

sydneyanglicans⁺

SYDNEY DIOCESAN SERVICES

**ANNUAL
REPORT
2023**



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 the Lord, because you know that your labour in the Lord is not in vain – 1 Cor 15:58

Contents

Report of the Chair and CEO	04
Highlights for 2023	06
2023 at a Glance	08
Service Delivery	09
Organisations Served	09
Services Provided	10
Strategy	11
Strategic Plan for 2022-2024	11
Vision and Objectives	12
SDS staff restructure	14
AICD governance training	15
Registry's use of online forms for AGM	15
Streamlining of accounts payable	15
We Serve Day	15
Expression of interest in employment with the Diocese	15
Governance	16
Constitution and Charter	16
Charity Status	16
Engaging with the broader charitable purposes of the Diocese	17
Conformity with Synod's Governance Policy	17
Financials	18
Breakdown of cost recovery charges	19
Operating Expenses	19
Staff Numbers	20
5 Year Financial Summary	21
Membership	22
Membership of Sydney Diocesan Services	22



Report of the Chair and CEO

Welcome to the SDS Annual Report for 2023. 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.

Our primary role is to provide professional and administrative support to parishes and central diocesan organisations. However, we also facilitated two significant and related reforms during the year. The first was enhancing the functioning of the “Sydney Anglican” offices through an increased level of co-operation and collaboration among the leadership of diocesan organisations operating from St Andrew’s House. The second was supporting the Standing Committee in developing and implementing a range of proposals to streamline the central organisational structures of the Diocese.

The initial outcome of the second of these reforms is the creation of the Sydney Anglican Property (SAP) board from 1 January 2024

with responsibility for overseeing the central property undertaking of the Diocese - previously managed by 4 separate boards. This structural reform necessitated a corresponding restructure and transfer to SAP of staff working in SDS’s Parish Property Services and Commercial Property teams. We are grateful for all those staff impacted by this restructure, and look forward to supporting them in their continued contribution to the work of SAP under the leadership of its CEO, Mr Ross Jones.

Standing Committee is continuing to formulate further structural reform proposals, including those involving the consolidation of the central administrative support for the Diocese currently provided by SDS and others. We are excited by the possibilities presented by these further reforms, and pray they will result in central organisational structures that operate with increased efficiency and effectiveness in support of our shared mission.

During the year we farewellled Ms Liz Livingstone as a member of the SDS board. We are grateful to Liz and to our continuing board members for their service. In view of the structural reform proposals being considered, we requested (and the Standing Committee agreed) not to fill the vacancy arising from Liz’s departure but instead to put in place interim arrangements for our board, including a reduction in the size of the board from ten to seven members, pending these proposals being resolved.

We want to acknowledge and give God thanks for the commitment and skill of our staff team. They are an amazing group of Christian professionals who work hard, often behind the scenes, to make the diocesan apparatus work smoothly. The complexity of the diocese makes this no easy task, particularly during 2023 which was another year of considerable change and uncertainty – which our staff handled with such grace and understanding. We also want to express our gratitude to Daniel Glynn who so capably discharged the role of Acting CEO during an extended period of long service leave taken by the CEO during the year (after 25 years of service with SDS).

During the year SDS celebrated its 50th anniversary since its formation as the corporate “arms and legs” of the Standing Committee on 30 July 1973. Synod recognised this anniversary and SDS’s considerable contribution to the work of the Diocese over this time at its session in September.

Strategically, 2023 was the second year of our current strategic plan for 2022-2024. Overall, we remain on track to achieve our strategic objectives. We believe our strategic plan, including our vision of “Enhancing capacity for mission” and organisational values of RESPECT, INNOVATE, COLLABORATE, CELEBRATE and DELIVER, remain fit for purpose for next year despite the significant structural changes proposed by the Standing Committee toward the end of 2023.

Financially, we remain in a sound financial position despite incurring a financial deficit in 2023, against a break-even budget. The deficit was largely a result of unbudgeted costs associated with the restructure, an increase in staff leave provisions, and under-recovered costs from central diocesan organisations due to an over-estimate of rental income. Although we operate on a cost recovery funding model, we have determined that it is not necessary to recover this year’s deficit in future years for SDS to remain on a sustainable footing.

