



1. Background

On 27th April 2016 Synod gave approval in principle to the merger of Anglican Retirement Villages (**ARV**) and the Sydney Anglican Home Mission Society Council (**SAHMSC**).

On 30th May 2016 Standing Committee passed the Sydney Anglican Home Mission Society Council (Merger with Anglican Retirement Villages Diocese of Sydney) Ordinance 2016 and the Anglican Retirement Villages Diocese of Sydney Constitution Ordinance 1961 Amendment Ordinance 2016 (**Merger Ordinances**), and related resolutions under the Anglican Church of Australia Trust Property Act 1917 (NSW), which provided for the constitutional changes required to implement the merger.

On 30th June 2016, following advice regarding the completion of due diligence, the execution of the Deed of Indemnity providing for payment of liabilities of SAHMSC (including claims under the Pastoral Care and Assistance Scheme) on terms approved by Standing Committee, and the satisfaction of a range of other pre-conditions, the Archbishop determined 1st July 2016 to be the Commencement Date for the Merger Ordinances and the establishment of Anglican Community Services.

2. Trading Name and Brand

On 1st July 2016 the trading name “Anglicare” was adopted. The decision to adopt “Anglicare” as the trading name was based on research into –

- perceptions and associations with the phrases “Anglican”, “Angli” and “care”;
- awareness of and attitudes to the brand “Anglicare”; and
- comparison of the name “Anglicare” to an alternative name.

This research overwhelmingly supported retention of the name “Anglicare”. However, in order to effectively highlight the significant degree of change associated with merger, a new logo and brand treatment was adopted.

3. Directional Statements

Anglicare has adopted new directional statements in support of the objects set out in our constitution ordinance and to more closely focus, inform and direct our efforts and activities going forward.

Vision	<i>Jesus Christ honoured, lives enriched and communities strengthened.</i>
Mission	<i>Serving people in need, enriching lives, sharing the love of Jesus.</i>
Values	<p><i>We exist to share the love of Jesus and value all people as made in the image of the living God. Our faith gives us meaning, purpose, direction and hope as we seek to live lives pleasing to God. This inspires us to act with –</i></p> <ul style="list-style-type: none"> • Integrity. <i>We are honest and transparent in the way we treat others and actively promote a culture of trust and respect.</i> • Justice. <i>We seek fairness, equity and inclusion for all people, regardless of who they are. We honour and uphold the right to dignity and an enriched life.</i> • Compassion. <i>We put empathy into action, connecting with individuals by seeking to understand their feelings, thoughts, needs and experiences.</i> • Excellence. <i>We seek to exceed the expectations of those we serve and achieve the highest standards in all we do.</i>
Statement of Purpose	<p><i>We exist to serve people in need in our community, enrich lives and share the love of Jesus.</i></p> <p><i>We hold true to our Christian motivation while responding to meet the changing needs of our community, respecting and valuing every person as made in the image of the living God.</i></p>

	<p><i>We seek to promote and proclaim the gospel of Jesus Christ as we serve those living in Anglicare communities, care for those who are ageing and support those in the wider community who are vulnerable or marginalised.</i></p> <p><i>We offer life-enriching care and compassion for each person, meeting material, physical, emotional, social and spiritual needs.</i></p> <p><i>In partnership with parishes and others, we provide a range of services that promotes dignity, safety, participation and wellbeing for people in their relationships, homes and communities.</i></p>
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These statements will form the cornerstone of our strategic thinking and will be fundamental to –

- the engagement of all staff in the organisation's purposes;
- the establishment of an organisational culture;
- the articulation and promotion of Anglicare's purposes to all stakeholders and audiences.

4. Chief Executive

Rob Freeman, formerly the CEO of ARV, continued as Chief Executive until 31st August 2016.

Following a rigorous, externally facilitated recruitment process, on 1st July 2016 Grant Millard was appointed to the position of Chief Executive, effective 1st September 2016. In selecting Mr Millard, the board was very mindful of ensuring continuity and stability, and minimising the uncertainty of any transition and integration risks. Mr Freeman will be a consultant to Mr Millard for six months to assist with integration tasks.

Mr Millard was previously a partner in an international accounting firm before spending 13 years in senior management roles with Coca-Cola in Sydney, Athens and London. On his return to Australia, he served as the General Manager of Moore College before becoming the CEO of SAHMSC in 2011.

