appointed to the Board by the University of Adelaide in March 2017.



### **Luke Havelberg**

Luke currently chairs the Innovation Research Universities (IRU) CIO's Forum and is a member of the AARNet Advisory Committee.

Luke holds a Bachelor of Law and Bachelor of Commerce from Flinders University. Luke commenced as the Chief Information Officer at Flinders University in November 2020. Luke's career in the higher education sector began in October 2018 where he headed up the Planning and Analytical Services team at Flinders University. Previously Luke's career experience has been in financial services with his most recent roles being at People's Choice Credit Union. He has domain leadership experience including cloud platforms, digital banking products, data leveraging strategies, PMOs, customer insights, financial analytics, external acquisitions, implementing new departmental strategies and restructures, treasury, business performance analysis and product management.

Luke was a Board member and Chair of the Finance Committee for St Peter's Woodlands primary school between June 2012 and December 2018. Luke was appointed to the Board by Flinders University in November 2020.



### **Bill Le Blanc**

Bill has worked in IT for 38 years in sectors that include Oil & Gas, Healthcare, Pharmaceuticals, Telecommunications, Banking, Utilities, Transportation and Government. He holds a BSc from Flinders University and an MBA from UniSA.

Bill is Chief Information Officer at the University of South Australia (UniSA). He joined UniSA after 3 years as Head of Technology for ElectraNet where he created a new strategy and service reforms for Information Technology, Operational Technology and Telecommunications services. Previously, Bill was CIO at SA Health where he successfully championed digital transformation in healthcare over his 11 years there, where he was responsible for over 600 IT staff and annual budgets in excess of \$200M. Earlier roles include executive appointments with international technology vendors that instilled a strong sense of partnering with stakeholders.

Bill was appointed to the Board by University of South Australia in March 2022.





Adelaide City Centre and River Torrens

# THE COMPANY

### Management

Sandra Vallance has been CEO for SABRENet since August 2019. Sandra has over 25 years of repeated success, creating a shared vision and strategy as well as implementing methodologies, tools, and best practices to support business growth in a variety of settings. A growth and change catalyst - driving organisational turnaround and transformation initiatives is Sandra's specialty.

As an executive team member and trusted advisor with board level experience Sandra brings a unique collaborative business-driven perspective and strategic insight to the table to constantly deliver on challenging objectives.

Prior to joining SABRENet, Sandra was the Acting CEO at Connecting Up Ltd – a not-for-profit that assists thousands of not-for-profits with their IT. Prior to this Sandra held a range of positions in both the not-for-profit and corporate sectors both in the United States and Australia covering global services and service management, IT management, project and change management working for organisations such as Deloitte, Normandy Mining, Amdel and Relationships Australia (SA).

Sandra holds the following qualifications: MBA, BAPSc (Computer Studies) and is a Graduate of the Australian Institute of Company Directors.

### Meetings

The Board held five meetings during the reporting period.

Director	Eligible to attend	Attended
Paul Sherlock	5	5
Andrew Dunbar	5	5
Bruce Linn	3	3
Beverley Wright	5	4
Bill Le Blanc	2	2
Luke Havelberg	5	5
Antony Dalwood	1	1





Patch Theatre, The Lighthouse.  
Photo by Mark Gambino

# SUMMARY FINANCIAL

The summary financial reports have been derived from the 2021-2022 Financial Report of SABRENet Ltd. These summary reports cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities for the entity as the financial report. The full audited financial reports have been presented to the Members of SABRENet Ltd.

## Income Statement

The operating result for the year was a surplus of \$658,003. The operating result included a depreciation expense of \$1,105,170 reflecting network assets being amortised over their useful life. Subscriptions from Members and Participants and network access fees from customers totalled \$2,085,313.

## Statement of Financial Position

Further investment in the network increased total platform assets at cost by \$1,038,667 to \$24,420,975. Accumulated depreciation of the network assets totalled \$14,371,795. Plant and Equipment was valued at \$10,128,484.