We continue to thank God for the many ways he has blessed us and enabled us to contribute to his mission. We look forward to continuing to serve the Lord and his people next year, in whatever shape or form that takes



John Pascoe, Chair



Robert Wicks, CEO

Highlights for 2023

- Achieved the 2023 targets for 3 of the 4 objectives under our Strategic Plan for 2022-2024 (falling just short of the target for the final objective for the Synod Group)
- For SDS staff
 - 96% indicated that, overall, they were satisfied working at SDS
 - 99% indicated that SDS has an authentic Christian workplace culture
 - 99% indicated they felt respected as they went about their work
- 92% of rectors, wardens and treasurers indicated they experienced a positive engagement with SDS in support of their mission in the last 12 months
- Supported the Standing Committee in establishing the transitional Sydney Anglican Property board from 1 January 2024
- Hosted a 3 day AICD governance training course for members of diocesan boards
- Assessed as having an acceptable level of cyber-security maturity and readiness following an Essential Eight Assessment
- Completed a successful tender for our audit services with the appointment of Grant Thornton as the new group auditor
- Partnered with the Office of the Director of Safe Ministry in the delivery of the Faithfulness in Ministry Conference
- Launched an expressions of interest initiative to identify from among our parishes potential candidates for staff positions in SDS and other diocesan organisations

“On behalf of our parish, I would like to express our thanks to the Diocese for their support in this opportunity, and also to you for helping us with the organisation.”

“Your response was exactly what we needed, thank you for your help.”

“Just wanted to say thanks for sending this through, it is very helpful.”

“This is a great initiative. Really appreciate SDS putting this together, what a great way to bring visibility to events across the diocese and to prompt some good HR practices.”

“Thank you very much - I’m sure many will find that super helpful.”

2023

- at a glance -

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



Service Delivery

We pursued our mission by providing 23 distinct lines of service to the Synod, the Standing Committee and 12 other central organisations of the Diocese, and through them, to our 263 parishes.



Corporate Values

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



Quality People and Governance

Our governance arrangements reflect our desire to ensure the highest standards of corporate governance are adopted and maintained.



Vision, Objectives and Targets

We achieved three of the four targets for the four objectives under our Strategic Plan for 2022-2024 (coming close to achieving the final target).



Strategic Actions & Measurements

We made the strategic changes required to achieve the objectives under our plan through targeted actions, including a range of initiatives taken during 2023. The changes were measured using a number of leading indicators of the value we provide to our key stakeholders.



Sound Financial Management

We remain on a sound and sustainable financial footing despite incurring a deficit for the year against a breakeven budget due, in part, to unforeseen expenses associated with a central diocesan restructure.

Service Delivery

Organisations Served

During 2023, we served the following 13 central diocesan organisations –

- Synod and the Standing Committee
- Anglican Aid
- Anglican Church Growth Corporation
- Anglican Church Property Trust Diocese of Sydney
- Endowment of the See Corporation
- Glebe Administration Board
- Ministry Training & Development
- New Churches for New Communities
- Safe Ministry Board
- St Andrew's House Corporation
- Sydney Anglican Loans
- Sydney Anglican National Redress Scheme Corporation
- SDS Legal

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 the 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 amounts charged are therefore set with each organisation once the services are agreed. In 2023 we continued a 5 year process started in 2021 of transitioning to a new and more accurate method of calculating the cost recovery charge for the organisations we serve.

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 2023.

Other organisations

We also provide services to a number of organisations from the broader diocesan network and beyond, including Youthworks, 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 2023, we provided the following distinct lines of services –

Corporate and Governance Services



- Corporate secretarial support – boards
- Risk management and compliance
- Board membership support

Office Services



- Provision of meeting rooms and meeting room catering
- Reception, mail, office supplies, level 2 and other services

Diocesan and General Administrative Services



- Secretarial support – Synod and Standing Committee
- Manage events – Synod and Standing Committee
- Parish HR support
- Administer Diocesan Archives
- General administration

Property Services



- Strategic/technical property advice
- Administer government grant programs
- Property Management
- Administer Diocesan Church Insurance Program

Financial Services



- Investment and cash management
- Loan management
- Financial management and reporting

Other Professional Services



- Executive and strategic support
- Legal support
- IT services
- Human resources and payroll
- Corporate communications
- Research and reporting on social and other issues

Strategy

Strategic Plan for 2022-2024

An important focus during 2023 has been the implementation of the second year of our strategic plan for 2022-2024. The plan has been developed around SDS's four key stakeholders being –

- Synod Group
- Central Diocesan Organisations
- Parishes
- 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 four 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 2021 baselines and targets for 2022, 2023 and 2024.

