



Sydney Diocesan Services

ANNUAL REPORT 2021

Our Mission

To advance the purposes of the Anglican Church of Australia in the Diocese of Sydney through the regulation of the central administration of the affairs of the Diocese.

Our Vision

Enhancing Capacity for Mission

Our Values



RESPECT

Inspired by Christ's humility, we always treat people with the dignity and care that is due to them as image-bearers of God.

Show proper respect to everyone, love the family of believers, fear God – 1 Pet 2:17



INNOVATE

We continually look for better ways to serve with the resources God has given us.

Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms – 1 Pet 4:10



COLLABORATE

We seek and value the input of others to better meet the needs of those we serve.

God has placed the parts in the body, every one of them, just as he wanted them to be [for] there are many parts but one body – 1 Cor 12:18 & 20



CELEBRATE

We reflect on our achievements and efforts with a spirit of joy and thankfulness to God.

I thank my God every time I remember you [and] I always pray with joy because of your partnership in the gospel – Phil 1:3-5



DELIVER

We are focused on providing outcomes that meet the expectations of our stakeholders.

Always give yourselves fully to the work of Lord, because you know that your labour in the Lord is not in vain – 1 Cor 15:58

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Report of the Chair and CEO

Welcome to the SDS annual report for 2021. We trust it gives you a helpful insight into our work and the part we play in contributing to the broader mission of the Anglican Church in the Diocese of Sydney.

Despite 2021 being another year of navigating the challenges posed by the COVID-19 pandemic, we remained focussed on pursuing our vision of enhancing capacity for mission. Our ability to do so has been largely due to the diligence, innovation and goodwill of our excellent staff group – for whom we are deeply grateful to God.

Our staff continue to work on a hybrid model, with most staff continuing to work a majority of time from home as lock-downs and close contact rules requiring self-isolation continued to disrupt our capacity to come together regularly as staff teams – except via Zoom! While we have worked hard in various ways to keep staff connected during this time, we recognise that the current

arrangements are not sustainable into the longer term given the relational nature of much of our work. Our goal therefore is to return to longer term flexible work arrangements during 2022.

During the year we had the privilege of welcoming Archbishop Kanishka Raffel as our new Archbishop and President of SDS. Archbishop Raffel attended his first meeting of the SDS Board in September and we look forward to working closely with him in the years to come.

The Rev Mike Paget and Mrs Liz Livingstone were also welcomed as new board members in 2021, while Mr Greg Hammond retired after seven years of service to SDS. We are very grateful for his wise counsel and selfless service during his time on the board.

Strategically, 2021 was a significant year, being the final year of our 3 year Strategic Plan for 2019-2021. Pleasingly, by the end of the year we had met the relevant targets for each of the

5 objectives under the plan. This meant that, at least for that 3 year period, we were able to say we had achieved our vision of enhancing capacity for mission. While there are many outcomes achieved under our 2019-2021 plan, perhaps the most pleasing was the positive trend during this period in almost all measures of staff satisfaction, including their view of SDS's authentic Christian workplace culture. That said, there remains some unfinished work under our 2019-2021 plan, particularly in the area of better supporting our parishes. Further details about the outcomes achieved under our 2019-2021 plan and the direction we intend heading under a new Strategic Plan for 2022-2024 are set out later in this annual report.

A considerable amount of work has been undertaken during 2021 in planning for our new office space following the expiry of our current 15 year lease at St Andrew's House in August 2022. After careful consideration, a decision was made to remain in St Andrew's House under a new lease for office space which will be taken by SDS on behalf of all diocesan bodies currently operating out of St Andrew's House. The new office space will achieve cost savings in that it is approximately 20% smaller than the current diocesan office space. However the new office space is being designed to facilitate greater collaboration between diocesan staff and better suit the hybrid working arrangements which have emerged in recent years. The redesign of the diocesan office space under a single lease is one of a number of initiatives being undertaken

to enhance the functioning and culture of our offices. Further details about these initiatives are set out later in this annual report.

Financially, we remain in a sound position, achieving a modest surplus for 2021 against a breakeven budget. During 2021, we commenced implementing a revised methodology for the recovery of our costs. This methodology allows us to more accurately allocate our costs and, over a 5 year transition period, will enable us to align the costs we incur in serving organisations to the amounts we charge those organisations to recover those costs.

We continue to thank God for the many ways he has blessed us and enabled us to contribute to his mission, particularly over the last couple of years. With the commencement of a new strategic plan and the expected completion of the fit-out for new diocesan offices in 2022, we look forward to continuing to serve the Lord and his people next year.

John Pascoe
Chair

Robert Wicks
CEO



Highlights for 2021

- Achieved the 2021 targets for the five objectives under our Strategic Plan for 2019-2021
- Maintained a high level of satisfaction (>90%) in feedback from parishes seeking our help
- Overall satisfaction among our staff increased to 92% (87% in 2019)
- Completed the redesign of the level 2 diocesan offices under a new lease to commence from August 2022
- Agreed terms for a new lease for diocesan offices on level 2 with a 20% reduction in floor space
- Commenced the implementation of a revised cost recovery methodology to more accurately allocate the costs we incur in serving organisations
- Achieved a surplus of \$2,000 for 2021 after reserving (against a break even budget)
- Remote working arrangements during lockdown periods in response to the COVID-19 pandemic continued to be effective
- Hosted a 3 day AICD governance training course online for members of diocesan boards – and an in-person end of course dinner
- Completed a restructure to bring registry staff under our line management from 1 January 2022

*“Prompt; helpful; answered my question first time.
Thanks for your vital support!”*

*“Responded quickly and in a thoughtful way
for a sensitive issue.”*

*“After reading on the SDS website that the
information I requested might take at least 5
business days to be provided I was hugely pleased
that I received it the same afternoon. That was truly
excellent support.”*

*“At all times, despite COVID restrictions, we received
good support from all SDS staff who were always
patient and knowledgeable. Thank you.”*

*“Prompt, considerate and knowledgeable response,
more than I could have expected, thanks.”*

*“Quality is amazing. You have been so helpful and
working way beyond the call of duty. Big, big thanks
to you and the diocese for the great work and
incredible support.”*

2021

- at a glance -

The mission of SDS is to advance the purposes of the Anglican Church of Australia in the Diocese of Sydney through the regulation of the central administrative affairs of the Diocese.



