

Sydney Diocesan Services

2019 Overview



Welcome

to this inaugural edition of *SDS 2019 Overview*. The document you are holding gives a concise introduction to the work we do on behalf of the Diocese, as well as a snapshot of some of the recent achievements by both SDS and the organisations we serve. We hope you find it helpful and informative.

In addition to our day-to-day work as the central administrative body for the Diocese, SDS is currently in the middle of a comprehensive Strategic Plan aimed at ensuring everything we do is aligned with the frontline gospel work of our local parishes. This Overview details both the high-level corporate vision and values we bring to our work, as well as measurable outcomes of the actions that underpin it.

In short, at SDS we want to be **“Enhancing Capacity for Mission”**. And to that end, we as Chair and CEO are proud of what SDS is achieving on behalf of the Diocese. The excellent results outlined in this Overview are a testament to the professionalism and commitment of our dedicated staff—in particular their resilience during the recent COVID-19 pandemic.

Whatever your interest or involvement in the Diocese, we look forward to serving and partnering with you in the years to come. In the meantime, if you would like more detailed information on the work of SDS, particularly during the 2019 calendar year, please download the more substantive *SDS Annual Report* for 2019. This and a host of other useful resources can be accessed via our website – sds.asn.au



John Pascoe
Chair



Robert Wicks
CEO

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

Our Governance Structure

SDS BOARD



Ms Libby Hackett
Principal Consultant,
Nous Group



Mr John Pascoe (Chair)
Partner, Pascoe Whittle
Chartered Accountants



Ms Robyn Hobbs OAM
Former NSW Small Business
Commissioner



Ms Jennifer Yorath
Over 25 years' experience
in HR management



Mr Norm Lee
Deputy General Counsel,
NSW Treasury



Bishop Michael Stead
Bishop of South Sydney



Mr Greg Hammond OAM
Consultant and Adviser to
financial institutions,
charities and not-for-profit
organisations



Mr Ben Meikle
Associate Director
(Enterprise Data Architect),
Macquarie Group Limited



The Rev Lily Strachan
Senior staff worker with
AFES and Assistant
Anglican Chaplain
at Macquarie University

AUDIT COMMITTEE

- John Pascoe
- Greg Hammond OAM
- Bishop Michael Stead
- Michele Carpenter
(independent member)

NOMINATIONS COMMITTEE

- John Pascoe
- Greg Hammond OAM
- Bishop Michael Stead

SDS Management Structure

Chief Executive Officer

Robert Wicks

Diocesan & Corporate Services	Finance/ Commercial Property	Human Resources	Information & Technology	Investments	Legal Services	Parish Property Services
Head of Diocesan & Corporate Services Diocesan Secretary	Chief Financial Officer	Manager Human Resources	Head of Information & Technology	Head of Investments	Head of Legal Services	Head of Parish Property Services
<i>Daniel Glynn</i>	<i>Michael Blaxland</i>	<i>Rebecca Addario</i>	<i>Paul Semple</i>	<i>Isaac Kuruvilla</i>	<i>Steve Lucas</i>	<i>Greg Ellem</i>

Service Delivery

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 administration of the affairs of the Diocese.

We pursue our mission by providing 30 distinct lines of service to the Synod, the Standing Committee and 16 other central organisations of the Diocese, and through them, to our 270 parishes. These services are outlined in the table below:

Secretarial & Governance Services	Office Services	Diocesan & General Administrative Services	Property Services	Financial Services	Other Professional Services
Corporate secretarial support	Reception, meeting rooms and catering	Administer ordinances and diocesan policies	Strategic/technical property advice	Payroll and packaging	Legal and regulatory support
Strategy development and implementation	Mail and office supplies processing	Administer Clergy Assistance Program	Administer estates/bequests	Cash management	IT services
Risk management and compliance		Manage events	Administer grant programs	Investment management	Human resources management
Board membership support		General administrative advice	Maintain title and security document registry	Loan management	Corporate communications
			Commercial property management	Financial and management accounting	Social issues research and support
			Property (project) management	Financial management	
			Administer Diocesan Church Insurances Program	Budgeting and forecasting	
			Assessment of Insurance Requirements		

I was most impressed with the politeness and professional response to my request.