## Statement of Cash Flows

The cash flow for the year was a net inflow of \$614,584. Cash inflows were predominantly from member subscriptions, customer network access fees, establishment fees, network construction and changes, and project revenue.

Cash outflows were for operating expenses and investment in the construction and changes to the network.

## Income Statement

For years ended 30 June	2022	2021
<b>Revenue</b>	\$	\$
Revenue from operating activities	3,312,353	2,859,469
<b>Expenses</b>		
Employee benefits expense	(373,750)	(332,530)
Professional fees	(220,480)	(313,791)
Depreciation and amortisation expense	(1,105,170)	(1,132,874)
Insurance	(16,464)	(16,052)
Occupancy	(2,175)	(2,726)
Infrastructure expenses	(675,101)	(620,224)
Write off of indefeasible right of use	(10,000)	(10,000)
Relocation and network damage expense	(106,484)	(398,071)
Other expenses	(144,726)	(187,207)
Profit/(loss) before income tax	658,003	(154,006)
Income tax expense	-	-
Surplus/(Loss) for the year	658,003	(154,006)

## Statement of Financial Position

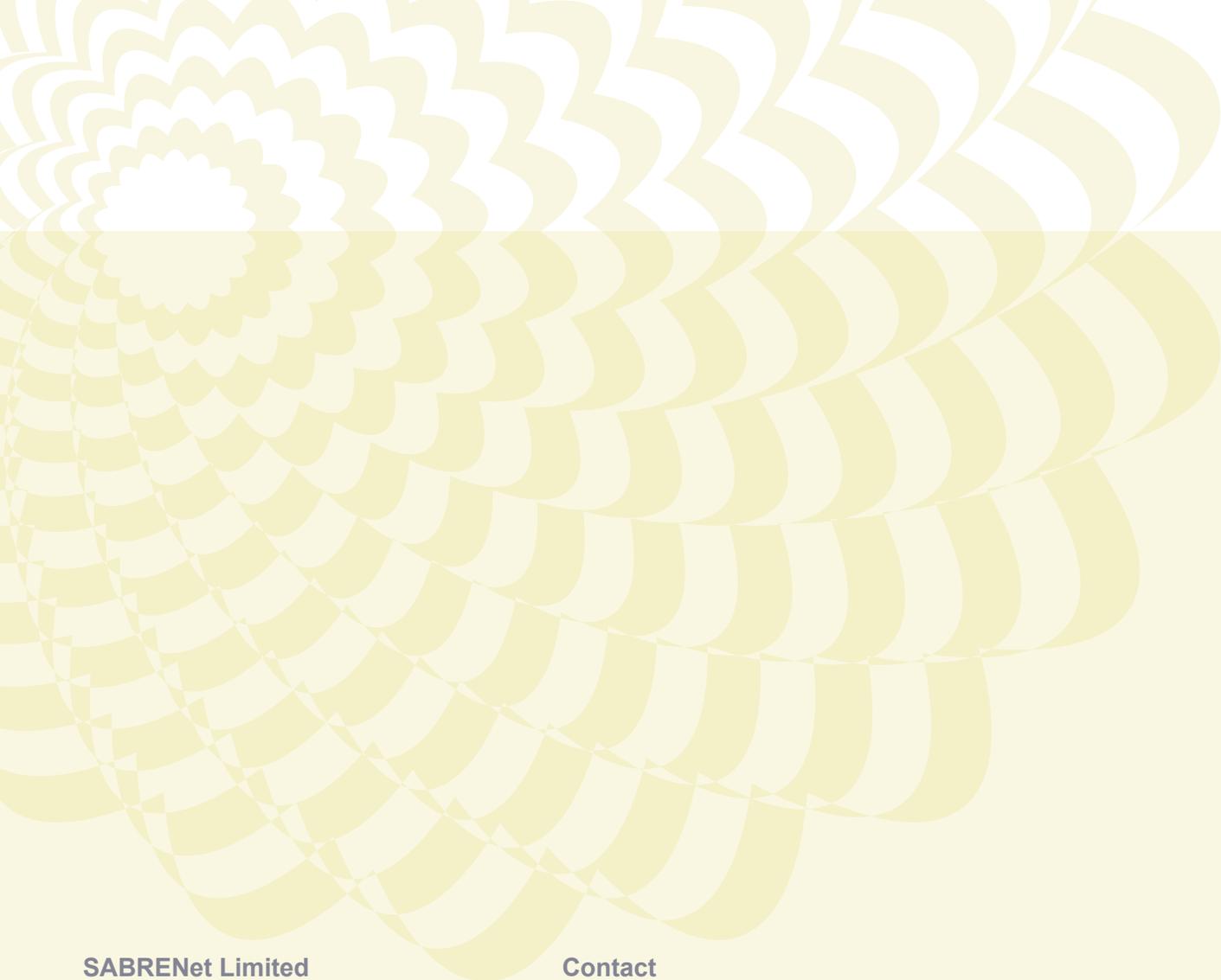
As at 30 June	2022	2021
	\$	\$
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	4,899,924	4,321,520
Trade and other receivables	147,017	263,513
Other assets	34,581	33,502
Total current assets	5,081,522	4,582,355
<b>Non-current assets</b>		
Right of use assets	14,478	27,842
Other assets	30,000	40,000
Property, plant and equipment	10,182,484	10,228,656
Intangibles assets	36,082	48,970
Total non-current assets	10,263,044	10,345,468
<b>Total Assets</b>	<b>15,344,566</b>	<b>14,927,823</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Trade and other payables	53,307	111,210
Contract liabilities	1,219,549	1,336,073
Provisions	24,374	16,963
Lease liabilities	14,756	15,070
Total current liabilities	1,311,986	1,479,316
<b>Non-current liabilities</b>		
Contract liabilities	213,069	273,123
Lease liabilities	-	13,876
Total non-current liabilities	213,069	286,999
Total liabilities	1,525,055	1,766,315
<b>Net Assets</b>	<b>13,819,511</b>	<b>13,161,508</b>
<b>Equity</b>		
Retained earnings	13,819,511	13,161,508
<b>Total Equity</b>	<b>13,819,511</b>	<b>13,161,508</b>

