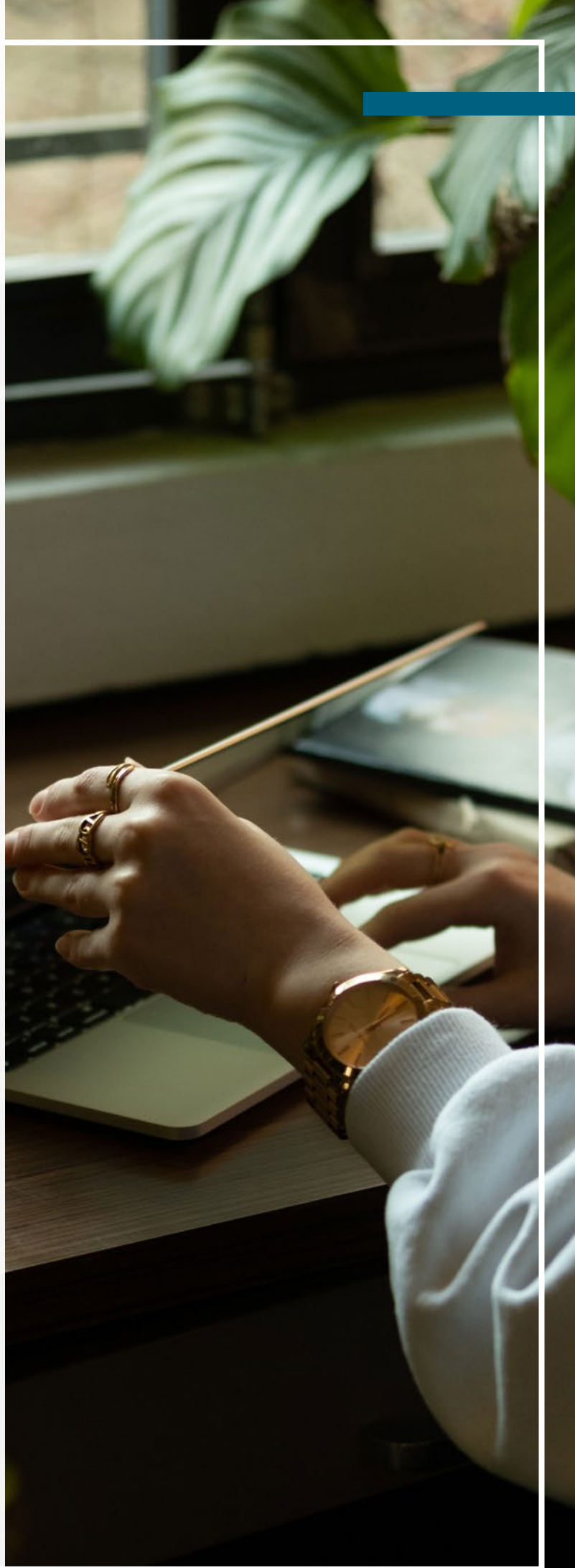


# 2021 ANNUAL **REPORT.**

ANGLICAN DIOCESAN  
SERVICES



ANGLICAN DIOCESAN  
SERVICES





*Registered ABN: 55 349 267 973*

*Registered with the Australian Charities and Not-for-profit Commission (ACNC)*

# FOREWORD

## FROM THE BISHOP

As I prepared this foreword I was reading a biography of George Herbert, the 17th century poet, priest and pastor. One of his better known poems 'The Elixir' begins as follows:

*Teach me, my God and King,  
In all things thee to see,  
And what I do in anything,  
To do it as for thee.*

In these lines Herbert probably has in mind the Apostle Paul's exhortation in Colossians 3:17:

*And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus,  
giving thanks to God the Father through him.*

The poet and the apostle remind us that our 'ordinary' works have eternal significance when they are caught up into God's kingdom and offered in His service. Such is the calling of Anglican Diocesan Services, whose role is to assist, empower and resource parishes, ministry units, schools and Diocesan agencies to express their particular calling as part of God's mission. By drawing together a team with diverse skills and experience and by building connections between different aspects of the Diocese, ADS enables us to see the grace of God in everyday acts of service.

In commending this report, I particularly wish to acknowledge the tireless service of all ADS staff, including our Diocesan Registrar and ADS General Manager, Mr Trevor Ament. Our God and King has richly blessed us through them.



The Right Reverend Dr Mark Short  
*Bishop - Diocese of Canberra & Goulburn*



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# INTRODUCTION

## FROM THE GENERAL MANAGER

Reflecting on 2021, I can say it was certainly another unique year for ADS and the Diocese as we continued to face the challenges of the ongoing COVID-19 pandemic and associated restrictions.

Despite this the central operations of the ADS and service delivery to our mission partners continued uninterrupted. Significant support continued to be facilitated by the ADS to equip and enable all entities of the Diocese to continue their work in delivering our collective mission in engaging our world with the love and truth of Jesus.

In addition to the standard operating demands and the secretarial support provided to various Diocesan Board and Committees, other key highlights of 2021 included:

- † Welcoming Archdeacon Tom Henderson-Brooks to the Diocese and the Bishop's Office team as the new Diocesan Archdeacon with responsibility for Chaplaincy and Mission.
- † Ongoing engagement with our agency partners in relation to Service Level Agreement (SLA) renewals and further strengthening strategic missional alignment.
- † Development of new strategic initiatives and partnerships.
- † Continued provision of support and advice to assist our ministry units and agencies to respond to the ongoing COVID-19 pandemic and associated health directives.
- † Continued cost savings and efficiency dividends for schools and agencies through the Master Asset Finance Facility (MAFF).

The MAFF continues to benefit a growing number of our client entities by enabling operational assets to be purchased and funded through the ADS. This service and the leasing costs are incorporated into an SLA with the relevant entity.



Archdeacon Tom Henderson-Brooks



- † Co-ordination of the one-day Synod in April 2021 (as pictured above).
- † Creation of a new Asset Management Directorate with ADS, which will encompass the Fleet, Procurement and Property portfolios from 2022.
- † Ongoing implementation of the PwC recommendations and further structural refinements within ADS to drive efficiencies and ensure the ADS remains well placed to continue delivering high quality services and support to all entities of the Diocese.
- † Completion of level 3 & 4 office refurbishment at 221 London Circuit, Canberra.

In closing, I wish to record my thanks to the staff of the ADS for their wonderful efforts and resilience over 2021. Their dedication and commitment to the ADS and the wider Diocese continues to ensure ADS is well positioned to continue delivering high quality services and expertise to our agencies and entities.

I would also like to thank Bishop Mark for his wisdom and guidance over 2021 and the ADS Board for their continued support and encouragement.