Service Delivery

We pursue our mission by providing 30 distinct lines of service to the Synod, the Standing Committee and 15 other central organisations of the Diocese, and through them, to our 267 parishes.



Vision Objectives and Targets

We achieved the 2021 targets for the five objectives under our Strategic Plan for 2019-2021, and in so doing fulfilled the vision under our plan of “Enhancing capacity for mission”.



Corporate Values

We undertake our work through the prism of organisational values adopted under our strategic plan: RESPECT, INNOVATE, COLLABORATE, CELEBRATE, DELIVER.



Strategic Actions and Measurement

We made the strategic changes required to achieve the objectives under our plan through targeted actions, including a range of initiatives taken during 2021. The changes were measured using a number of leading indicators of the value we provide to our key stakeholders.



Quality People and Governance

Our governance arrangements, including our CMA Standards Council accreditation, reflect our desire to ensure the highest standards of corporate governance are adopted and maintained.



Sound Financial Management

We delivered a modest surplus for 2021 (after reserves) and maintained the real value of our capital despite the ongoing challenges caused by COVID-19.

Service Delivery

Organisations Served

During 2021, we served the following 16 central diocesan organisations –

- Synod and the Standing Committee
- Anglican Church Property Trust Diocese of Sydney
- Endowment of the See Corporation
- Glebe Administration Board
- Mission Property Committee
- St Andrew's House Corporation
- Sydney Anglican Loans
- Anglican Church Growth Corporation
- Anglican Education Commission
- General Synod Representatives
- Ministry Training & Development
- New Churches for New Communities
- Professional Standards Unit
- SDS Legal
- St Andrew's Cathedral Chapter
- Sydney Anglican National Redress Scheme Corporation

SDS has written service level agreements with each of the central diocesan organisations it serves which specify the services to be provided by SDS, the standard of those services, and terms on which they are provided. The service level agreements for a calendar year are usually finalised before the start of that calendar year.

SDS operates on a cost recovery model for the delivery of our services. This means that the amount we charge for our services generally reflects the costs we incur in delivering those services. The charged amounts are therefore set with each organisation once the services are agreed. From 2021 we commenced a process of transitioning to a new and more accurate method of calculating the cost recovery charge for the organisations we serve. The transition process will be completed by 2026.

Members of staff of SDS are effectively the executive managers of many of the organisations served by SDS since, generally, those organisations do not themselves employ any staff. Acting in that executive capacity, the staff of SDS are accountable to the board of each organisation for the achievement of the organisation's objectives, compliance with board policies and processes and the implementation of other board decisions.

Feedback from the organisations provided during the year enables us to monitor the services we provide on an on-going basis. Additionally, each organisation has an opportunity to review our performance under the relevant service level agreement as part of the process of negotiating the services required by the organisation for the following year. No material issue of non-performance of our service obligations was identified during 2021.

Other organisations

We also provide services to a number of organisations from the broader diocesan network and beyond, including Youthworks, Anglican Aid, Freedom for Faith, and the Fellowship of Independent Evangelical Churches.

Service delivery to organisations from the broader diocesan network usually involves discrete areas of work, often performed over specific periods of time. While SDS still operates on a cost recovery model, such services are usually delivered under standalone agreements.

Services Provided

During 2021, we provided the following distinct lines of services –

Secretarial and Governance Services



- Corporate secretarial support
- Strategy development and implementation
- Risk management and compliance
- Board membership support

Office Services



- Reception, meeting rooms and catering
- Mail and office supplies processing

Diocesan and General Administrative Services



- Administer ordinances and diocesan policies
- Administer Clergy Assistance Program
- Manage events
- General administrative advice

Property Services



- Strategic/technical property advice
- Administer estates/bequests
- Administer grant programs
- Maintain title and security document registry
- Commercial property management
- Property (project) management
- Administer Diocesan Church Insurances Program
- Assessment of Insurance Requirements

Financial Services



- Payroll and packaging
- Cash management
- Investment management
- Loan management
- Financial and management accounting
- Financial management
- Budgeting and forecasting

Other Professional Services



- Legal and regulatory support
- IT services
- Human resources management
- Corporate communications
- Social issues research and support

Strategy

Strategic Plan for 2019-2021

While 2021 was the final year of our Strategic Plan for 2019-2021, its implementation remained an important focus for us during the year. The plan is based on SDS's five key stakeholders being –