## Statement of Changes in Equity

For year ended 30 June	Retained earnings \$	Total equity \$
Balance at 1 July 2020	13,315,514	13,315,514
Surplus for the year	(154,006)	(154,006)
Balance at 30 June 2021	13,161,508	13,161,508
Surplus for the year	658,003	658,003
<b>Balance at 30 June 2022</b>	<b>13,819,511</b>	<b>13,819,511</b>

## Statement of Cash Flows

For years ended 30 June	2022	2021
	\$	\$
<b>Cash flows from operating activities</b>		
Cash receipts from customers (inc GST)	3,034,668	2,659,959
Project revenue receipts received (inc GST)	513,910	577,796
Interest received	25,246	32,814
Payments to employees and suppliers (inc GST)	(1,847,575)	(2,108,990)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>1,726,249</b>	<b>1,161,579</b>
<b>Cash flows from investing activities</b>		
Payments for property, plant and equipment	(1,097,475)	(405,256)
<b>Net cash used in investing activities</b>	<b>(1,097,475)</b>	<b>(405,256)</b>
<b>Cash flows from financing activities</b>		
Repayment of borrowings	-	(9,868)
Repayment of lease liabilities	(14,190)	(12,251)
<b>Net cash from financial activities</b>	<b>(14,190)</b>	<b>(22,119)</b>
<b>Net increase in cash and cash equivalents</b>	<b>614,584</b>	<b>734,204</b>
Cash and cash equivalents at beginning of financial year	4,285,340	3,551,136
<b>Cash and cash equivalents at end of financial year</b>	<b>4,899,924</b>	<b>4,285,340</b>



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