Trevor Ament  
*General Manager - Anglican Diocesan Services*



# ANGLICAN DIOCESAN SERVICES





## OUR MISSION

The Anglican Diocesan Services (ADS) was established on 1 July 2013 as a strategic initiative of Bishop-in-Council (BiC), for the purpose of embracing shared services. ADS provides the framework that enables continuous services improvements and efficiency benefits from consolidating corporate and administrative services.

ADS's mission is to provide high quality, mission-critical services to the Diocese and its partner agencies. Through delivering core administrative services, ADS enables entities to focus on missional outcomes and their own core business. The work of ADS through the growth of mission partnerships, ensures that Bishop-in-Council has confidence and assurance in challenging financial and complex regulatory environments.

Our purpose is to facilitate missional alignment across the Diocese.

“**SHARED SERVICES IN THE BUSINESS OF  
ENGAGING OUR WORLD WITH THE  
LOVE AND TRUTH OF JESUS.**”

ADS MISSION STATEMENT

## OUR VISION + OUR OBJECTIVES



### SHARED SERVICE PROVISION

Provide high quality technical and professional advice, services, support and infrastructure to enable our clients agencies to meet their core business and missional objectives.



### CUSTOMER DRIVEN QUALITY

Provide consistency and standardisation within all areas of ADS and foster a culture of continuous improvement in the provision of service standards.



### COST & PROCESS

Continuous improvement of business services and standards whilst maximising efficiencies and reducing infrastructure costs for all Diocesan agencies.

# OUR PEOPLE

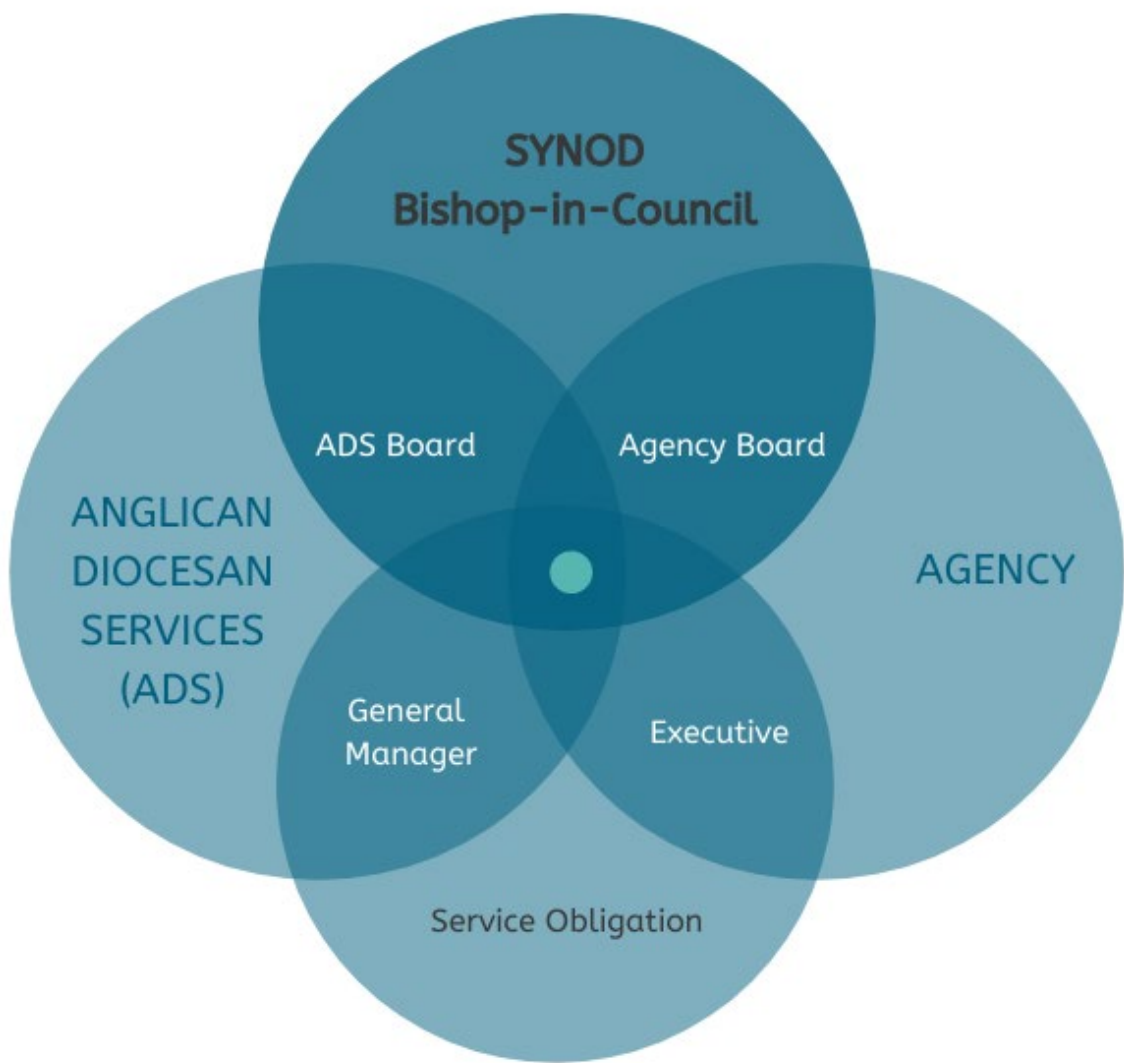
## GOVERNANCE

The members of Ministry Executive, and consequently the ADS Board, are appointed by the Bishop, on the advice and approval of Bishop-in-Council, ensuring an appropriate mix of professional skills.

The General Manager reports to the Board on key governance, risk and internal control issues at each meeting. The General Manager is also the Secretary to the ADS Board and provides policy, operational and business management support and advice. The Board can be contacted via the Registrar/General Manager, Trevor Ament.

Clear governance arrangements are critical to the ongoing success of the relationship between the ADS, the Diocese and agencies. The arrangements must demonstrate transparency, inclusiveness, accountability and an appropriate level of support for the core business of the Diocese and agencies.

The following diagram illustrates the governance, accountability and service obligations:



## BOARD MEMBERS

The ADS Ordinance provides that the members of the Board of the ADS are the persons, other than the Registrar, who are the members of the Ministry Executive. The Registrar is the General Manager of ADS. The current membership of the ADS Board is as follows:



### CHAIR

**The Right Reverend Dr Mark Short**

*Appointed: 6 April 2019*



**The Right Reverend Carol Wagner**

*Appointed: 3 April 2020*

*Current Term: April 2021 - Sept 2023*



**The Venerable Dr Neil Percival**

*Appointed: 11 June 2021*

*Current Term: June 2021 - Sept 2023*



**Acting Justice Richard Refshauge**

*Appointed: September 2011*

*Current Term: April 2021 - Sept 2023*



**Mr Wayne Harris**

*Appointed: September 2011*

*Current Term: April 2021 - Sept 2023*



**Mrs Margaret Wheelwright**

*Appointed: October 2014*

*Current Term: April 2021 - Sept 2023*



**Mr Mark Le Couteur**

*Appointed: August 2017*

*Current Term: April 2021 - Sept 2023*



**Mr Tim McGhie**

*Appointed: April 2020*

*Current Term: April 2021 - Sept 2023*

The Right Reverend Professor Stephen Pickard completed his term of service on the Board on 23 April 2021. The ADS Board wishes to place on record its thanks and appreciation to The Right Reverend Professor Stephen Pickard for his service and contribution to the ADS Board during his time as a member.

