

**sydneyanglicans<sup>+</sup>**

**SYDNEY DIOCESAN SERVICES**

**ANNUAL  
REPORT  
2022**



# 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 2022	06
2022 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
Fit-out of Level 2 Diocesan Offices	14
SDS management restructure	14
Business continuity planning	15
Data security	15
Cost effectiveness of SDS's activities	15
SDS Compliance Framework	16
Sydney Anglicans branding initiative	16
Diocesan Gateway website	16
Governance	17
Constitution and Charter	17
Charity Status	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 2022. 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.

During the year we moved from the disruptions caused by the COVID-19 pandemic, to a longer term hybrid working environment for our staff – the “new norm”. While most of us were glad to be able to shed our masks and meet in person again, our capacity to meet easily using video-conferencing platforms such as Zoom and MS Teams continues to be an important legacy of the pandemic and an important and valued part of our hybrid working environment. We remain deeply grateful to God for the resilience and adaptability of our staff during this period of significant change and uncertainty.

A significant change which we navigated during the year was the refit of our offices on level 2 St Andrews House. After months of careful planning, the refit commenced in earnest in early June 2022, and concluded with our returning to the refitted offices some 5 months later in early 4 November 2022. During this time we were fortunate to have access to temporary office space on level 1. The uniform feedback from our staff and visitors is that the refitted level 2 offices are a pleasant, efficient and enjoyable place to work. We are particularly pleased with the amenity provided by the staff breakout area, also known as the “Diocesan Hub”, which can be opened up to provide a large space to host significant functions and meetings.

During the year we farewelled Mr Ben Meikle, Ms Jen Yorath and Mr Norm Lee as members of

the SDS board. We are grateful to each of them for their service. At our request, the Standing Committee deferred filling the vacancies arising from the departure of these members pending the outcome of a review of the membership and functions of SDS. This review is part a broader review of the central organisational structures initiated by the Standing Committee in December. We await with interest the outcome of the review.

Strategically, 2022 was the first year in a new 3 year strategic plan 2022-2024. Given the good outcomes achieved under our previous plan, we decided to use the previous plan as the basis for our new plan. Under the new plan, our vision continues to be “enhancing capacity for mission”, and our organisational values continue to be RESPECT, INNOVATE, COLLABORATE, CELEBRATE and DELIVER. However we adopted 4 new objectives around our key stakeholders being the Synod group, central diocesan organisations, parishes and staff. Further details about our new strategic plan, its objectives and the KPIs we use to measure progress in achieving our objectives can be found later in this annual report.

During the year, significant attention was given to the risks posed by breaches of cyber-security and the consequent loss of personal information and other sensitive data held by organisations. We recognise that the most significant risk in this area remains inadvertent staff disclosure of information. As such we have introduced mandatory data security training for all our staff, in addition to strengthening our systems for protecting data, such as the installation of a new firewall and the introduction of two-factor authentication as a standard across all our

systems. Mitigation of this risk remains a work in progress and further steps to mitigate this risk are planned for next year.

Financially, we remain in a sound position, achieving a surplus for 2022 against a breakeven budget. During 2022, we completed a review of the cost effectiveness of our services. The results of the review indicate that SDS is operating in a cost effective manner. We also completed a 5 year financial plan which enabled us to determine that, all else being equal, we remain on a sound financial trajectory over that period.

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 few years of change and uncertainty. We look forward to continuing to serve the Lord and his people next year.



**John Pascoe, Chair**



**Robert Wicks, CEO**

# Highlights for 2022

- Achieved the 2022 targets for 3 of the 4 objectives under our Strategic Plan for 2022-2024 (with the target for the final objective yet to be measured)
- Between 2019 and 2022
  - Increase in overall staff satisfaction (87% to 92%)
  - Increase in staff satisfaction with flexible work arrangements (81% to 94%)
  - Increase in staff who consider that SDS has an authentic Christian workplace culture (76% to 100%)
- Completed the fit-out of the level 2 diocesan offices close to time and within budget
- Completed a review which indicated the cost effectiveness of our services
- Entered into a new 5 plus 5 year head-lease for the diocesan offices on level 2 St Andrew's House (with a 20% reduction in floorspace)
- Completed a restructure of our divisions and the Executives responsible for leading those divisions, including the creation of a new Parish & Technology Services division
- Increased collaboration and cooperation with diocesan organisations on level 2 St Andrews House
- Achieved a net surplus of \$27,000 (against a breakeven budget) after transferring \$381,000 of operating surplus to future make-good, fitout and other reserves
- Hosted a 3 day AICD governance training course for members of diocesan boards
- Hosted an end of year Diocesan Leadership Dinner at which the Archbishop cast his vision for our shared diocesan objectives