The feedback was very helpful and thorough. It was delivered professionally and clearly. SDS Legal did a great job advising us. Thanks.

We're very happy with the help that was given to us regarding the passing of our ordinance. The responses were prompt and thorough... the instructions were clear and precise. Thanks SDS!

Excellent support, I received a phone call clarifying my request and shortly afterwards received a follow up email with the documents requested. Thanks for your assistance.

SDS Highlights of 2019

As a service provider to the central organisations of the Diocese, SDS also wants to celebrate the key outcomes achieved by those organisations during 2019 as they pursue their mission. Here are some of the highlights.

- Achieved the 2019 targets for each of the 5 objectives under our Strategic Plan for 2019-2021.
- Implemented an electronic document management system.
- Completed a “gap-analysis” of the organisations served by SDS which indicated generally, there are not significant gaps between the current and expected quality of the services provided by SDS.
- Developed a secure online portal for parishes to replace the parish extranet.
- Completed an external review of the quality of the agenda papers we prepare for the SDS board.
- Hosted the Australian Institute of Company Directors’ (AICD) Foundations of Directorship course for 25 directors and senior executives from boards and councils across the diocese.
- Launched a staff intranet site to enable, among other things, staff to post ideas and thank one another.
- Completed the first staff “innovation” challenge to generate ideas on how we can work more effectively as an organisation.
- Implemented an innovation and values reward and recognition framework for staff.
- Contributed to the development of an HR resource for parishes.
- Increased our support of the Anglican Church Growth Corporation.
- Maintained >90% level of satisfaction in feedback from parishes seeking our help.

Highlights of Organisations We Serve

As a service provider to the central organisations of the diocese, SDS also wants to celebrate the key outcomes achieved by those organisations during 2019 as they pursue their mission.

The photos below show some examples of the projects achieved in 2019.

For detailed highlights of the work done by organisations served by SDS, please see our 2019 Annual Report.



Top to bottom:
St Paul's Carlingford redevelopment.
Chapter House - St Andrew's Cathedral.
New church at Stanhope Gardens.