## BOARD MEETINGS

Meetings of the ADS Board are scheduled every second month. A total of six (6) regular meetings and three (3) electronic votes were held in 2021.

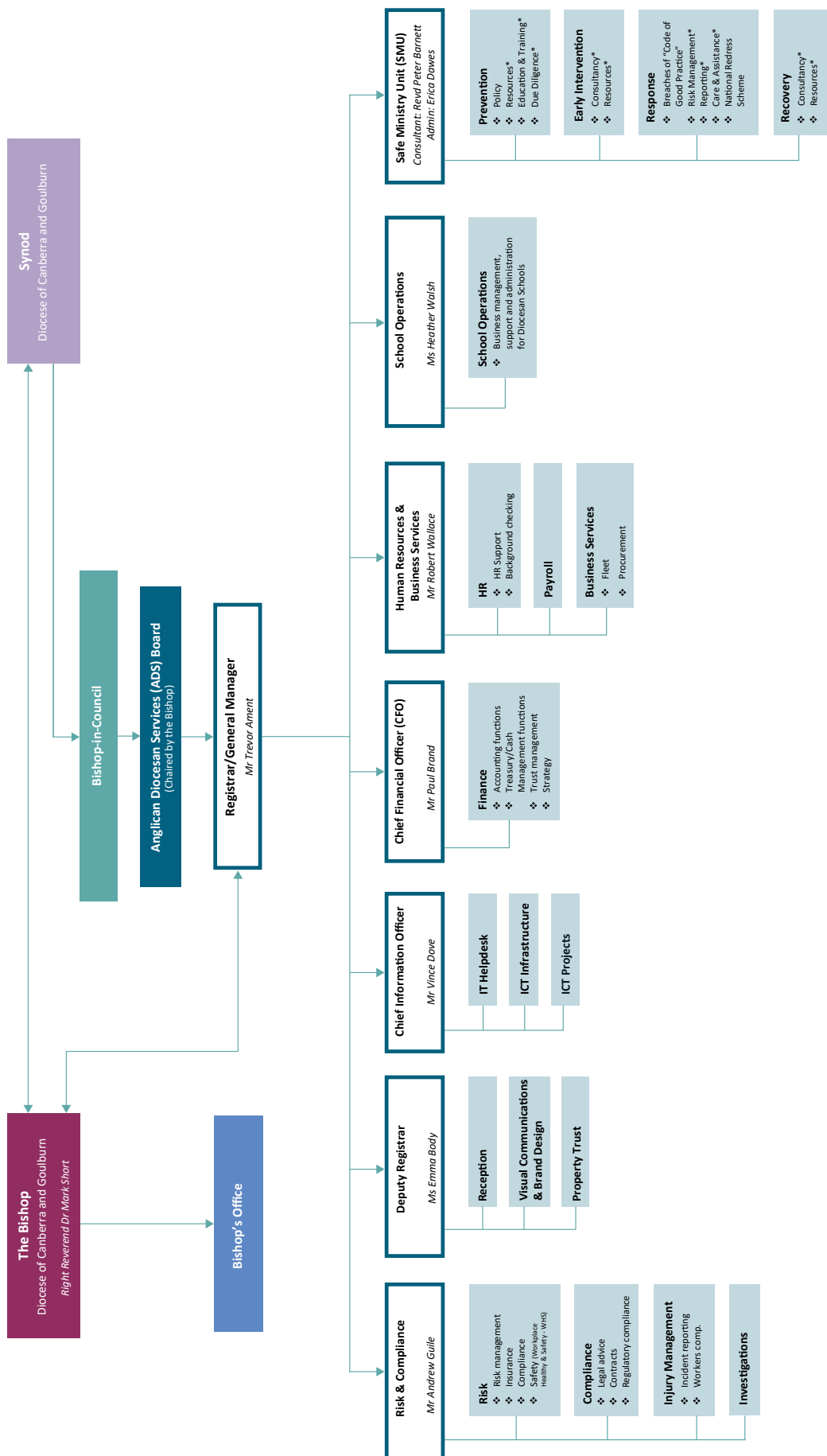
The table below outlines meeting attendance (excluding electronic votes) during 2021, including attendance via Zoom owing to the COVID-19 pandemic and associated restrictions.

	MEETING DATES	04 Feb	15 April	13 May	15 July	30 Sept	11 Nov
The Right Reverend Dr Mark Short <i>Chair / Bishop</i>		⊙	⊙	⊙	●	⊙	●
The Right Reverend Carol Wagner		⊙	A	⊙	●	A	⊙
The Venerable Dr Neil Percival <sup>OAM</sup> <i>Appointed 11 June 2021</i>		~	~	~	⊙	⊙	⊙
Acting Justice Richard Refshauge		⊙	⊙	⊙	●	⊙	●
The Right Reverend Professor Stephen Pickard <i>Retired 23 April 2021</i>		A	⊙	~	~	~	~
Mr Wayne Harris		⊙	A	⊙	⊙	⊙	A
Mr Mark Le Couteur		⊙	⊙	⊙	⊙	⊙	⊙
Mrs Margaret Wheelwright		⊙	⊙	⊙	⊙	⊙	●
Mr Tim McGhie		⊙	⊙	⊙	A	⊙	⊙
Mr Trevor Ament <i>Board Secretary</i>		⊙	⊙	⊙	●	⊙	●

**KEY**

Attended in Person	●	Apologies	A
Attended via Zoom	⊙	N/A	~

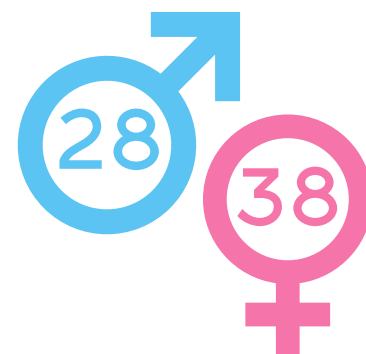




\* Shows where there are links with other directorates within ADS and entities within the Diocese

## ADS STAFF

As at 31 December 2021, ADS had 57 employees and 9 Chaplains, comprising of permanent and permanent part-time staff. ADS head office is located alongside the Bishop's Office in Canberra. ADS also operates from Goulburn and has on-site employees for several schools across the Diocese. This enables ADS to provide efficient and effective services to its partnered agencies.