*“My response was timely and answered in a way I completely understood! Thank you.”*

*“Support was very professional and thorough... They even followed up with me when I didn't contact them, and should have done.”*

*“I was impressed with the response to my request. My query was addressed almost immediately and the information was appropriate and helpful.”*

*“Perfectly met my needs in an efficient manner. Super happy!”*

*“A quick response same morning (I didn't need it that quick!) Answered my question. Pointed me to where further information was on the SDS website. And I know a person's name and contact details if I want to follow up. What more could I ask for?”*

*“I had great support thanks. I appreciated being contacted really quickly, and the staff member was knowledgeable, calm and respectful. He took the time to listen well.”*

# 2022

- 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 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 266 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 (with the final target not yet measured).



## 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 2022.



## Sound Financial Management

We delivered a surplus for 2022 (after reserves) and maintained the real value of our capital despite the ongoing challenges caused by COVID-19.

## Service Delivery

### Organisations Served

During 2022, we served the following 13 central diocesan organisations –

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

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 2022 we continued a process started in 2021 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 2022.

### 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 2022, we provided the following distinct lines of services –

### Corporate and Governance Services



- Corporate secretarial support – boards
- Strategy development and implementation
- 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 2022 has been the implementation of the first 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 2022, we met the targets for each of our objectives for which measurements were taken. We plan to commence measuring the objective for Central Diocesan Organisations from 2023. A summary of the KPIs, the 2021 baselines and our progress in achieving the objectives by reference to the 2022 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	4	5	✓ Target met <sup>1</sup>
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	-	-	- Target not measured
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	90	90	94	✓ 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	40	75	✓ Target met

1. The five diocesan organisations whose constituting ordinances have been amended are: 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 2022.

### Fit-out of Level 2 Diocesan Offices

A significant focus of 2022 was managing the fit-out of the Diocesan Offices on level 2 St Andrew's House. Following a tender process in April, the lowest priced tenderer, APEX Executive, was selected to undertake the fitout. A total capital expenditure budget of \$2,812,300 was approved for the fitout, with SDS contributing \$2,212,900 of this amount with the balance being paid from the other diocesan tenants on Level 2.

During the fitout period between June and November 2022, diocesan staff had access to vacant space on level 1 St Andrew's House for use as temporary offices. Staff returned to the refitted offices on level 2 on 4 November.

The fit-out was completed within budget and substantially on time. The uniform feedback from our staff and visitors is that the refitted level 2 offices are a pleasant, efficient and enjoyable place to work.

We are particularly pleased with the amenity provided by the staff breakout area, also known as the "Diocesan Hub", which can be opened up using operable walls to provide a large space to host significant functions and meetings.

### SDS management restructure

We changed SDS's management structure with effect from 1 January 2023. The key drivers for the change were the creation of a dedicated Parish and Technology Services team led by the former Diocesan Secretary, Daniel Glynn, and the appointment of Briony Bounds as Diocesan Secretary to succeed Daniel. The opportunity was also taken to consolidate SDS's investment functions under a new CFO, John Lau, who was appointed to succeed Michael Blaxland in November 2022.

SDS's new management structure is shown in the following chart –



## Business continuity planning

Under our annual work plan, we are required to review SDS's business continuity planning at its first meeting each year. While the basic framework of our current plan remains relevant, there are a number of "game-changing" issues which have arisen in recent years which have significantly enhanced our capacity to maintain business as usual in the event of an unforeseen disaster or event.