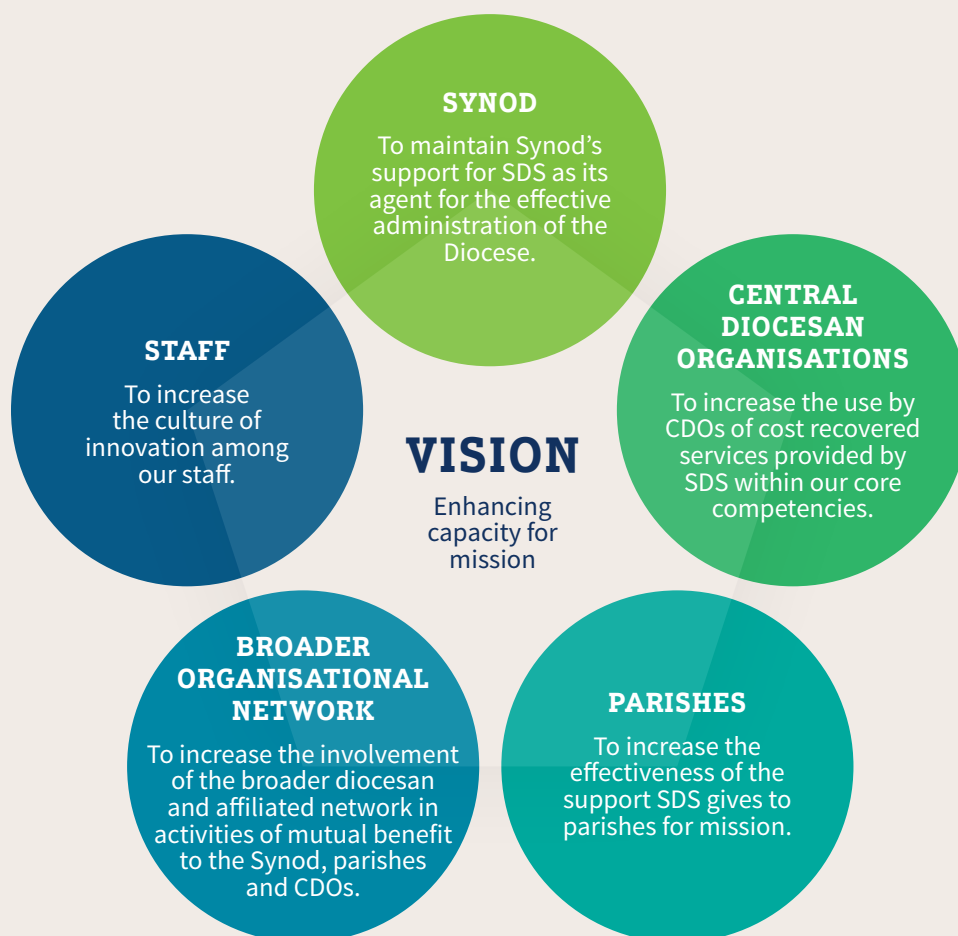
- Synod
- Central Diocesan Organisations
- Parishes
- Broader Diocesan Network
- Staff

The plan comprises the following elements –



Mission

SDS's mission is to advance the purposes of the Anglican Church of Australia in the Diocese of Sydney through the regulation of the central administration of the affairs of the Diocese. The mission is determined for SDS by the Synod as its "owner" and is set out in SDS's constituting ordinance.



Vision and Objectives

SDS's vision of Enhancing Capacity for Mission operates within the scope of our mission as a high level and concise statement of what we want to be at the conclusion of the strategic plan. Our vision recognises that while SDS may not be at the front line of mission, we aspire to provide professional services and administrative support to enable parishes and others who are at the front line to increase their focus on mission. That is, SDS wants to enhance their capacity for mission.

Our objectives describe what we want to achieve for each of our five key stakeholders over the course of the plan. We expect our vision to be realised upon achieving these objectives. We measure progress in achieving the objectives using suitable key performance indicators (KPIs), measured against 2018 baselines and targets for 2019, 2020 and 2021.

In 2021, we met the targets for each of our objectives. A summary of the KPIs, the 2018 baselines and the measure of our achievement of the objectives by reference to the 2021 targets is set out below in the following table.

	Objective	KPI	2018 Baseline	2021 Target	2021 Measure	Target Met
SYNOD	To maintain Synod's support for SDS as its agent for the effective administration of the Diocese	Increase # proposals to improve the effective administration of the Diocese which are: (a) initiated by SDS, (b) implemented by SDS with a specific budget allocation, and which are endorsed or supported by the Synod or the Standing Committee	3	6	9	✓ ¹
CENTRAL DIOCESAN ORGANISATIONS (CDOs)	To increase the use by CDOs of cost recovered services provided by SDS within our core competencies	Increase # of services provided by SDS in aggregate to CDOs under service level agreements (based on activity categories used for the 2018 SDS Business Review)	152	176	184	✓
PARISHES	To increase the effectiveness of the support SDS gives to parishes for mission	Increase average # visits per parish to secure online site for parishes (and decrease # parishes which visit site less than 12 times per year)	19 (110)	29(75)	39(33)	✓
BROADER ORGANISATION NETWORK (BON)	To increase the involvement of the broader Diocesan and affiliated network in activities of mutual benefit to the Synod, parishes and CDOs	Increase # events, projects, and services initiated by SDS involving the broader Diocesan and affiliated network which are of mutual benefit to the Synod, parishes and CDOs	3	8	9	✓ ²
STAFF	To increase the culture of innovation among our staff	Increase the # ideas received from staff (during "innovation sprints") for how SDS can provide better service	N/A	60	62	✓

Notes-

1. Proposals for effective administration to the end of 2021 are: Clergy Assistance Program (2018 Baseline); AICD Governance Program (2018 Baseline); PCR Process Rewrite (2018 Baseline); Parish HR Resource (2019); Sydney Anglican Zoom Licensing (2020); ACGC Funding (2020); Revised Cost Recovery Model (2020); Registry Management Restructure (2021); Level 2 Office Redesign (2021).
2. Initiatives for broader network involvement to the end of 2021 are: Clergy Assistance Program (2018 Baseline); AICD Governance Training (2018 Baseline); Freedom for Faith services (2018 Baseline); Parish HR Resource (2019); SDS Legal (2019); New South Wales Council of Churches services(2019); Beyond COVID-19 Webinar (2020); Secondment of Communications Manager to Anglicare (2020); FIEC Services (2021).