Office Location	Staff Members (excluding Chaplains)
ADS Head Office - Canberra	44
Goulburn Office	6
The Anglican School Googong	1
St Peter's Anglican College, Broulee (South Coast)	1
Wagga Wagga	5
<b>TOTAL</b>	<b>57</b>

Chaplaincy Region	Chaplains
Bega Valley Shire	† Bushfire Recovery
Canberra	† AMC Chaplain x 2 † Coral Park Chaplain † Fred Ward Gardens Chaplain † SSAM Chaplain
Eurobodalla Shire	† Bushfire Recovery
Goulburn	† NSW Police Chaplain † Goulburn Prison Chaplain
Riverina	† Junee Prison Chaplain*
Snowy Valley	† Bushfire Recovery

*\*Vacant as at 25 November 2021*

## NEW STARTERS

During 2021, ADS welcomed 16 new starters, including five (5) Chaplains and farewelled 12 employees, five (5) of which were Chaplains.



ADS Staff at the 2020 Christmas Breakfast held at St Mark's National Theological Centre, being guided tour through the Pilgrim Walk and Bible Garden.

## OUR AGENCIES

The ADS provides services through its ordinance obligations and Service Level Agreement (SLA) as follows:

ADS Ordinance	Commencement	Current Term
Bishop's Office	1 July 2013	On-going
Bishop-in-Council	1 July 2013	On-going
Ministry Executive	1 July 2013	On-going
Anglican Church Property Trust	1 July 2013	On-going
Committees of the Diocese	1 July 2013	On-going
Parishes & Ministry Units	1 July 2013	On-going

Service Level Agreement	Commencement	Renewed	Current Term
Anglicare NSW South, NSW West and ACT <i>BiC Resolution: 7550/13</i>	17 October 2013	July 2018 - June 2021	June 2021 - 31 December 2022
South Coast Anglican Schools (St Peter's Anglican College & Sapphire Coast Anglican College) <i>BiC Resolution: 7626/13</i> <i>BiC Resolution: 8227/15</i> <i>BiC Resolution: 8236/15</i> <i>BiC Resolution: 9658/20</i> <i>BiC Resolution: 9668/20</i>	15 July 2014	Jan 2016 - Dec 2020 <i>Extended until Dec 2021 due to the COVID-19 pandemic.</i>	1 January 2022 – 31 December 2024
Anglican Investment & Development Fund (AIDF)	23 February 2016	July 2019	1 July 2019 – 30 June 2022
The Anglican School Googong	January 2016	September 2018 - December 2021	1 January 2022 – 31 December 2024
Burgmann Anglican School (Leased equipment)	January 2017		Ongoing
The Riverina Anglican College	September 2017 (ICT/Leased equipment only)	1 July 2019 (expanded service provisions)	1 January 2021 – 31 December 2023
St Mark's National Theological Centre	1 July 2019	-	1 July 2019 – 30 June 2022
Anglican Insurance & Risk Services (AIRS)	1 July 2020	-	1 July 2020 – 30 July 2023



# CORPORATE FUNCTIONS

The corporate functions undertaken in the ADS relate to four (4) key categories:

## 1 Transactional Corporate Functions

These relate to processing functions with high volumes. Due to their nature these functions allow for standard policies and processes to be implemented and economies of scale to be achieved.

## 2 Advisory & Value-Add Corporate Functions

Advisory services where professional judgment and interpretation of policy is required. The provision of this expertise can be provided across entities with a common purpose, noting their particular sector.

## 3 Policy & Corporate Control Functions

Focuses on the development of policy and standards applied across a number of entities. This includes the development of controls and compliance measures.

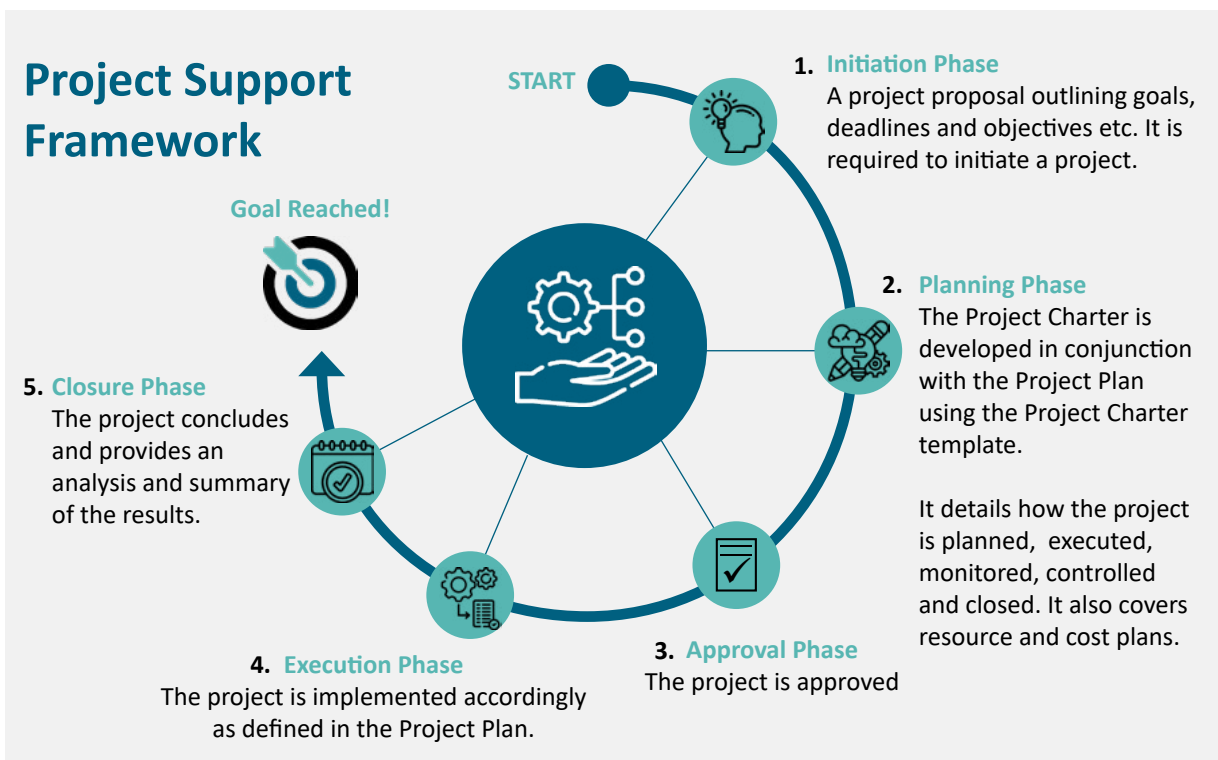
## 4 Strategic Corporate Functions

Development of overall strategic objectives to ensure the ADS discharges its obligations to all agencies to which it is providing services.



With these four (4) key categories established, the corporate functions provided by the ADS then form the basis of the SLA and are costed within a cost-recovery budget framework.