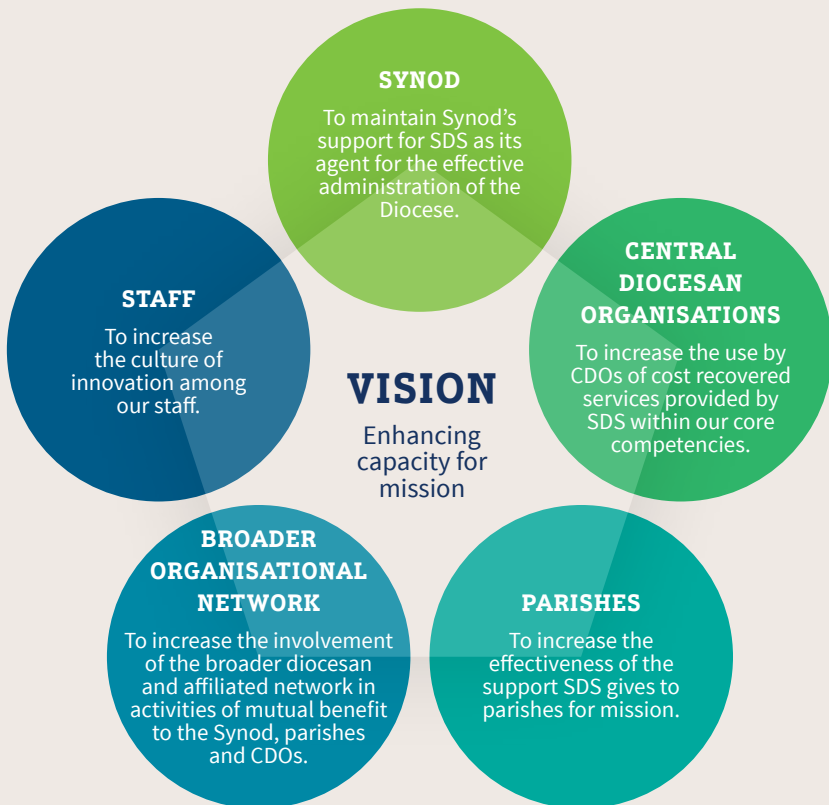
Our Strategic Framework

The work we do at SDS is guided by our current strategic plan – SDS Strategic Plan 2019–21 – which includes a range of objectives and actions for each of our key stakeholder groups. Our vision of Enhancing Capacity for Mission is a concise statement of what we want to be at the conclusion of this strategic plan. It 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 (shown in the graphic below) 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, and we measure our progress using suitable key performance indicators (KPIs), measured against 2018 baselines and targets for 2019, 2020 and 2021. In 2019, we met the targets for each of our objectives.

More detailed information on the relevant KPI's can be found in the SDS Annual Report 2019 available on our website.



Strategic Actions

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 2019, together with selected indicators we used to measure our success in making the necessary strategic changes for each of our key stakeholders.

Synod | *Helping to build a strong diocesan network*

AAICD Governance Training

In June and July, we arranged for the Australian Institute of Company Directors (AICD) to deliver its 3 day Foundations of Directorship governance training course for 25 members of the boards and councils of 12 diocesan organisations. The final day of the course ended with a networking dinner attended by 20 of the participants. The feedback received from the participants indicates that these courses are highly valued, particularly by diocesan board members who have had little prior exposure to such training.

Anglican Church Growth Corporation

During 2019, we increased our support of the Anglican Church Growth Corporation and its CEO, Ross Jones. Our support for the Growth Corporation is strategically significant for the Synod, parishes and the broader organisation network. The particular focus of the Growth Corporation at this time is a pilot program for the development of a number of parish properties in support of mission.

Electronic Document Management System

During 2019, we implemented an electronic system for managing our documents. We undertook this to safeguard in non-paper form the information held by SDS concerning the affairs of the Diocese.

The completion of this work by the end of 2019 has proven important for our capacity to continue to function remotely during the COVID-19 crisis in the first few months of 2020.

Agent for diocesan network effectiveness

12 diocesan boards and councils participating in AICD governance training run by SDS
(target 25 by the end of 2021)

Agent for diocesan network effectiveness

31 participants at seminars/webinars run by SDS
(target 1500 by the end of 2021)

Perceived value for money

84% of the members of central diocesan organisations agree SDS's services represent value for money
PER CENT
(target minimum 80%)

Financial viability

111% a measure of SDS's financial viability (based on the current value of its capital) at the end of 2019
PER CENT
(target minimum 100%)

Central Diocesan Organisations | *Optimising the quality of our services* (CDOs)

Review of board papers

During 2019, we engaged the AICD to undertake an external review of our business papers. The AICD's review process entailed a detailed analysis of our governance documentation, with a view to determining whether it aligned with contemporary good governance practice while having regard to the context in which SDS operates.

In general, the AICD found that the current governance documentation of SDS accords with what the AICD would expect to see for a comparable organisation and provided the necessary support for our governance requirements.

We expect to implement the recommendations arising from the AICD review by the end of 2020, and leverage findings and recommendations from the review for diocesan boards for which we provide corporate secretarial support.

Gap-analysis of services provided

During 2019, we undertook a gap-analysis to assess the quality and adequacy of the services we provide to diocesan organisations. The gap-analysis considered the following questions –

- Is there any gap between current and expected quality of this service?
- If delivery of any aspect of this service is time critical, are agreed time-frames for delivery under the service level agreement adequate?
- Is SDS over-functioning in the delivery of any aspect of this service?
- Are there any additional or new services that SDS could provide or procure for the organisation?