Strategy

To achieve the objectives under our strategic plan it is necessary to determine the changes that need to be made to maximise our value to our key stakeholders. These changes, or strategies, are implemented through specific actions undertaken on a prioritised basis during the course of the plan.

Described below are some of the more significant actions taken under our strategic plan during 2021, together with selected indicators we used to measure our success in making the necessary strategic changes for each of our key stakeholders.

Functioning and Culture of Diocesan Offices

During 2021 we continued to pursue a range of initiatives seeking to bring together the functioning and culture of the Diocesan offices on level 2 St Andrew's House. These included –

- Redesigning the diocesan offices under a renewed lease (see further below)
- Achieving a common approach to managing WHS, cyber-security and staff issues across level 2
- Reviewing the existing online platforms and branding being used on level 2 with a view to moving towards an over-arching online platform and branding for the Sydney Anglican Offices
- Reviewing the communications sent from level 2 to parishes with a view to streamlining/consolidating these communications
- Considering opportunities for “cross-departmental” collaboration between level 2 staff and for an increased number of shared staff events

Redesign of Diocesan Offices Under a New Lease

The Diocesan Offices on level 2 of St Andrew's House (“SAH”) currently occupy an area of 1,718.9 sqm under two 15 year leases held by SDS and the Endowment of the See Corporation (on behalf of the Archbishop's office). Both leases are due to expire in August 2022.

The changes to work practices in response to the COVID-19 pandemic have seen a significant increase in working from home as a norm. This change in work practices, together with initiatives such as the move by SDS in 2019 to paperless storage of records, provided a significant opportunity to compress the total floor space of the Diocesan Offices under a single renewed lease held by SDS on behalf of all occupants.

Toward the end of 2021, SDS agreed commercial terms for a renewed lease with St Andrew's House Corporation involving a 19.5% compression of the total area leased for the Diocesan Offices. Importantly, the savings in rent arising from this compression are expected to materially offset the rise in the psm market rent which will be payable under the renewed lease.

Effective administration of the Diocese

9

(target 6)

new proposals initiated and implemented by SDS to improve the effective administration of the Diocese

Agent for diocesan network effectiveness

25

(target 25)

boards and councils with members who have participated in governance training courses run by SDS

Quality of Network Events

100
PER CENT

(target > 80%)

% of participants in the 2021 AICD governance training course satisfied with the quality of this event

Financial viability

108
PER CENT

(target > 100%)

a measure of SDS's financial viability based on the value of its capital at the end of 2021

Office redesign

Given changing work practices, the office is increasingly being seen as a place to facilitate collaboration, team building, and other informal interactions between staff. While there will always be a place for some personal (no interruption) work in the office, such work can often be better undertaken at home.

The redesigned Diocesan Offices reflect this direction in future work practices.

The redesigned diocesan offices will be organised into team “neighbourhoods”. Staff who are in the office most days will effectively be allocated a permanent workstation within their neighbourhood. Staff who are not in the office most days (because of their working from home arrangements and/or because they are part-time) will share a workstation with staff from adjacent team neighbourhoods.

The redesigned offices also include various internal meeting rooms and informal shared spaces to facilitate collaboration, as well as quiet spaces to enable smaller group conversations and phone/video calls separate from the work station neighbourhoods.

While the design should allow us to move toward a more flexible model in the future, our initial approach can best be described as a hybrid model which maintains the integrity of staff teams with some flexibility.

Diocesan hub

An important part of the office redesign is the concept of a “Diocesan hub”. While the main-breakout area in the re-designed offices would continue to be used by diocesan staff, we intend increasing the utility of the facilities associated with this space by making them available for use by rectors, diocesan board members and possibly others from across the diocesan network. As part of this concept, we are also looking to make the various board and meeting rooms off the new reception area available for booking by “hub” members at discounted rates.

Increased CDO service offerings

184

(target 176)

services in aggregate provided to CDOs by SDS under service level agreements

Take-up of support by parishes

33

(target 75)

parishes visiting our secure online portal fewer than 12 times during 2021

Registry Restructure

From 1 January 2022, SDS assumed responsibility for the operation of the Diocesan Registry. The decision to make this change arose from the operational synergies that exist between these functions and the existing work undertaken by SDS particularly in the areas of parish support, elections, and parish cost recoveries.

Notwithstanding the new management structure, the Endowment of the See Corporation (EOSC) remains the legal owner and trustee of the personal information collected by the Registry. Under the new structure, SDS acts on behalf of the EOSC under a Service Level Agreement to provide registry functions in connection with the collection, storage, use and disclosure of this information, in accordance with privacy policies of the EOSC.

5 year financial planning

During 2020, SDS developed a revised methodology for the recovery of the direct and indirect costs it incurs in serving diocesan organisations and a 5 year plan for the purposes of transitioning to the cost recovery charges payable under the revised methodology. During 2021, SDS created a cost recovery transition reserve of \$267,000 to fund this transition. SDS also developed a new budget model based on the revised cost recovery methodology with the capacity to provide 5 year forward estimates of the budget – a facility not available in the existing budget model used by SDS.

Staff matters

SDS staff have been surveyed each year since 2019 using a set of questions to measure progress in the strategic outcomes we were seeking (and continue to seek) for the SDS staff group.

We are now in a position to discern some trends over this period – bearing in mind that although the response rate to the survey exceeded 90% each year, the total number of staff surveyed each year was less than 50.