In 2023, we met the targets for three of our four objectives – falling just short of our target for the Synod Group objective. A summary of the KPIs, the 2021 baselines and our progress in achieving the objectives by reference to the 2023 targets is set out in the following table.

	Objective	KPI	2021 Baseline	2022 Target	2022 Measure	Target Met
SYNOD GROUP	To increase the capacity of diocesan organisations to engage with the broader purposes of the Diocese	Increase # of diocesan organisations whose constituting ordinance has been amended to expressly enable the broader purposes of the Diocese to be taken into account in their decision-making	0	7	6	✗ Target not met ¹
CENTRAL DIOCESAN ORGANISATIONS (CDOs)	To increase CDO satisfaction with SDS's services	Increase (and maintain at an appropriate level) the % of CDO members and EOs who agree that overall the services delivered under their service level agreement with SDS are satisfactory	75	80	86	✓ Target met
PARISHES	To increase parish engagement with SDS as a valued partner in mission	Increase (and maintain at an appropriate level) the % of rectors, wardens and treasurers who report a positive engagement with SDS in support of their mission in the last 12 months	N/A	90	92	✓ Target met
STAFF	To increase staff contribution to innovative solutions for increased productivity and improved service delivery	Increase % SDS staff actively involved in implementing one or more projects during the year for productivity and/or service delivery gains	35	45	59	✓ Target met

1. The six diocesan organisations whose constituting ordinances have been amended are: Anglican Church Property Trust Diocese of Sydney, Sydney Diocesan Services, Glebe Administration Board, St Andrew's House Corporation, Anglican Church Growth Corporation, and Endowment of the See Corporation.

Strategy

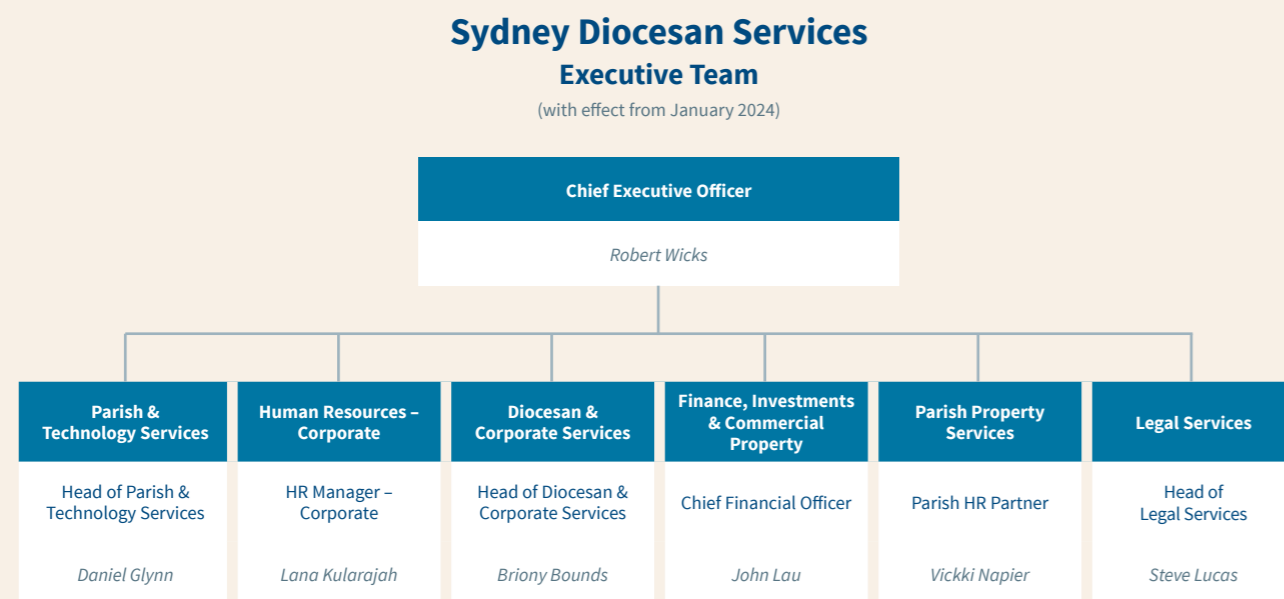
To achieve the objectives under our strategic plan it is necessary to determine the changes that need to be made to maximise our value to our key stakeholders. These changes, or strategies, are implemented through specific actions undertaken on a prioritised basis during the course of the plan.