In order to allow some flexibility for additional services beyond those identified and agreed to, a Project Support Framework has been developed. This framework enables additional service provisions to be negotiated and articulated and ensures appropriate reviews, approvals and costings are undertaken.



It was Bishop-in-Council's strategic intent that agencies of the Diocese would utilise the ADS rather than contract out to external suppliers or re-engage or re-develop their own in-house capacity.

To facilitate this intent, a critical consideration is to ensure that the ADS remains committed to serving the agencies of the Diocese. ADS's strategic direction can only be formed with the input from the agencies and approval from Bishop-in-Council.

The corporate functions provided through our SLAs include:

- |  |                                    |
|--|------------------------------------|
| † Finance  | † Payroll                          |
| † Fleet Management                               | † Procurement                      |
| † Human Resources                                | † Project Support Framework        |
| † Information, Communications & Technology (ICT) | † Property Management              |
| † Injury & Investigation Management              | † Provision of Equipment – Leasing |
| † Legal Services                                 | † Risk & Compliance                |

## BISHOP'S OFFICE

The Bishop is the spiritual, pastoral and executive head of the Diocese with wide-ranging legal and administrative responsibilities. In overseeing the ministry units the Bishop operates in close consultation with the Vicar-General, Assistant Bishops, the Dean of the Cathedral, the Registrar/General Manager, Archdeacons, Area Deans and other senior clergy and lay leaders.

During 2021, Bishop Carol (Assistant Bishop and Vicar General) continued to provide invaluable episcopal support and assumed the role of Director of Ordinations, in addition to overseeing the Ministry Training and Development portfolio.

Archdeacon Tom Henderson-Brooks assumed responsibility for the Chaplaincy and Mission portfolios following his formal collation as Diocesan Archdeacon in April 2021.

Ms Bev Forbes continued to provide executive support to the Bishop, and Ms Alison Payne continued to provide administrative and communications support within the Bishop's Office.

Bishop Stephen Pickard also continued to provide assistance with various Episcopal duties, which was greatly appreciated.

## 2021 HIGHLIGHTS

*“Unless the Lord builds the house, the builders labour in vain.”*

Psalm 127:1.

### ADS + Anglicare Prayer

Every Thursday morning for half an hour staff within the ADS and Anglicare are invited to participate in a prayer meeting led by Archdeacon Henderson-Brooks. It is a weekly opportunity to read the Bible together, to listen to one another and to pray for each other and all of the ministries across our Diocese.

### Archdeacons

During 2021 there were a number of archidiaconal changes as outlined in the Bishop-in-Council Annual Report. The Archdeacons continued to provide invaluable support over 2021 across the various regions of the Diocese, particularly in responding to the ongoing challenges of the COVID-19 pandemic.

The Archdeacon's package (stipend and inclusions) is funded through the ADS and includes:

- † Provision of a motor vehicle or an allowance;
- † Laptop and telephone;
- † 1 weeks extra leave; and
- † A \$10,000 ministry allowance for identified Archdeacons.

## Chaplaincy

In April 2021, Archdeacon Tom Henderson-Brooks assumed responsibility for Diocesan Mission and Chaplaincy. Firstly, recognition and thanks needs to be given to the Rev Dr Wayne Brighton who oversaw the Chaplaincy responsibilities as Archdeacon, whilst also running the Parish of Holy Covenant, Jamison. There is a huge amount of pastoral and contextual complexity in areas that are typically under-resourced, so Wayne is to be commended for all he accomplished.

The ADS Chaplaincy portfolio includes paid chaplains in correctional centres, hospitals, the police force, Australian Defence Force (ADF), schools, university residences, aged care facilities, retirement villages, disability and bushfire recovery, both within the ACT and in NSW. There are of course partnerships with Anglicare and parishes and there are many other voluntary chaplains in the Rural Fire Services, Emergency Services and Parliament, to name just a few.

Across this wide-ranging portfolio, ADS, through Archdeacon Henderson-Brooks seeks to:

- † provide pastoral support, prayer and encouragement for Diocesan Chaplains;
- † provide administrative support and assistance as needed to Diocesan Chaplains;
- † respond to the expectation of funding bodies as required;
- † source and develop new chaplaincy, ministry and mission opportunities;
- † liaise between the Episcopal office, ADS staff, Anglicare and other key stakeholders;
- † participate in Diocesan Boards, committees and leadership teams including (Anglicare Board, Anglicare Governance Committee, EMCU Council (Chair), Pelican Foundation (Chair), Embracing Ministries Advisory Committee, South Sudanese Anglican Ministry, the Episcopal Senior Leadership Team and General Synod); and
- † contribute as an appointed member of the NSW Civil Chaplaincies Advisory Committee for all NSW hospitals and correctional centres.

During 1 July 2021 to 30 June 2022, there were Chaplaincy arrangements for:

### **Aged Care**

- † Fred Ward Gardens in Curtin, ACT – (RSL LifeCare)
- † Bill McKenzie Gardens and Coral Park in Page, ACT – (RSL LifeCare and Hawker Parish)
- † Albert Moore Gardens, Bimbimbie Park, Hugh Cunningham Gardens, Sanananda Park and Roy Wotton Gardens, NSW South Coast – (RSL LifeCare and Sapphire Coast Parish)

### **Correctional Centres**

- † Alexander Maconochie Centre – ACT Government
- † Goulburn Correctional Centre – NSW Government - Department of Communities & Justice
- † Junee Correctional Centre – GEO Group Australia Pty Ltd

## **NSW Police Force**

- † NSW Police Chaplain - NSW Police Force, Goulburn

## **Australian Defence Forces (ADF)**

### **Disability**

- † Embracing Ministries
- † Disability Chaplaincy with Anglicare through Embracing Ministries

### **Health/Hospitals**

- † Goulburn Hospital - NSW Government Southern NSW Health District for the provision of chaplaincy services within the Goulburn Health Service.
- † The Canberra Hospital, ACT
- † Wagga Wagga Hospital
- † Holistic Care Nursing Ministries – Holy Covenant Jamison

### **Mental + Spiritual Health**

- † Bushfire Recovery Chaplains in Eurobodalla and Bega Valley Shires and the Tumbarumba region in partnership with Anglicare
- † Community Chaplains through Anglicare

### **Schools**

- † Chaplains in our eight (8) Anglican Diocesan and Company Schools

### **Culturally + Linguistically Diverse (CALD)**

- † The South Sudanese Anglican Ministry

### **Exploratory Ministries Chaplaincy Unit**

- † The Village Church, Jindabyne (formerly Snowy Mountains Ministry)
- † Dinka Congregation (which meets at Radford College)
- † Collector
- † Marulan

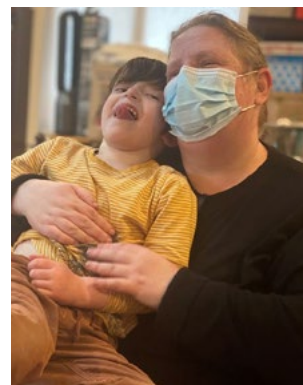
### **Exploratory Ministry Chaplaincy Unit (EMCU)**

The EMCU is an Agency of the Diocese tasked with overseeing Exploratory Ministry within the Diocese. However, the EMCU Council has been in abeyance since 2018. Oversight has fallen to the Archdeacon during this period. Archdeacon Henderson-Brooks is currently leading a review of the EMCU Ordinance. A number of issues have been identified and amendments to the 2015 EMCU Ordinance are being considered. The hope is that this review will be completed in 2022 so that BiC can re-appoint members to the EMCU Council.