Positive trends between 2019 to 2022 were –

- Overall satisfaction (87% to 92%)
- Staff feel empowered to make decisions (84% to 89%)
- Staff feel they are recognised and rewarded for performance (60% to 78%)
- Staff feel they have flexible work arrangements (81% to 94%)
- Staff consider that SDS has an authentic Christian workplace culture (76% to 100%)
- Staff consider that relationships are collaborative and supportive (86% to 97%)

There was a decrease between 2019 and 2022 of staff who consider they have participated in activities which have improved their skills (73% to 67%).

In 2022 nearly 30% of staff have been employed for 2 years or less, with the next highest bracket being 18% of staff with between 10-15 years of service. While the influx of new staff in recent years has been overwhelmingly positive, these numbers suggest we need to be careful to retain corporate knowledge as longer serving staff retire or move on.

Flexibility

< 1%
PER CENT

(target < 3%)

each quarter - the percentage of parish enquiries which nominated delay, unresponsiveness or inflexibility as a source of dissatisfaction

Relational and service quality for parishes

> 91%
PER CENT

(target > 90%)

of interactions between SDS and parishes each quarter rated as "satisfied"

Increase staff culture of innovation

62

(target 60)

the number of ideas received from staff during our "innovation sprint"

Take-up of support by parishes

39

(target 29)

visits on average to our secure online parish portal per parish over 2021

Flexible of support to parishes

< 1.5%

(target < 3%)

of parish enquiries in 2021 which nominated delay, unresponsiveness or inflexibility as a source of dissatisfaction

Strategic planning beyond 2021

The Strategic Plan for 2019-2021 has assisted us to achieve a number of strategic outcomes for SDS which we were aware were important to strengthen SDS role as the central administrator of the Diocese but which had previously eluded us - in particular, the revision of our cost recovery model, the establishment of SDS Legal, and the steps taken to bring together the level 2 diocesan offices. Additionally, the change in SDS staff culture which has become noticeably more willing to embrace new ways of working - perhaps most evident in the overwhelmingly positive staff response to the challenges created by the COVID-19 pandemic over the last 2 years.

There have been other outcomes achieved under the plan which have delivered considerable value to our stakeholders – in particular, the annual AICD governance training, the appointment of a Parish HR Partner, the rewrite of our parish cost recoveries system and the establishment of a secure parish portal.

However there remains unfinished work under our 2019-2021 plan, particularly in the difficult area of better supporting our parishes. We will look to address this unfinished work, as well as new strategic opportunities, in a revised version of our plan for 2022-2024. The main change proposed under our plan for 2022-2024 is to combine the “Synod” and the “Broader Organisation Network” key stakeholders into a single “Synod Group” key stakeholder. The change reflects –

- Recent amendments to the Synod’s governance policy which highlights the need to relate to the broader network of diocesan organisations as a group referable to the Synod as the parent body.
- Recent amendments to SDS’s constituting ordinance which confirm the basis upon which SDS may provide services to Anglican bodies outside the Diocese and non-Anglican bodies affiliated with the Diocese.
- The establishment of SDS Legal as a legal service provider to the broader network.
- A focus over the next 3 years on collaboration with organisations operating as part of the Sydney Anglican Offices on level 2 St Andrew’s House.

Involvement in diocesan network

9

(target 8)

mutually beneficial events, projects and services initiated by SDS involving the broader diocesan and affiliated network

Governance

Constitution and Charter

SDS is constituted by the *Sydney Diocesan Services Ordinance 2017* (“2017 Ordinance”) and incorporated under the *Anglican Church of Australia (Bodies Corporate) Act 1938*.

Under Clause 4 of the 2017 Ordinance the purpose of SDS is to advance the purposes of the Anglican Church in the Diocese of Sydney through the regulation of the central administration of the affairs of the Diocese. This is reflected in the function of SDS set out in clause 17.

The 2017 Ordinance also provides that SDS may serve Anglican organisations outside the Diocese or organisations affiliated with the Diocese or otherwise approved by the Standing Committee provided such service is incidental to or facilitates SDS service delivery to the Diocese.

Charity Group Status

Sydney Diocesan Services (ABN 69 266 342 710) is registered as a charity with the *Australian Charities and Not-for-profits Commission* (“ACNC”). The Annual Information Statement for 2020 has been completed and lodged with the ACNC.

SDS is a Basic Religious Charity under the ACNC Act which means it is exempt from the financial reporting requirements under the ACNC Act.



Conformity with Synod's Governance Policy

The Sydney Diocesan Services Ordinance 2017, together with SDS's Board Charter and other board policies, conform to the requirements of the Synod's Governance Policy for Diocesan Organisations.