Described below are some of the more significant actions taken under our strategic plan during 2023.

SDS staff restructure

We undertook a staff restructure with effect from 1 January 2024. The restructure supported the decision of the Standing Committee to form Sydney Anglican Property (SAP), as a first step in a broader restructure of the central operations of the Diocese. The initial phase of the staff restructure involved transferring the staff of the SDS Parish Property Services team to be line managed as part of the SAP staff team under the leadership of its CEO, Ross Jones. It is anticipated that the SDS commercial property team, responsible for managing St Andrew’s House, will be transferred to SAP in early 2024.

As a consequence of the restructure, the SDS Executive team is as follows –



AICD governance training

As in previous years, we hosted the Australian Institute of Company Directors’ ‘Foundations of Directorship’ course, over three days in October/November 2023 at the Sydney Anglican Offices at St Andrew’s House. The course content covers strategy and risk, finance, and governance for Directors. Places on this course are offered at cost to Diocesan boards and councils and are in high demand, with the 25 available places often filled within weeks of organisations being made aware of the course dates each year. In 2023, the course was fully subscribed with participants from a range of Diocesan schools and boards. Feedback received was overwhelmingly positive, both in terms of the value of the information received and the networking potential it offers to participants.

Registry’s use of online forms for AGMs

Over the previous three years, Registry has progressively introduced more automation to help with the collection of data from parishes, most notably in the collection of the Annual General Meeting Returns. As a result of this improved collection method, parishes are finalising their AGM returns faster (evidenced by declining number of parishes requiring follow up), and Registry has streamlined the processing of data resulting in a reduction in the average processing time for AGM returns from 97 days in 2022 down to 23 days in 2024.

Streamlining of accounts payable

During the second half of 2023, we implemented software to enhance the processing of invoices for payment. The new software integrated with our existing accounting system to deliver enhanced financial controls through machine-based verification of delegated authorities, and also reduced the manual handling of invoices. The efficiency gains and improved controls have enabled our teams to focus more on the value-adding aspect of their roles.

We Serve Day

We launched the ‘We Serve Day’ as a strategic initiative to promote greater collaboration and connection between SDS and those in the broader diocesan network. The initiative also helped members of our staff teams develop their working relationships with one another outside their usual work environment. During the year, 34 staff participated in this initiative across three sessions with Greenacre Anglican Mobile Food Pantry, Anglicare Op Shop and Anglicare Toys n Tucker. This initiative will continue in 2024.

Expressions of interest in employment with the Diocese

We launched an “expressions of interest (EOI)” initiative to identify and encourage those from within our parishes to consider serving in the Sydney Anglican Offices and across the broader diocesan network. The initiative was taken in recognition of the increasing difficulty of identifying suitably skilled and experienced Christians as candidates for staff positions in our organisations.

Since implementing this initiative, 123 EOIs have been received, 16 of which have been sent to organisations in the broader diocesan network. A further 30 EOIs have been invited to apply for vacant positions within the Sydney Anglican Offices. There have been two successful appointments to date.

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 2022 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.

Engaging with the broader charitable purposes of the Diocese

SDS recognises it is part of a broader diocesan network and is committed to pursuing its objectives in a manner which, as far as possible, facilitates the broader charitable purposes of this network. These broader charitable purposes, recognised by the Synod in 2023, are currently expressed in the Archbishop’s statement “Purpose and priorities for the Diocesan Fellowship”.