## Embracing Ministries

Embracing Ministries, under the leadership of the Rev Andrea de Vaal Horciu, has been an Exploratory Ministry for nearly a decade (formally since 2015). In December 2021 BiC formally established Embracing Ministries as a Chaplaincy Unit of the Diocese. The motion called for the development of an Ordinance or Constitution to create a governance framework for Embracing Ministries. This work is currently underway under the leadership of a newly appointed Chair, Mr Clive Rodger. Embracing Ministries has been wonderfully supported by the Stening Foundation, Anglicare and also many other local parishes, organisations and individuals. Archdeacon Henderson-Brooks, along with Ms Alison Payne have been giving support to the Embracing Ministries Director and the Embracing Ministries Advisory Committee.



## South Sudanese Anglican Ministry (SSAM) Chaplaincy Unit

In 2018 BiC established SSAM as a Chaplaincy Unit of the Diocese. However, for the last four years there have been a number of issues that led to uncertainty and conflict. Under the 2018 Ordinance, there was an in-built review mechanism. Since May 2021, Archdeacon Henderson-Brooks has been leading a Diocesan Review process for SSAM. In April 2022, Bishop Mark Short was able to celebrate with the South Sudanese Community the resolution of past issues, and commissioned the newly appointed and elected SSAM leaders and SSAM Council. This was a very significant and special occasion.



## The Village Church (TVC)

In December 2021, BiC passed a motion to dissolve the inaugural Snowy Mountains Ministry Unit and replace it by recognising The Village Church (TVC) as an Exploratory Ministry Chaplaincy Unit of the Diocese. The project is still under the leadership of the Rev Trent McGrath, in partnership with BCA and the goodwill and support of the Berridale and Snowy Mountains Parish. TVC, now needs to work towards its own governance structure as it seeks to reach the community of Jindabyne and the surrounding Snow Mountains.



## The Pelican Foundation

The Pelican Foundation Board had been quiet for a few years, partly due to a lack of funds to disburse. In 2021 it was refreshed and some new Board members were appointed by BiC to join some long serving members. The Board has now begun to be active and the Trust Fund has begun to regrow, largely through some proceeds being released from the sale of Diocesan properties. The Pelican Foundation will be re-launched at the September Synod.



## Revitalise Canberra + Goulburn

In December 2021, BiC passed a motion to implement a Diocesan pilot program called 'Revitalise CG'. It is being conducted within the parishes of Arawang, Bungendore, Cootamundra, Hackett and Lanyon Valley through City to City Australia. The Pilot was part-subsidised by the Pelican Foundation. The intention is to report progress to the September Synod.

## GENERAL MANAGER / EXECUTIVE

The General Manager oversees the operations of the ADS and reports to the Board on key governance, risk and internal control issues at each meeting.

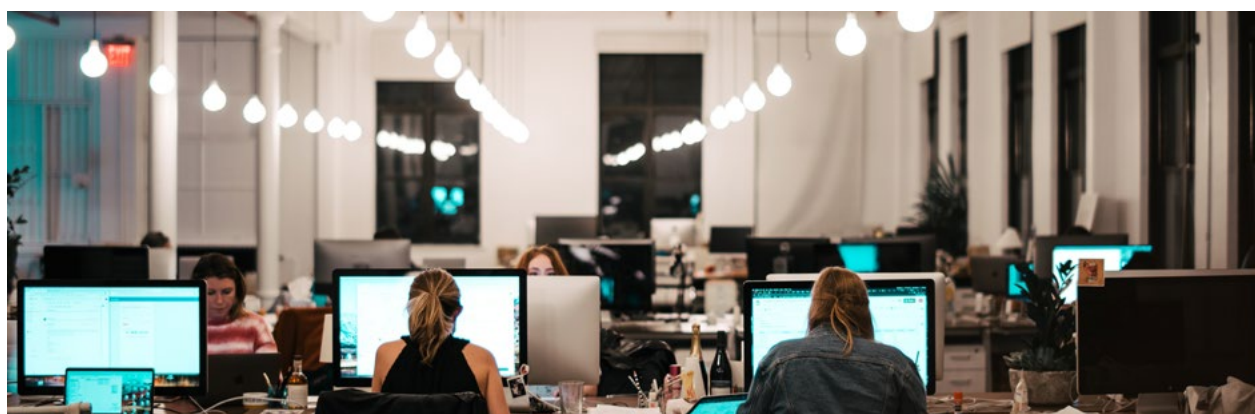
With the approval and oversight of the Board, the General Manager engages with parishes and other Diocesan agencies to investigate ways in which the ADS can provide support and services to those parishes and agencies.

The General Manager is also the Registrar for the Diocese of Canberra and Goulburn.

The Executive directorate provides executive support, secretariat services and strategic advice via the Registrar/General Manager, to Synod, Bishop-in-Council, Ministry Executive, the ADS Board, the Property Trust, the Finance Committee and the Pelican Foundation. The Registrar/General Manager is responsible for the implementation and coordination of policy decisions for these forums.

Other administrative functions overseen by the General Manager/Executive Directorate include:

- † Co-ordination of the annual Synod, in consultation with the Bishop's Office;
- † Clergy relocations;
- † Parish returns;
- † Production and distribution of the Administrative Circular;
- † Design and production of Annual Reports;
- † Management of DioLog (ADS Intranet);
- † Property Trust;
- † Visual Communications and Brand Design for the ADS;
- † General administration and reception services for the Diocese and ADS;
- † Oversight of the services delivered by the various ADS directorates and convening of regular Director's meetings; and
- † Reviewing and co-ordinating processes within the ADS so as to best serve the needs of our ministry units and agencies.



## 2021 HIGHLIGHTS

### Continuing Response to Bushfire Recovery and the COVID-19 Pandemic

As noted in the Bishop-in-Council Annual Report, throughout 2021 the ADS continued to provide an ongoing response to support bushfire recovery. Anglican Aid generously provided further grant funding of nearly \$90,000 to support the continued deployment of bushfire recovery pastoral care support workers and other on the ground initiatives.