The results of this analysis indicate that, in general, there are not significant gaps between the current and expected quality of the services we provide and that we are not over-functioning in the delivery of our services.

Quality of services

93% of CDO members agree or strongly agree that the quality of SDS's services meets their expectation
PER CENT
(target min. 80%)

Timeliness

89% of CDO members agree or strongly agree that SDS consistently provides its services within requisite timeframes
PER CENT
(target min. 80%)

Relational quality

91% of CDO members agree or strongly agree that SDS has the trust and confidence of those it serves
PER CENT
(target min. 80%)

Range of services

91% of CDO members agree or strongly agree that the range of services provided or procured by SDS is adequate
PER CENT
(target min. 80%)

Perceived value for money

84% of CDO members agree or strongly agree that SDS's services represent value for money
PER CENT
(target min. 80%)

Parishes | *Alleviating burden, enhancing mission*

Parish Portal

The Parish Portal is the secure online resource for parishes launched by SDS in 2019 to replace the old Parish Extranet. The Parish Portal is able to be accessed by rectors, wardens, treasurers and other parish officers to whom the rector decides to give access. Unlike the old Extranet, users of the Parish Portal can select various communication preferences for what information they want to receive from SDS and the address to which it should be sent.

The Parish Portal opens future possibilities for SDS to further enhance its support for parishes, including for example, the development of online forums for parish officers to share information and resources directly with one another.

Parish HR Partner

During 2019 we worked closely with a number of diocesan stakeholders, including Moore College's Centre for Ministry Development, Ministry Training & Development, Anglican Church Property Trust, and the Standing Committee to develop HR support for parishes. The culmination of this work was the appointment in mid-January 2020 of Vikki Napier as the new Parish HR Partner.

Ms Napier completed an HR toolkit for parishes by the end of February 2020, before formally commencing her work with parishes in March. Despite the disruption caused by the COVID-19 crisis in the first few months of 2020, Ms Napier has made and continues to make a significant contribution to supporting the work of parishes.

Quality of services

96 %
PER CENT
(target min. 90%)

of satisfied service desk interactions between parishes and SDS

Relational quality

0.14 %
PER CENT
(target max. 2%)

of parish enquiries which nominate lack of respect, patience, sensitivity or fairness as a source of dissatisfaction

Awareness of services

132
(target min. 90)

being the average number of parishes per quarter whose enquiries are dealt with through service desk

Service agility

7.26
HOURS
(target max. 8 hours)

being the average number of business hours per quarter for an initial response to service desk enquiries

Service agility

0.55 %
PER CENT
(target max. 3%)

of parish enquiries which nominate delay, non-responsiveness, or inflexibility as a source of dissatisfaction

SDS Legal

In November 2019 we established SDS Legal to regularise the delivery of legal services to parishes and central diocesan bodies, including the Synod and Standing Committee. SDS Legal also open the way for us to provide legal services in a cost effective manner to the broader network of Anglican and affiliated organisations.

Change of name and brand refresh

In February 2019, the Standing Committee formally changed our name from “Sydney Diocesan Secretariat” to “Sydney Diocesan Services” to make the nature of our organisation more understandable to the broader network of Anglican and affiliated organisations. In June 2019, we underpinned the messaging behind the change of name by adopting a new logo. The colour scheme and form of our new logo are intended to reflect the concept of growth and align with the vision under our strategic plan of “Enhancing Capacity for Mission”.