As the central provider of professional and administrative support to parishes and diocesan organisations, our primary contribution to the broader charitable purposes of the Diocese is ensuring we have a board and staff team who are personally aligned to the **overriding disciple-making purpose of the Diocese**. We look to create a culture at SDS which values the **ministry of the word** and **prayer** in our working environment. We do this in various ways including through weekly prayer meetings for diocesan staff at St Andrew’s House, and prayer and devotions at our quarterly staff briefings.

Strategically, we have taken steps to facilitate a **deeper level of collaboration between diocesan organisations**, particularly those operating in or from the diocesan offices on level 2 St Andrew’s House. To this end, we –

- act as the head tenant in the provision of shared offices to Sydney Anglican Property, the Archbishop’s Office, Ministry Training & Development, Office of Director of Safe Ministry and Anglican Aid
- coordinate the development of shared HR, operational and board policies for those working in and from the diocesan offices
- make meeting rooms and breakout facilities available as a “Diocesan Hub” for those in the broader diocesan network
- actively engage in collaborative forums including the Level 2 Executive Group, the diocesan CEO’s network, and an HR and other professional networks across the Diocese

We have put in place a number of initiatives to enhance our **collaboration with parishes and diocesan agencies in their front-line ministries**. These include giving our staff Volunteer/Mission leave and participation of our staff in “We Serve Days” (described earlier in this report). We also launched our expressions of interest (EOI) program to assist those in our parishes consider working for SDS and other diocesan organisations and facilitated a mental health forum involving key people in this area across the Diocese.

The services we provide contribute to the **healthy flourishing of churches** through the provision of legal, human resources, administrative and financial services, and through the administration of the Clergy Assistance Program and the Sickness and Accident Fund .

In the area of **media and engagement**, we have contributed to the extension of the “Sydney Anglicans” brand and the diocesan gateway concept – both aimed at achieving a greater sense of consistency and unity in the way we communicate to external stakeholders, and the way external stakeholders can communicate with us.

SDS is committed to supporting **church planting**. We principally do this through the financial management, corporate secretarial and legal support provided to Sydney Anglican Property in its acquisition of new sites in Greenfield areas of the Diocese and the redevelopment of existing church ministry sites as part of its Urban Renewal Pilot Program.

Underpinning our commitment to pursuing the broader charitable purposes of the Diocese, the Sydney Diocesan Services Ordinance 2017 was amended in March 2022 to implement provisions of the Synod’s governance policy. These provisions facilitate the SDS’s legal capacity to take into account the broader charitable purposes of the Diocese in its decision-making.

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.