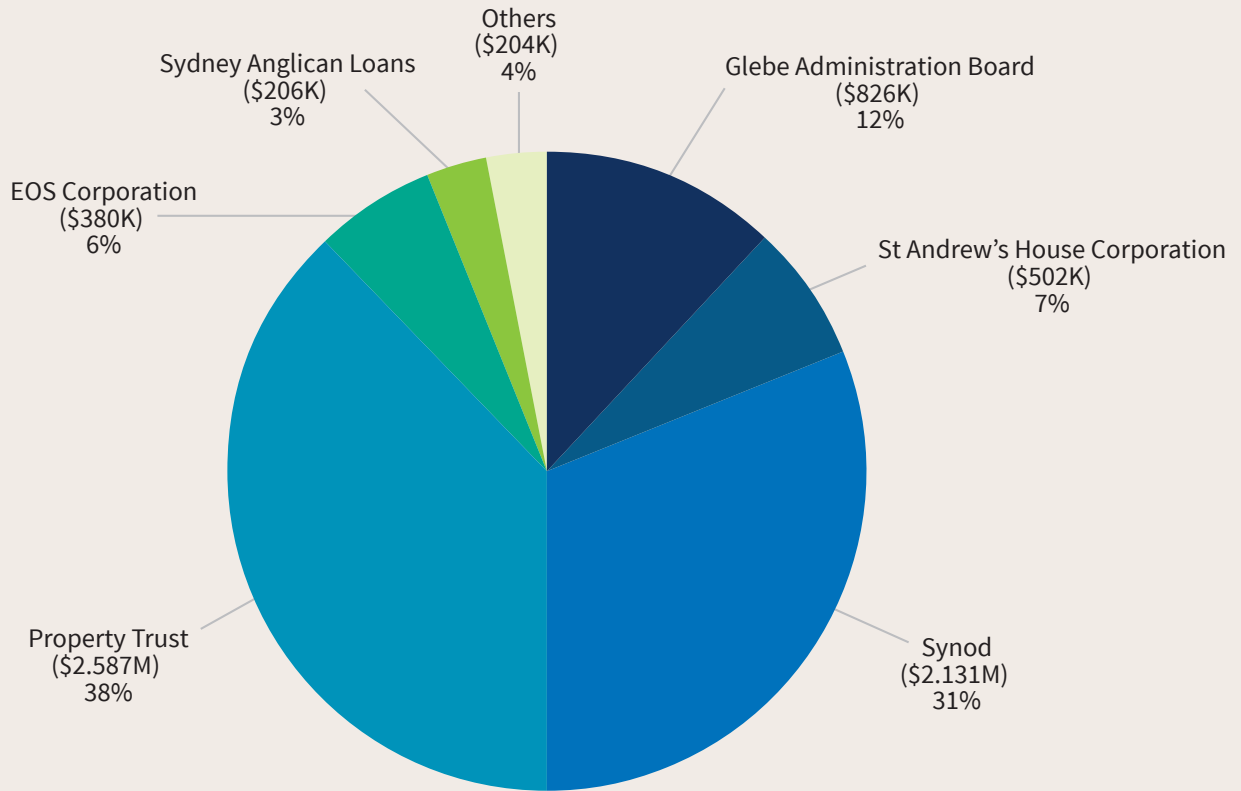
Financials

Funding of SDS

SDS is primarily funded by the amounts it charges the organisations it serves. The amounts charged are determined on a cost recovery basis. This is the amount required for SDS to recover the cost of providing the services to that organisation. This principle of SDS recovering its costs was initially approved by the Standing Committee in December 2010 and affirmed under a revised cost recovery model in October 2020.

The total income of SDS during 2021 was \$7.1 million, compared to \$7.4 million in 2020. Of that amount \$6.9 million comprised the amounts charged to diocesan organisations served by SDS, and \$0.2 million was income from other sources (such as interest). See the chart on page 20 for a breakdown of SDS cost recovery charges to diocesan organisations.

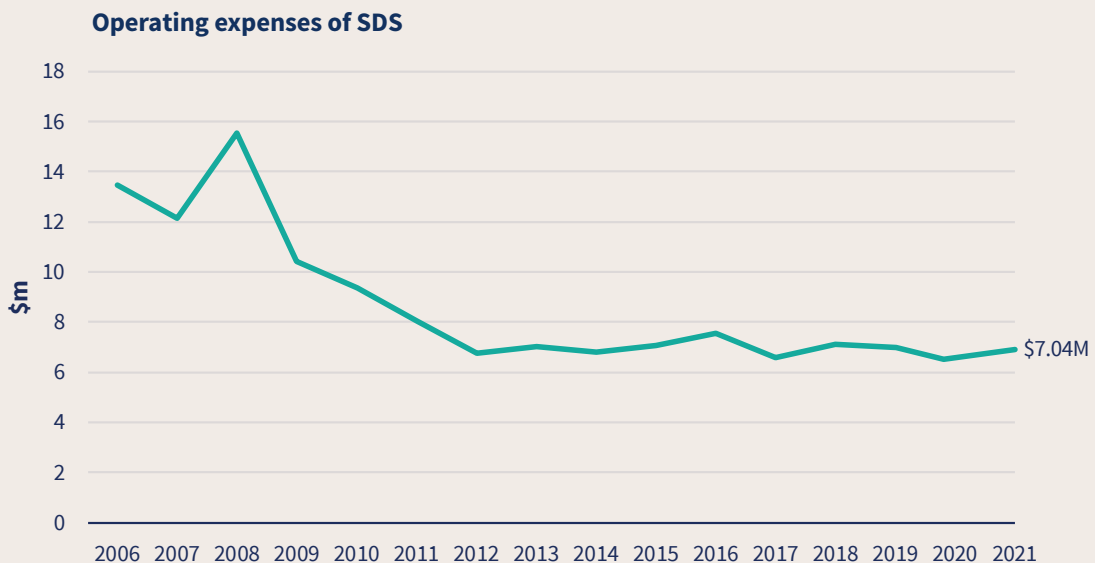
Breakdown of cost recovery charges



Operating Expenses

The graph below shows the operating expenses of SDS in 2021, and in prior years.