These include –

- The COVID-19 pandemic. This impacted our ability to physically access St Andrew's House (but not the physical integrity of St Andrew's House). The pandemic led to a fast-tracking of our capacity to undertake all SDS's functions remotely from early 2020. Key elements of the fast-tracking were the implementation of (almost) universal VPN access by staff to SDS's systems while working from home and the capacity to use Zoom and other video-conferencing technologies for online meetings.
- The roll-out of Office 365 during 2022. This means we are no longer reliant on St Andrew's House internal infrastructure for applications such as email. This will make initial communications in the event of a disaster affecting the physical integrity of St Andrew's House (unlike the COVID-19 pandemic) much more straight forward.
- A new firewall implemented in 2022. This will effectively eliminate our reliance on the physical infrastructure of St Andrew's House for our IT systems. Under the "hub and spoke" model, our infrastructure hosted in an offsite data centre will become the central hub for our IT systems and services - with St Andrew's House becoming a spoke (i.e. a remote site).
- As part of the fit-out of the level 2 offices, all staff were transitioned to lap-tops. This removed the reliance of some staff on the on-going functioning of a desk-top computer in St Andrew's House to undertake their work remotely.

## Data security

We are conscious of the heightened risk of data breaches and the increased penalties that apply for failing to properly protect personal information. The most significant risk remains inadvertent staff disclosure of information. To mitigate this risk, we commenced mandatory data security staff training and rolled out two factor authentication as a standard across our systems for all staff.

## Cost effectiveness of SDS's activities

During the year we completed a review of the cost effectiveness of SDS's activities using a methodology validated by PricewaterhouseCoopers (PwC).

The 2022 review was, in part, undertaken in response to feedback from some members of the organisations we serve which indicated a perception that the services provided by SDS did not represent value for money.

PwC provided a number of external benchmarks against which the cost effectiveness of SDS's activities could be measured. Where external benchmarks were not available, the most common unit of measurement used was cost per paid hour of staff effort.

The results of the review indicate that SDS is currently operating in a cost effective manner. We intend to periodically review our cost effectiveness to ensure, as far as possible, this remains the case.

### SDS Compliance Framework

In 2022 SDS management engaged a consulting firm, Firmamentum Pty Ltd, to assist in a review of SDS's Compliance Framework. The review was initiated in response to a need to provide the SDS board and the boards of the organisations served by SDS greater assurance regarding compliance with their key obligations.

The review found that SDS' compliance framework is currently below the International Standards of Compliance Management Systems (ISO 37301:2021) and recommended actions to improve the maturity of the framework. SDS has accepted these recommendations and will look to implement them during 2023 when appropriate staff resources will become available to undertake this work.

### Sydney Anglicans branding initiative

The completion of the diocesan office fit out during 2022 resulted in all organisations on Level 2 of St Andrew's House physically working under the one overarching brand – Sydney Anglicans. The opportunity arose, therefore, to bring this same consistency to the actual brands of individual diocesan organisations.

Throughout 2022, SDS took a lead role in developing and promoting the adoption of a unified branding approach based on the Sydney Anglicans brand. This work led to a number of diocesan organisations, including SDS, adopting new and consistent branding in early 2023. This annual report is designed in keeping with the new SDS brand (including the new logo), which will continue to be rolled out across 2023.

### Diocesan Gateway website

SDS also took a lead role in the concept development for a diocesan "Gateway" website throughout 2022. With greater brand consistency being adopted across a number of diocesan organisations, work is underway to establish the sydneyanglicans.net website as a virtual shop-front for the Diocese's entire online offering.

The concept will see a new navigation menu established for the site, which will then serve as a consistent framework for other participating websites across the Diocese, delivering greater consistency for users and enabling them to easily navigate to different diocesan websites within the same user session.

The necessary design and development work is ongoing in close collaboration with Anglican Media, with roll-out expected towards the end of 2023.