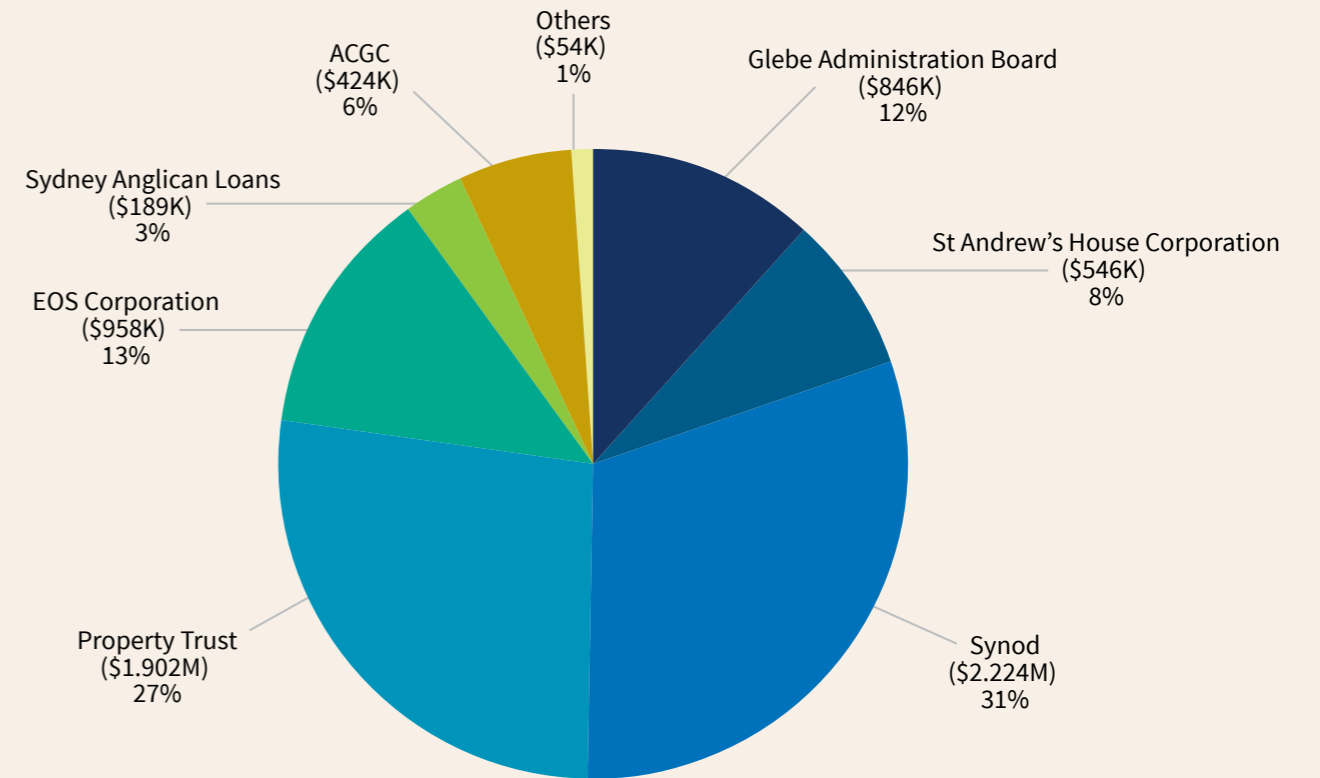
Financials

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 2023 was \$8.1 million, compared to \$7.8 million in 2022. Of that amount \$7.1 million comprised the amounts charged to diocesan organisations served by SDS, and \$1.0 million was income from other sources (such as rent and interest). See the chart over the page for a breakdown of SDS cost recovery charges to diocesan organisations.