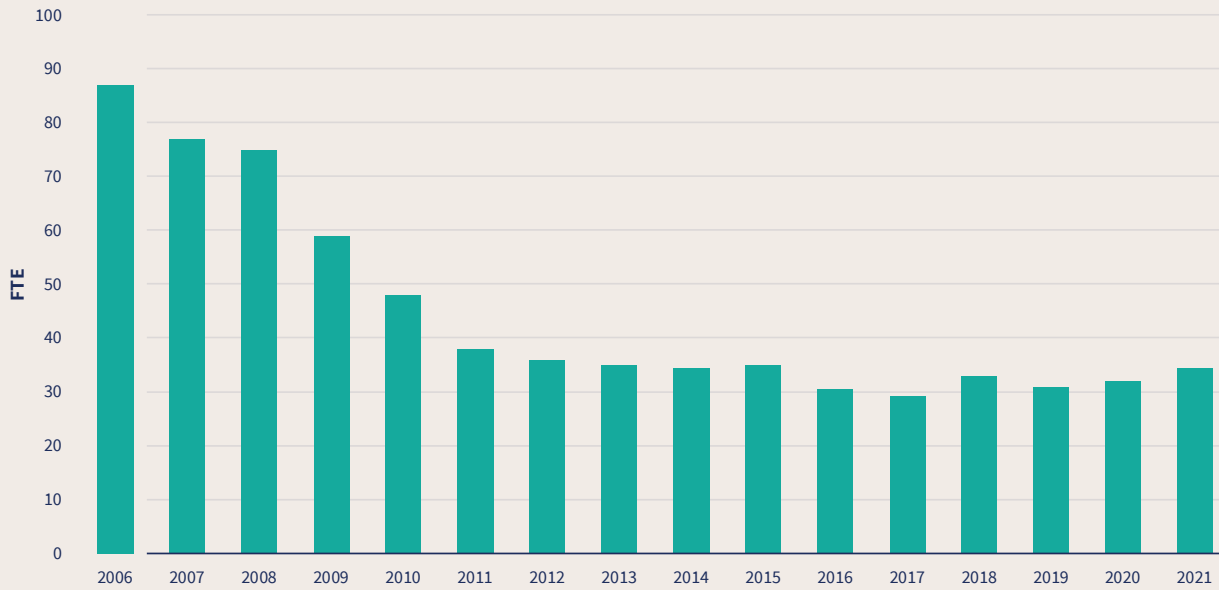
All expenses of SDS are periodically reviewed to ensure they are appropriate.



Staff Numbers

The change in staff numbers in recent years on a full time equivalent (FTE) basis is shown in the following graph.

Change in numbers of full time staff



5 Year Financial Summary

The income and expenses of SDS for 2021 were as follows (with comparatives for 2017-2020). Further information about income and expenses can be found in the Financial Accounts of SDS for 2021.

\$000s	2017	2018	2019	2020	2021
INCOME					
Total Income	7,167	7,279	7,011	7,372	7,080
EXPENSES					
Staff Expenses	4,405	4,562	4,714	4,833	4,893
Other Expenses	2,180	2,557	2,244	1,927	2,142
NET SURPLUS	581	160	53	592	45

The balance sheet of SDS as at 31 December 2021 can be summarised as follows (with comparatives for 2017-2020).

\$000s	2017	2018	2019	2020	2021
ASSETS					
CURRENT ASSETS					
Cash & Short Term Investments	5,684	6,025	6,723	7,506	7,875
Other	385	369	841	755	475
NON-CURRENT ASSETS					
Lease Incentive	-	-	-	-	-
Fixed Assets	616	634	712	485	430
Other	-	-	1624	793	226
TOTAL ASSETS	6,685	7,028	9,900	9,539	9,006
LIABILITIES					
CURRENT LIABILITIES					
Payables	350	433	1,094	1,228	645
Funds held*	743	782	1,571	1,320	1,822
Provisions	1,006	1,058	1,042	964	1,412
NON-CURRENT LIABILITIES					
Payables	-	-	1,360	544	-
Provisions	378	386	411	470	68
TOTAL LIABILITIES	2,477	2,659	5,478	4,526	3,947
NET ASSETS	4,208	4,369	4,422	5,013	5,059
EQUITY					
Capital	2,062	2,062	2,062	2,062	2,062
Reserves	1,613	2,016	2,286	2,839	2,883
Accumulated Surpluses	533	290	74	112	114
TOTAL EQUITY	4,208	4,369	4,422	5,013	5,059

* Funds held in trust for client entities.



Membership

Membership of Sydney Diocesan Services

The Standing Committee of the Diocese of Sydney appoints members, for terms of three years. The Standing Committee has the power to remove any member before the expiration of their term. The Archbishop of Sydney also appoints one member, also for a term of three years. The non-executive members receive no remuneration. The Chief Executive Officer attends meetings of SDS. The following members were in office during the whole financial year.

MEMBERSHIP



Mrs Michele Carpenter, B.Com, B.Acc CA(South Africa)

Chartered Accountant employed by KPMG from 1999 to 2006. Currently working for a boutique firm helping small businesses with tax and accounting needs. Came to faith in 2006 as a new mum. Passionate about encouraging women to study the Bible and serves as a substitute teaching leader at Bible Study Fellowship. Attends Cherrybrook Anglican Church where she was a warden and is currently a parish nominator and member of parish council. Board member since 2020.



Mr Norm Lee, BA, LLB, MIntS, GDLP

Deputy General Counsel, NSW Treasury. Over 21 years' experience in legal, compliance, risk, operations and consulting roles. Has served as non-executive director on not-for-profit boards and is a member of other diocesan boards and committees. He attends Jannali Anglican Church. Board member since 2019.



Ms Liz Livingstone, BSc(Hons), GradCertEnvEng, MPA

CEO of the NSW Independent Pricing and Regulatory Tribunal since July 2019. Deep policy expertise and broad experience in senior executive roles in over 20 years of working for the NSW government including over five years at the NSW Department of Premier and Cabinet. Has also worked as an economics and policy consultant with PwC. Attends All Saints Anglican Church, Petersham. Board member since 2021.