# 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.

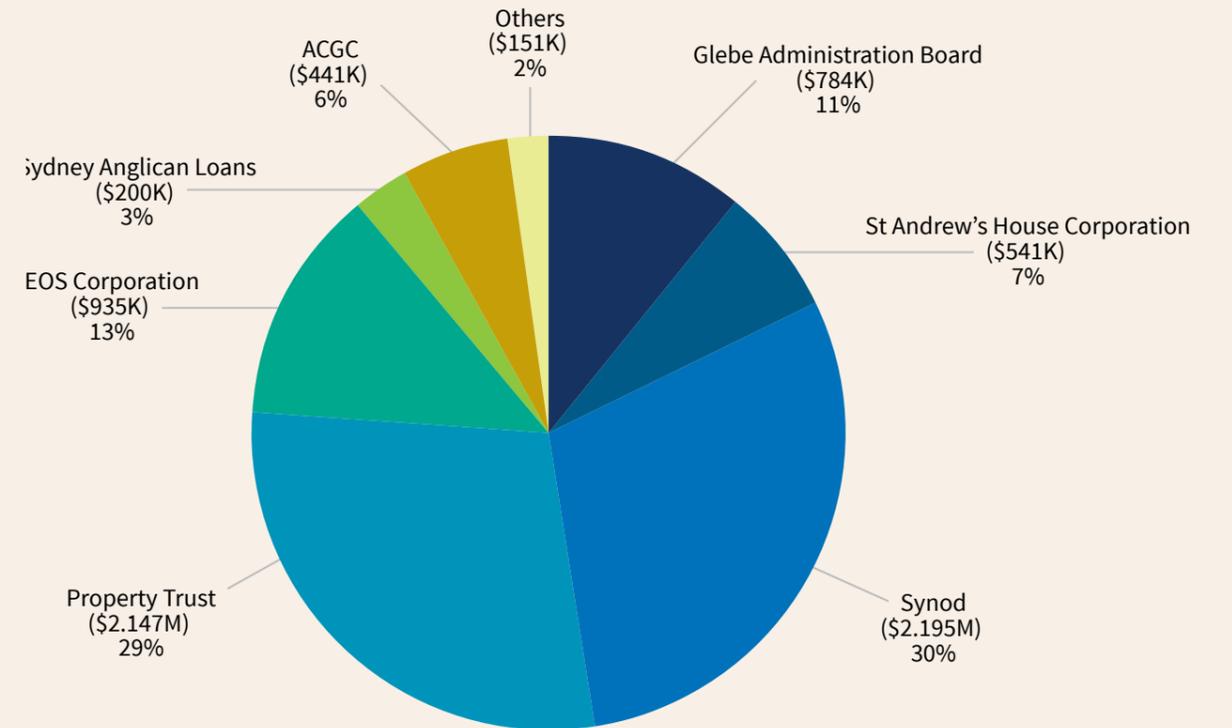
# Financials

## 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 2022 was \$7.8 million, compared to \$7.1 million in 2021. Of that amount \$7.4 million comprised the amounts charged to diocesan organisations served by SDS, and \$0.4 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.