5. Executive, Senior Management and Other Key Appointments

An organisation structure was devised by the former CEOs of ARV and SAHMSC and ratified by the board on 1st July 2016. Appointments to all executive roles reporting to the Chief Executive were made from amongst the incumbent executive of the superseded ARV and SAHMSC entities. Nearly all incumbent executives who were not offered an executive role under the new structure were offered (and accepted) senior management roles.

Appointments to senior management roles were largely made from amongst the incumbents in the superseded entities. Where positions were contested, a formal selection process was undertaken. In a small number of cases where a suitable candidate was not identified, the roles were taken to the wider recruitment market in pursuit of an appropriate candidate. A small number of senior management were not offered roles or did not accept the roles offered to them and have accepted redundancy.

A similar recruitment and selection process to that which applied to senior management is being undertaken for appointments to positions at further levels within Anglicare.

6. Integration

In response to Synod's decision on 27th April 2016 and in anticipation of the Archbishop's determination on 30th June 2016, a dedicated merger project office was established in May 2016 to oversee and co-ordinate all aspects of bringing the merger into effect and the multiplicity of projects required to effectively integrate the two organisations.

The Merger Project Office continues to work in close consultation with the executive to oversee and co-ordinate all aspects of integration. It has been a priority to ensure that service delivery continues uninterrupted throughout the process of integration, ensuring clients and residents of all services and in all locations continue to be seamlessly supported in accordance with their needs regardless of the integration work necessary.

Key integration milestones include –

- The integration of Home Care services – this commenced during May 2016 and was completed in August 2016.
- Establishing of common terms of employment – common terms were established from 1st July 2016 for ARV staff and all former SAHMSC employees whose terms were not covered by an existing enterprise agreement. Anglicare continues to work towards aligning terms for all staff as soon as practicable.
- Establishment of new logo and brand treatment – this coincided with the release of the Anglicare trading name and the rollout of the new branding will occur progressively over the

coming 12 months. A common “landing site” website was in place from 1st July 2016, as an interim step towards the establishment of a new website within the next 12 months.

- Establishment of a Support Centre (Head Office) – a range of options for the location of the Support Centre were considered, with the existing “old ARV” premises at 62 Norwest Blvd, Baulkham Hills selected as the most suitable location. Additional space in an adjacent building has been let on a short term basis to facilitate the relocation of staff from the SAHMSC premises in Parramatta on a progressive basis. A staged reconfiguration of space will see all Support Centre staff operating from Norwest Blvd by 31st October.
- Finance systems have been initially configured to allow integrated reporting, but a common accounting system is planned to be implemented by 1st July 2017.

Over time, as the merger is implemented, the board anticipates that synergies will be achieved and additional funds will be available to improve and enhance our services for those living in Anglicare communities, our care for those who are ageing and our support those in the wider community who are vulnerable or marginalised.

7. Strategy

The strategies carried forward from the legacy organisations have provided a sound platform upon which Anglicare will be able to build. The board began its deliberations assessing the impact of changes in government funding and policy, the market and competitive environment in which Anglicare operates and the challenges ahead with a full day session in August 2016 and is working towards the adoption of a new strategy in the coming months.

Building on the key elements of strategy carried forward, the main elements of the new strategy are expected to be organised in five principal streams –

- grounding all our services in our purpose;
- equipping our people for service;
- improving and enhancing the delivery of our services;
- growing and expanding our services; and
- resourcing our services.

Anglicare is committed to updating the Synod and Standing Committee on its activities and achievements. Reporting will include a suite of metrics to measure and track performance and effectiveness over time, focusing upon the achievement of strategy and service delivery outcomes, with particular attention to be paid to partnerships with parishes and the mandate given to Anglicare by Synod.

8. A positive beginning, a better future

ARV and SAHMSC strongly believed that the merger would –

- create a powerful agency working alongside parishes in hard to reach communities, sharing the gospel with people in great need;
- position Anglicare to succeed in a rapidly changing service environment with the scale to innovate and invest;
- result in an increased profile, effective in promoting services and our beliefs;
- be a pre-emptive response to competitive and funding pressures;
- enable growth in service and ministry to the marginalised and socially disadvantaged;
- deliver savings from removal of duplicated support structures and adoption of best practices.

The initial two months have seen positive steps being taken in implementing the merger and positioning Anglicare to achieve the outcomes presented to Synod when the merger was approved.

GREG HAMMOND OAM

Chairman on behalf of the board of Anglican Community Services

1st September 2016