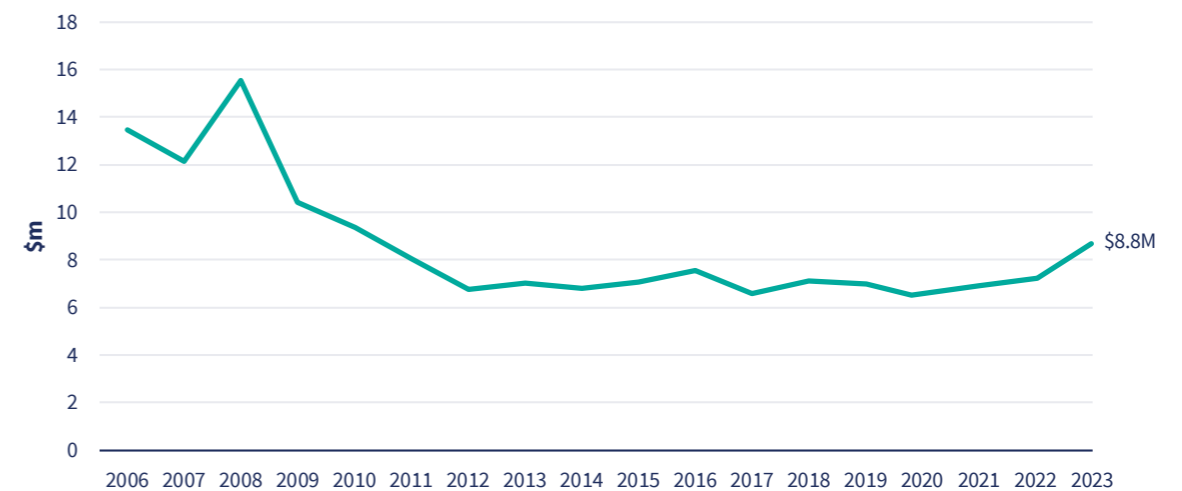
Breakdown of cost recovery charges



Operating Expenses

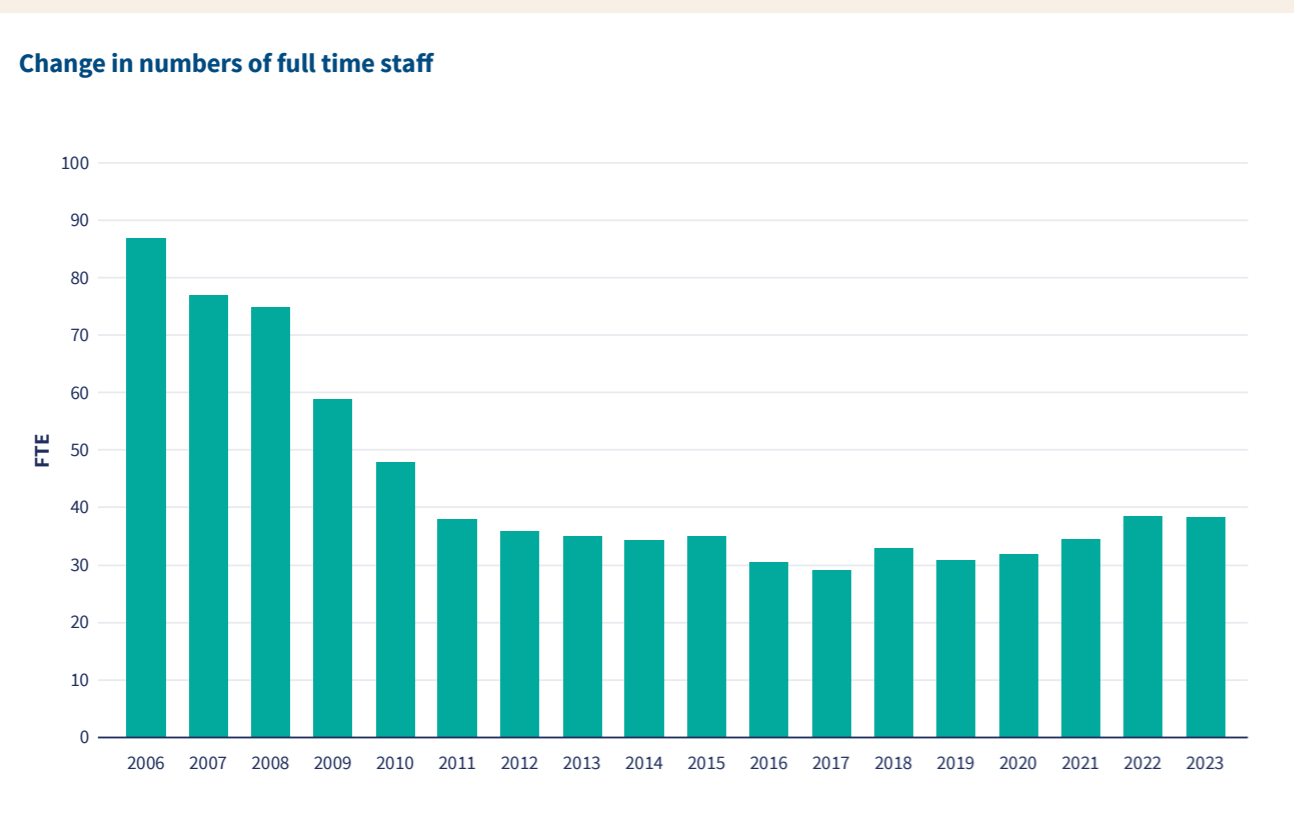
The graph below shows the operating expenses of SDS in 2023, and in prior years. All expenses of SDS are periodically reviewed to ensure they are appropriate.

Operating expenses of SDS



Staff Numbers

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



5 Year Financial Summary

The income and expenses of SDS for 2023 were as follows (with comparatives for 2019-2022). Further information about income and expenses can be found in the Annual Financial Report of SDS for 2023.

\$000s	2019	2020	2021	2022	2023
INCOME					
Total Income	7,011	7,372	7,080	7,810	8,104
EXPENSES					
Staff Expenses	4,714	4,833	4,893	5,454	6,082
Other Expenses	2,244	1,927	2,142	1,948	2,733
NET SURPLUS/(DEFICIT)	53	592	45	408	(711)

The balance sheet of SDS as at 31 December 2023 can be summarised as follows (with comparatives for 2019-2022).