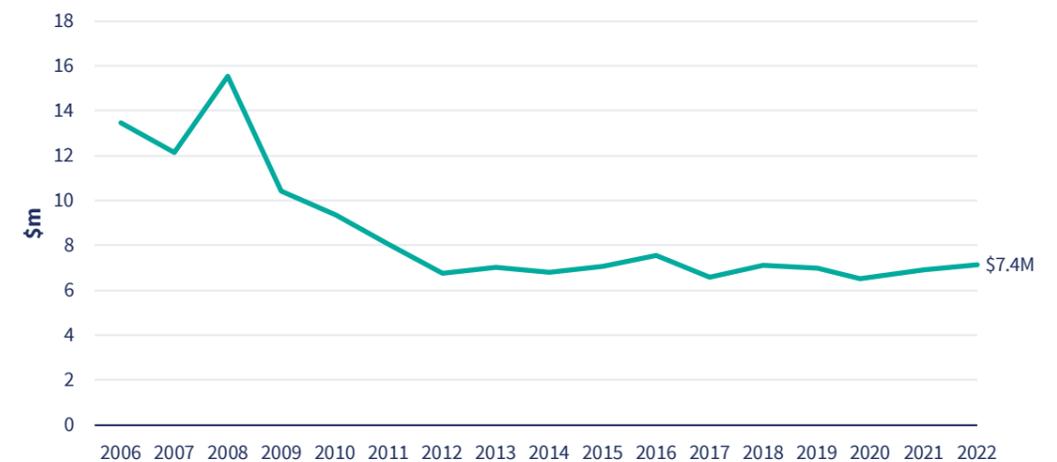
## Breakdown of cost recovery charges



## Operating Expenses

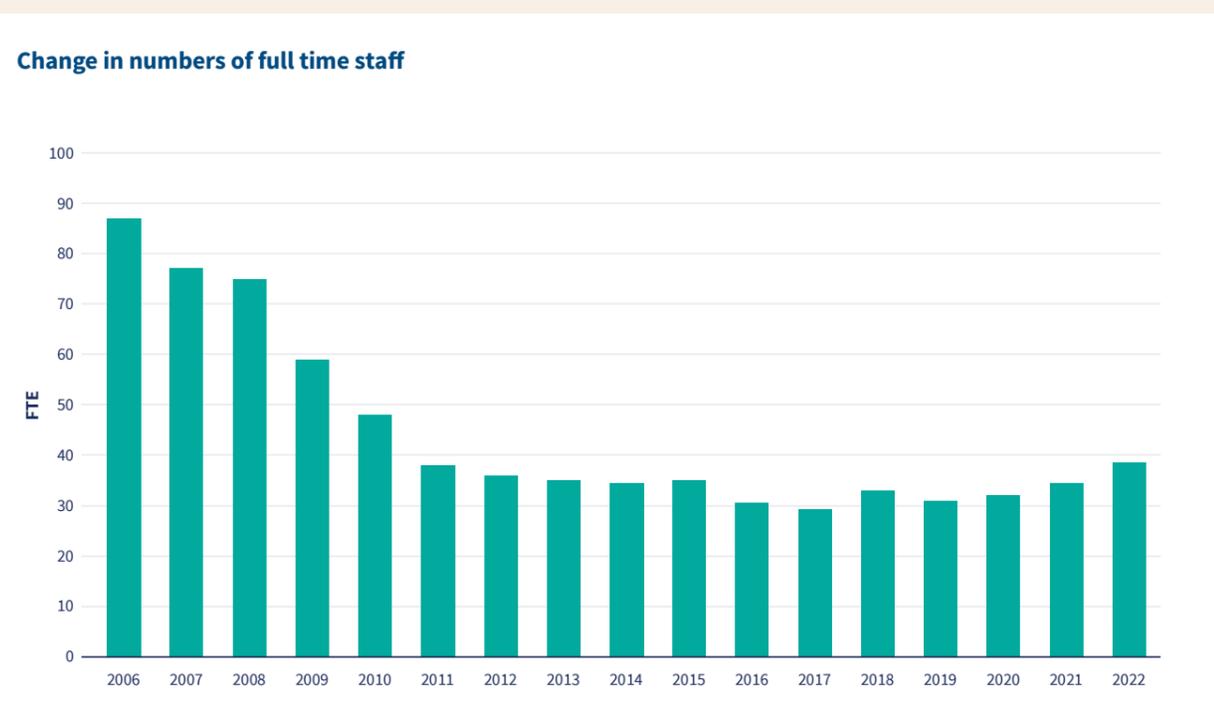
The graph below shows the operating expenses of SDS in 2022, and in prior years. All expenses of SDS are periodically reviewed to ensure they are appropriate.

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 2022 were as follows (with comparatives for 2018-2021). Further information about income and expenses can be found in the Financial Accounts of SDS for 2022.

\$000s	2018	2019	2020	2021	2022
<b>INCOME</b>					
Total Income	7,279	7,011	7,372	7,080	7,810
<b>EXPENSES</b>					
Staff Expenses	4,562	4,714	4,833	4,893	5,454
Other Expenses	2,557	2,244	1,927	2,142	1,948
<b>NET SURPLUS</b>	<b>160</b>	<b>53</b>	<b>592</b>	<b>45</b>	<b>408</b>

The balance sheet of SDS as at 31 December 2022 can be summarised as follows (with comparatives for 2018-2021).