Demonstrated benefit

100%
PER CENT
(target min. 80%)

of participants in the AICD governance training course agreed or strongly agreed that the course was beneficial

Quality of offering

100%
PER CENT
(target min. 80%)

of participants in the AICD governance training course were satisfied with the quality/experience of the course

Relationship of trust

91%
PER CENT
(target min. 80%)

of participants in the AICD governance training course agreed or strongly agreed that SDS has their trust and confidence

Ease of engagement

95%
PER CENT
(target min. 80%)

of participants in the AICD governance training course agreed or strongly agreed that they found it easy to engage with SDS in relation to the course

Staff | Empowering staff to make a difference

Innovation challenges

Our objective under the strategic plan is to increase the culture of innovation among our staff. In order to provide a practical focus for this objective, we commenced a series of “Innovation Challenges” for our staff in 2019. Each Innovation Challenge involves asking staff to provide their ideas about how we can better fulfil our mission. All ideas are assessed and, where possible, actioned in a timely fashion. The 2019 Innovation Challenge yielded 50 distinct ideas from staff.

Other staff initiatives

During 2019 we put in place a reward and recognition framework for our staff, with a special emphasis on staff who develop the best innovative ideas, and who best model the 5 values adopted under our strategic plan. We also launched a new staff intranet with significantly enhanced functionality and content, commenced a staff prayer time each Monday morning, and provided staff with 2 days of customer service training.

Flexible work arrangements (value)

4.26/5

the extent to which SDS provides flexible work arrangements consistent with collaboration according to staff
(target min. 3.5/5)

Participation and influence

3.89/5

average response of staff members about the extent to which they have opportunities to participate in and influence the implementation of SDS's strategic plan
(target min. 3.5/5)

Flexible work arrangements (uptake)

31%
PER CENT

(target min. 30%)

of staff are on flexible work arrangements (excluding part-time and casual positions)

Sense of contribution to mission

4.29/5

average response of staff members about the extent to which SDS has a Christian workplace culture
(target min. 3.5/5)

Continuous learning and improvement

3.84/5

the extent to which staff feel they have opportunities for meaningful continuing learning and improvement
(target min. 3.5/5)

Christian workplace culture

3.92/5

average response of staff members about the extent to which SDS has a Christian workplace culture
(target min. 3.5/5)

Performance recognition

3.71/5

the extent to which staff feel SDS recognises and rewards innovative ideas above and beyond performance

Team relationships

4.29/5

average response of staff members about the extent to which their team relationships are collaborative and supportive

5 Year Financial Summary

The income and expenses of SDS for 2019 were as follows (with comparatives for 2015-2018). Further information about income and expenses can be found in the Financial Accounts of SDS for 2019.

\$000s	2015	2016	2017	2018	2019
INCOME					
Total Income	7,541	7,610	7,167	7,279	7,011
EXPENSES					
Staff Expenses	4,564	4,906	4,405	4,562	4,714
Other Expenses	2,489	2,639	2,180	2,557	2,244
NET SURPLUS	488	65	582	160	53

The balance sheet of SDS as at 31 December 2019 can be summarised as follows (with comparatives for 2015-2018).

\$000s	2015	2016	2017	2018	2019
ASSETS					
CURRENT ASSETS					
Cash & Short Term Investments	5,338	5,687	5,684	6,025	6,723
Other	280	571	385	369	841
NON-CURRENT ASSETS					
Lease Incentive	16	2	-	-	-
Fixed Assets	987	861	616	634	1,624
Other					712
TOTAL ASSETS	6,621	7,121	6,685	7,028	9,900

LIABILITIES					
CURRENT LIABILITIES					
Payables	454	755	350	433	1,094
Funds held*	960	1,240	743	782	1,571
Provision	1,094	1,119	1,006	1,058	1,042
NON-CURRENT LIABILITIES					
Payables					1,360
Provisions	552	381	378	386	411
TOTAL LIABILITIES	3,060	3,495	2,477	2,659	5,478
NET ASSETS	3,561	3,626	4,208	4,369	4,422

EQUITY					
Capital	2,062	2,062	2,062	2,062	2,062
Reserves	1,066	1,255	1,613	2,016	2,286
Accumulated Surpluses	433	309	533	290	74
TOTAL EQUITY	3,561	3,626	4,208	4,369	4,422

* Funds held in trust for client entities.



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