\$000s	2019	2020	2021	2022	2023
ASSETS					
CURRENT ASSETS					
Cash & Short Term Financial Assets	6,723	7,506	7,875	3,765	4,206
Other	841	755	475	995	347
NON-CURRENT ASSETS					
Fixed Assets	712	485	430	2,412	2,370
Other	1,624	793	226	287	157
TOAL ASSETS	9,900	9,539	9,006	7,459	7,080
LIABILITIES					
CURRENT LIABILITIES					
Payables	1,094	1,228	645	298	295
Funds held*	1,571	1,320	1,822	141	683
Provisions	1,042	964	1,412	1,184	944
NON-CURRENT LIABILITIES					
Payables	1,360	544	-	-	-
Provisions	411	470	68	369	402
TOTAL LIABILITIES	5,478	4,526	3,947	1,992	2,324
NET ASSETS	4,422	5,013	5,059	5,467	4,756
FUNDS					
Capital	2,062	2,062	2,062	2,062	2,062
Reserves	2,286	2,839	2,883	3,320	3,199
Accumulated Surplus/(Deficit)	74	112	114	85	(505)
TOTAL FUNDS	4,422	5,013	5,059	5,467	4,756

* Funds held in trust for client entities.

Membership

Membership of Sydney Diocesan Services

On 17 July 2023 the Standing Committee passed the *Sydney Diocesan Services Ordinance (Interim Membership Arrangements) Ordinance 2023*, which provided for a reduction of the number of members of SDS appointed by the Standing Committee, from nine to six, until a date to be determined by the Standing Committee. The reduction is a temporary measure pending clarification regarding the future of SDS within the central diocesan organisational restructure. The ordinance has also temporarily suspended the maximum tenure requirements for the current Chair of SDS, and reduced the quorum for a meeting from five to four.



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 teaching the Bible to women and encouraging them to delve deeper into God's Word. Serves as a teaching leader at Bible Study Fellowship. Attends Cherrybrook Anglican Church where she has served as a warden, parish councillor and nominator. Currently a parish Synod representative. Board member since 2020.



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 one adult and three teenage children. Board member since 2021.



Mr John Pascoe, FCA, BEc

Director, Pascoe & Co Chartered Accountants. Member of Standing Committee and its Finance Committee and Diocesan Resources Committee. Congregation member and Lay Canon of 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; Chair 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

Chaplain to Robert Menzies College and Senior Residential Advisor. Assistant Anglican chaplain to Macquarie University. Prior to ordination, worked as a corporate lawyer at Blake Dawson (2005-2008, now Ashurst) and Prolegis (2011). Board member since 2019.

Resignation

Ms Liz Livingstone resigned at the conclusion of her term with effect 31 December 2023.



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

Deputy Secretary, Policy and Budget at NSW Treasury. 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.

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 legal practitioner at the Commonwealth Bank of Australia. He is not a Board member. He attends All Saints' Anglican Church, West Lindfield.



Secretary

Mr Gilbert van der Jagt, BEd, MA, CertGovNFP, GIA (Affiliated)

Mr van der Jagt was appointed as Secretary to the Board in 2022. He has over 10 years' experience working with, and serving on, boards and committees in the not-for-profit sector. He is not a Board member. Mr van der Jagt attends St Andrew's Cathedral.



Committees

In 2023, 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.

Resignation

The Rev Lily Strachan resigned as a member of the Audit, Finance and Risk Committee, effective 21 June 2023.

Meeting attendance

Year ended 31 Dec 2023	SDS Board meetings			SDS Audit, Finance & Risk Committee meetings		SDS Nomination & Remuneration Committee meetings		
	Members	Eligible to attend	Attended	Leave of absence	Eligible to attend	Attended	Eligible to attend	Attended
Ms Michele Carpenter		5	5	-	2	2		
Ms Liz Livingstone		5	5	-				
The Rev Mike Paget		5	3	-				
Mr John Pascoe (Chair)		5	5	-	2	2	3	3
Bishop Michael Stead		5	5	-	2	2	3	3
The Rev Lily Strachan		5	4	1	1	1		

sydneyanglicans⁺

SYDNEY DIOCESAN SERVICES

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