\$000s	2018	2019	2020	2021	2022
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash & Short Term Investments	6,025	6,723	7,506	7,875	3,765
Other	369	841	755	475	995
<b>NON-CURRENT ASSETS</b>					
Lease Incentive	-	-	-	-	-
Fixed Assets	634	712	485	430	2,412
Other	-	1,624	793	226	287
<b>TOTAL ASSETS</b>	<b>7,028</b>	<b>9,900</b>	<b>9,539</b>	<b>9,006</b>	<b>7,459</b>
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>					
Payables	433	1,094	1,228	645	298
Funds held*	782	1,571	1,320	1,822	141
Provisions	1,058	1,042	964	1,412	1,184
<b>NON-CURRENT LIABILITIES</b>					
Payables	-	1,360	544	-	-
Provisions	386	411	470	68	369
<b>TOTAL LIABILITIES</b>	<b>2,659</b>	<b>5,478</b>	<b>4,526</b>	<b>3,947</b>	<b>1,992</b>
<b>NET ASSETS</b>	<b>4,369</b>	<b>4,422</b>	<b>5,013</b>	<b>5,059</b>	<b>5,467</b>
<b>EQUITY</b>					
Capital	2,062	2,062	2,062	2,062	2,062
Reserves	2,016	2,286	2,839	2,883	3,320
Accumulated Surpluses	290	74	112	114	85
<b>TOTAL EQUITY</b>	<b>4,369</b>	<b>4,422</b>	<b>5,013</b>	<b>5,059</b>	<b>5,467</b>

\* 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.



**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.



**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.



**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.

#### Resignations

Mr Greg Hammond OAM resigned from office with effect 16 February 2022.  
Mr Ben Meikle resigned at the conclusion of his term with effect 17 October 2022.  
Mr Norm Lee resigned from office with effect 17 November 2022.  
Ms Jen Yorath resigned at the conclusion of her term with effect 31 December 2022.



**Mr Greg Hammond** OAM, BA, LLB, ThA

Consultant in banking and finance; former partner of King & Wood Mallesons; chairman of Anglican Community Services (t/as Anglicare Sydney) and Olive Tree Media; director of the Australian College of Theology, G&C Mutual Bank and Opportunity International Australia; member of the Glebe Administration Board; and previous service on Diocesan and other not-for-profit boards and committees. Member of Macquarie Anglican Churches. Board member since 2014.



**Mr Norm Lee**, BA, LLB, MIntS, GDLP

Senior Adviser to the Hon. Andrew Hastie MP, Shadow Minister for Defence, since February 2022. Previously 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.



**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.



**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.

**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 All Saints' Anglican Church, West Lindfield.

**Appointment**

Mr Gilbert van der Jagt was appointed as Secretary of SDS on 16 November 2022.

**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.

**Resignations**

Ms Briony Bounds resigned as Secretary of SDS on 16 November 2022.

Ms Trish Graham resigned as Secretary of SDS on 16 November 2022.

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

Ms Bounds was appointed as Secretary to the Board in 2018. She has over 15 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.

**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 2022, 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.

On 21 December 2021 the SDS Board resolved by circular resolution to appoint a special board committee, and to delegate to that committee the exercise of any of the powers of SDS for the purpose of approving the detailed design plans for the diocesan offices on Level 2 of St Andrew's House. The Committee, including Board members Mr John Pascoe, Bishop Michael Stead, and Mrs Michele Carpenter, met on one occasion, on 23 February 2022.

**Meeting attendance**

Year ended 31 Dec 2022	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	-	3	3		
Mr Norm Lee		5	5	-				
Ms Liz Livingstone		5	4	-				
Mr Ben Meikle		4	3	-				
The Rev Mike Paget		5	4	1				
Mr John Pascoe (Chair)		5	5	-	3	3	2	2
Bishop Michael Stead		5	4	1	3	3	2	2
The Rev Lily Strachan		5	3	-	3	1		
Ms Jen Yorath		5	3	-			2	2

# sydneyanglicans<sup>+</sup>

## 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](http://sds.asn.au)