Mr Ben Meikle, B Eng (Computer Systems), MBA

Ben is an Associate Director at Macquarie Group Limited. His 25+ years' experience in the IT industry has enabled him to develop a broad range of skills across people and project management, architecture, risk and compliance reporting with a number of financial institutions. He is currently working as the enterprise data architect for Macquarie Group. Ben and his family have been members of Cherrybrook Anglican Church for over 12 years and Ben is currently serving as a service leader and member of parish council. Ben and his wife attend a bible study group together and his three children are all active in youth ministry and the evening service. Board member since 2018.



The Rev Mike Paget, BSc, BEd, BD(Hons1)

On staff at St Barnabas Anglican Church, Broadway, since 2003, and rector since 2010. He is the Anglican Chaplain at the University of Sydney and the University of Technology. Mike is married to Fiona and they have four teenage children. Board member since 2021.



Mr John Pascoe, FCA, BEc

Partner, Pascoe Whittle Chartered Accountants; Member of Standing Committee, Finance Committee, St Andrew's Cathedral Chapter and Diocesan Resources Committee; Independent member of the Glebe Administration Board's Audit & Risk Committee. He attends St Andrew's Cathedral. Board member since 2009.



Bishop Michael Stead, BCom(Acc), BD(Hons), DipMin, PhD

Bishop of South Sydney; Member of Standing Committee Diocese of Sydney; Diocesan Representative on General Synod; Member of General Synod Standing Committee; Secretary of the General Synod Doctrine Commission. Prior to ordination, worked for PricewaterhouseCoopers from 1990-1996. Board member since 2015.



The Rev Lily Strachan, BEc(Soc sc), LLB (Hons), B Div

Senior staff worker with the Australian Fellowship of Evangelical Students at Macquarie University. Assistant Anglican chaplain to Macquarie University. Associate Pastor at Trinity Chapel Macquarie. Senior Residential Advisor and assistant chaplain to Robert Menzies College. Prior to ordination, worked as a corporate lawyer at Blake Dawson (2005-2008, now Ashurst) and Prolegis (2011). Board member since 2019.



Ms Jen Yorath, BA (Syd), MBus (HRM) Dist, FAICD

Jennifer has over 25 years' experience in human resources management and is currently a senior global human resources practitioner for a large Australian biotech, in addition to leading their global change and transformation capability development. She has had experience in a range of industry sectors and has held both specialist and strategic commercial human resource roles. Her board experience includes 10 years on the Board of a major Sydney Anglican school, where she was a member of the Nominations Committee and chaired the Human Resources Committee. Jennifer and her husband David are members of St Alban's Anglican Church Lindfield. Board member since 2018.

Appointments

Ms Liz Livingstone was appointed on 6 September 2021.

The Rev Mike Paget was appointed on 23 August 2021.

MEMBERSHIP



Chief Executive Officer

Mr Robert Wicks, BSc LLB (Hons), GAICD

Mr Wicks was appointed as Chief Executive Officer on 4 October 2017, after serving in an acting capacity as CEO since 19 November 2016. Prior to this he held the positions of Diocesan Secretary and Head of Diocesan and Corporate Services of the SDS. Previously he worked as a solicitor at the Commonwealth Bank of Australia. He is not a Board member. He attends West Pymble Anglican Church.



Secretary

Ms Briony Bounds, BA (Adv), DipMgmt, GIA (Affiliated)

Ms Bounds was appointed as Secretary to the Board in 2018. She has over 10 years' experience working with boards and committees in the not-for-profit and Government sectors. She is not a Board member. She attends Anglican Churches Springwood.



Secretary

Ms Trish Graham, CertGovNFP, GIA(Affiliated)

Ms Graham was appointed as Secretary to the Board in 2021. With over 10 years' experience in governance, she has worked with boards and committees in the not-for-profit and listed sectors over the past six years. She is not a Board member. Ms Graham attends Village Church Annandale.

Committees

In 2021, SDS had an Audit, Finance and Risk Committee and a Nomination and Remuneration Committee to assist it in fulfilling its responsibilities. The charters of each committee are reviewed periodically by SDS.

The overall purposes of the Audit, Finance and Risk Committee are to monitor, report, and make recommendations to SDS about –

- the financial reporting processes of SDS to ensure the balance, transparency and integrity of published financial information,
- the internal compliance and control systems of SDS,
- the risk management systems of SDS, and
- the independent audit process of SDS

The overall purposes of the Nomination and Remuneration Committee are –

- to recommend to the SDS Board, for its advice to Standing Committee, the desired skills and experience of a potential candidate to fill a vacancy in the membership of SDS,
- to develop and implement induction programs for new members of the SDS Board,
- to recommend to the Board for approval the Remuneration Policy for SDS, including overseeing the Chief Executive Officer's ("CEO") remuneration and the CEO's recommendations for senior manager remuneration, and
- to manage the CEO appointment process and review the performance, and succession plans for this position.

Meeting attendance

Year ended 31 Dec 2021	SDS Board meetings		SDS Audit, Finance & Risk Committee meetings		SDS Nomination & Remuneration Committee meetings	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Ms Michele Carpenter	6	6	3	3		
Mr Greg Hammond OAM	6	6	3	3	4	4
Mr Norm Lee	6	6				
Ms Liz Livingstone	2	2				
Mr Ben Meikle	6	6				
The Rev Mike Paget	3	3				
Mr John Pascoe (Chair)	6	5	3	3	4	4
Bishop Michael Stead	6	6	3	3	4	4
The Rev Lily Strachan	6	5	3	2		
Ms Jen Yorath	6	6			4	3



Access and Contact Details

The principal office of SDS is Level 2, St Andrew's House, Sydney Square.

Hours of access are between 8:30am and 5:30pm

Mail: PO Box Q190,
QVB Post Office, NSW 1230

Phone: (02) 9265 1555

Web: sds.asn.au