The COVID-19 pandemic and associated restrictions and lockdowns saw many staff continuing to work from home during 2021 under the ADS flexible work arrangements policy. Despite the challenges, the central operations of the Diocese and service delivery to our mission partners continued uninterrupted as we adapted to this new way of working and utilised Zoom and other technologies to keep connected.

In September 2021, further Parish Contribution Relief for a period of three months was approved by the ADS Board and Bishop-in-Council due to the uncertainty and financial impact of the COVID-19 lockdowns on Parishioners and Parishes. This amounted to the ADS providing an additional \$343,000 in financial support across the Diocese. In addition, parishes and ministry units were assisted by ADS Finance to access various business support grants and other funding being offered by the NSW Government (e.g. JobSaver).

The AIDF also offered further COVID relief initiatives through converting all loans currently paying interest and principle to interest only. The Bishop's Office and ADS Risk & Compliance also provided significant support and advice to ministry units in relation to COVID-Safe management strategies and compliance requirements (see page 41).

### Office Refurbishment

An office refurbishment on Levels 3 and 4, 221 London Circuit in Canberra was completed during 2021, which saw the ADS office closed for several months while the building works were undertaken. Key personnel were able to work from a temporary office on Level 8 during this time. The refurbishment was predominantly funded through the lease incentive received when the leases were renewed and has ensured a fit-for-purpose office space to support the ADS (and AIDF) operations in serving the wider Diocese now and into the future.

This project has been designed to transform our meeting, working and amenities spaces. The spaces created facilitate and encourage collaboration among staff, and provide informal break areas for staff. Several design changes have occurred to further enhance the original design and staff amenity and meeting spaces. ADS has worked closely with its contracted architect and builder to ensure the project was delivered quickly and it meets the needs of staff and clients of our agencies.



## PwC Current to Future State Review of the ADS

During 2021, further progress continued to be made across the ADS in regard to implementation of the recommendations of the PwC benchmarking review conducted in 2019.

The ADS has continued to invest in IT systems to further enhance the automation of specific service processes to enable greater data capture and review of KPI metrics to monitor and improve strategic and transactional service delivery, and drive efficiencies and effectiveness.

Some examples include:

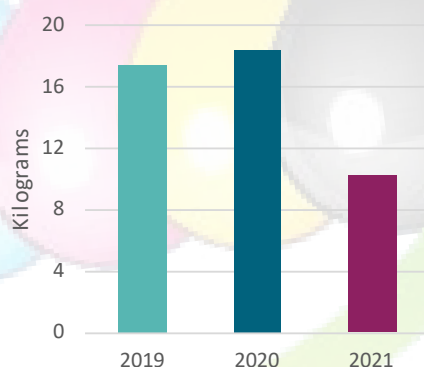
- † SLA Dashboard Reporting;
- † Internal workflows processes (i.e. on boarding of new staff, capital expenditure requests etc.);
- † ADS Assist;
- † ADS Cloud;
- † ADS Intranet (DioLog) and Online Parish Return Form; and
- † Diocesan Board Portal.

## Environmental Sustainability

The ADS continues to pursue environmental sustainability initiatives particularly with respect to ADS Fleet (see pages 26-27). ADS ICT also undertakes significant asset recycling of technology equipment either through e-waste recycling or re-allocating IT assets to other agencies that require them (e.g. schools).

The ADS endeavours to be a paperless office wherever possible and is part of the circular economy through its recycling initiatives. In addition to paper and cardboard recycling the ADS recycles all its toner cartridges.

As seen in the graph, we have recycled **45.88kg** of toner cartridges over the last three years!



A key initiative in 2021 was engaging with the Public Issues Commission in relation to developing a coherent Diocesan response to climate change. This work culminated in Bishop-in-Council establishing a Steering Committee in December 2021 to progress the development of the Diocesan Climate Change action plan to be delivered to Synod in 2023. Further updates will be provided at Synod in 2022 in relation to the work being undertaken by the Steering Committee.



## Strategic Initiatives

### † **St Mark's Training Agreement**

The ADS is currently working with St Mark's to develop and deliver an induction/training program for all staff. This will take the form of an MOU between St Mark's and the ADS, with the ADS contributing financially to St Mark's for the delivery of the program.

The intent behind this proposal is to further deepen the partnership between St Mark's and ADS and ensure that all staff in the ADS have an awareness of the wider missional context of the Diocese and its agencies and to Christianity more generally and its Anglican expressions.

### † **Early Learning Centre (ELC) projects**

During 2021, following a review of all property developments, significant planning was undertaken in consultation with the ADS Board and Property Development Commission (PDC) to identify alternative strategic development options for the former St Luke's Deakin and All Souls' Chapman sites for consideration by Bishop-in-Council.

A major component of the review was the identification of the resourcing required to undertake these developments. As a result of this the ADS Board, with the endorsement of Bishop-in-Council, engaged Colliers to provide expertise and project management consultancy services.

As part of the review the ADS commenced exploring alternative options of establishing new or re-potting an existing ministry unit together with a newly established ELC on the Deakin and Chapman sites. This option was to further our ministry through the nurturing and support of our local ministry units and their deep connections into the community as well as to provide pathways into our Anglican School network. Further details are provided in the PDC and Bishop-in-Council annual reports.

### † **Wambiri and Manna Park**

The ADS and PDC are continuing to work with Colliers and engage with key stakeholders in relation to strategic development options for the Wambiri and Manna Park sites.

### † **Schools**

Throughout 2021, the ADS continued to work closely with the Anglican Schools Commission and our Diocesan and Company schools. Significant strategic growth and development initiatives were facilitated through various grant applications and building programs across the schools portfolio.

Furthermore, the ADS has provided significant expertise to the Diocesan schools that have a SLA with ADS, in the form of business and financial management, HR, Risk & Compliance and ICT services.

## ADS Staffing & Structural Changes

The Executive Directorate continued to oversee the Property portfolio during 2021 and worked closely with parishes, ministry units and agencies in relation to various property matters.

In 2021, an Asset Management Directorate (AMD) was created within the ADS, as approved by the ADS Board. However, due to the COVID-19 pandemic the implementation of this directorate was delayed until the start of 2022. Mr Mark Trainor, previously the Fleet and Procurement Manager, has been appointed as the new Director. The new AMD will encompass the Fleet, Procurement and Property portfolios from 2022.

## Insurance

The Anglican Diocese of Canberra and Goulburn, through the ADS, continues to be a key supporter of Anglican Insurance and Risk Services (AIRS). AIRS is one of the largest religious, education, not-for-profit, aged and community care insurance programs in Australia and provides services to members who are Anglican Diocese and Anglican affiliated entities.

The combined buying power of Anglican organisations through AIRS continues to deliver a comprehensive suite of insurance products at industry competitive rates. This ensures significant value for money for parishes, ministry units, agencies, schools and entities across the Diocese, and instills confidence, enabling entities to focus on their core business of delivering their mission.

AIRS serves the mission of the Anglican Church and its Anglican affiliates through an industry-leading insurance program and supports the development of strong risk cultures within each member organisation.

AIRS is the largest insurance program of its kind, covering over 1,000 parishes in every state and territory in Australia.



## Compliance

The ADS has continued to ensure compliance through maintaining a scheduled review process for all its policies. The following ADS policies and procedures are either in place and have been reviewed and approved by the ADS Board in 2021:

- |   |   |
|---|---|
| † ADS Board Charter                       | † ICT Asset Management & Procurement Policy |
| † AIRS Motor Policy                       | † Induction Procedure (ADS staff)           |
| † Bullying & Harassment in the workplace  | † Order & Payment of Supplies               |
| † Capital Expenditure Policy              | † Parental Leave                            |
| † Cash Handling Policy                    | † Password Policy                           |
| † Conflicts of Interest Policy            | † Privacy Policy                            |
| † Corporate Credit Card Policy            | † Recruitment                               |
| † COVID-19 Vaccination Policy             | † Risk Management                           |
| † Data Action Remote Access Policy (AIDF) | † Salary Packaging Policy                   |
| † Data Breach Policy                      | † Salary Sacrifice                          |
| † Delegations Policy                      | † System Security & Acceptable Use Policy   |
| † Disaster & Emergency Management Policy  | † Unreasonable Complainant Conduct Policy   |
| † Employee Assistance Program (EAP)       | † Website Content Policy                    |
| † Financial Management                    | † Website Privacy Policy                    |
| † Fit & Proper Person                     | † Whistle Blower Policy                     |
| † Fleet COVID-19 Guide                    | † Work Health & Safety Policy               |
| † Fleet Driver's Guide                    | † Workplace Complaints Policy               |
| † Fleet Management Policy                 |   |
| † Flexible Work Arrangements              |   |



## FLEET MANAGEMENT

ADS Fleet delivers a vehicle fleet management service to all Anglican ministries and agencies within the Diocese. In addition to fleet services, ADS Fleet also administers vehicle stamp duty exemptions, charitable organisation registrations and the Australian Disability Parking Scheme.

ADS Fleet offers cost-effective terms and arrangements tailored to suit the needs of agencies and ministry units. This includes developing specifications to match capability requirements, vehicle procurement and wholesale pricing of all vehicle maintenance, including fuel and emergency services, such as Road Side Assist (RSA).

In 2021, an Asset Management Directorate (AMD) was created within the ADS, as approved by the ADS Board. However, due to the COVID-19 pandemic the implementation of this directorate was delayed to the start of 2022. Mark Trainor has been appointed as the new Director, previously the Fleet & Procurement Manager.

The new AMD will encompass the Fleet, Procurement and Property portfolios from 2022.

### 2021 SERVICE DELIVERY HIGHLIGHTS

During 2021, ADS Fleet has continued to work closely with various schools, ministry units and agencies, such as Anglicare in relation to ADS Fleet services.

#### Modern Vehicle Fleet

ADS Fleet continued the transition to a modern vehicle fleet in 2021, by removing older vehicles and replacing them with more modern, efficient and fit-for-purpose vehicles.

A total of 48 vehicles were either removed or replaced in 2021.

By transitioning to a modern fleet, the vehicles selected offer drivers increased safety through the use of modern technology, providing suitable vehicles to transport the people we support, whilst reducing operational and maintenance costs.

#### Improved Car Disposal

ADS Fleet has implemented a new vehicle disposal process utilising Autorola which has reduced commissions, administration costs and increased vehicle resale values. Autorola is the only vehicle re-marketing company that is Net Carbon Neutral.

This new process has removed 3.96 CO<sub>2</sub>-e (tonnes) in total from ADS Fleet, as historically each vehicle on average would be transported 141 km less by not relocating the vehicle to an auction location at a major regional centre.

## Environmental Stewardship

ADS as a key agency of the Diocese has a strong regard for the environment. A key focus during the reporting period was to identify what factors could be improved to deliver further improvements. The results from this identified that a lower emissions fleet would have an immediate impact on the environment. We have been trialling a number of hybrid vehicles and targeting the replacement of existing vehicles that have poor environmental characteristics.

The table below details the ADS Fleet annual vehicle fuel, emissions and current engine types. During the reporting period ADS Fleet has deployed six (6) new technology hybrid and plug-in hybrid electric vehicles to reduce emissions and will continue to invest in low emissions vehicles.

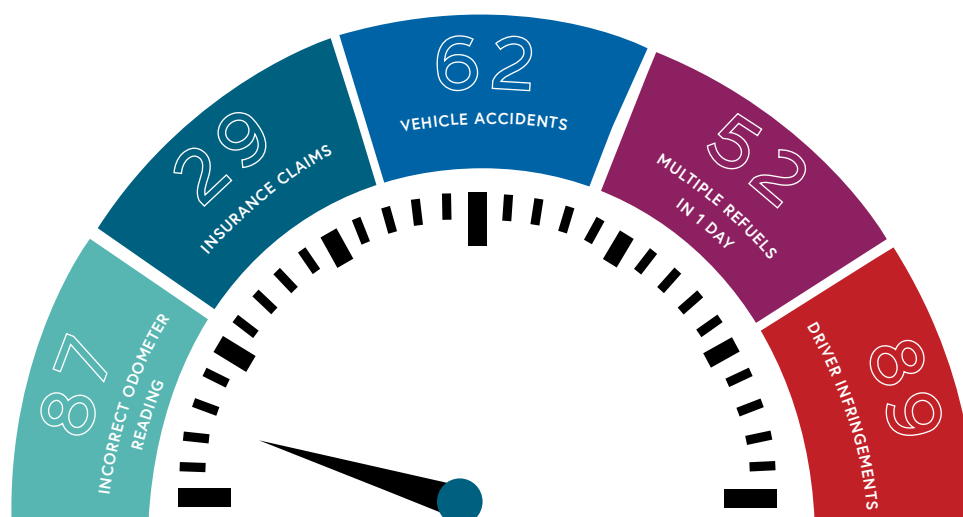
Annual Fuel (\$)	Annual Fuel (Litres)	Annual Carbon Emissions (Kg)	Average Carbon Emissions (Kg)	IC Engine	Hybrid	PHEV
338,034	251,314	597,143	248	186	3	3

## Renewed Focus on Vehicle Safety & Driver Awareness

ADS Fleet has deployed an updated “The Drivers Guide” and “Motor Vehicle Policy & Procedure” for all operational vehicles.

These have been further underpinned by deploying the “Fleet Coach” driver safety package to enhance driver safety. ADS Fleet’s online driver training helps agencies create safer work environments and proactive health and wellbeing cultures.

The following infograph shows key details of ADS Fleet safety data for the reporting period. Insurance claims are down in comparison to previous years, however 33 vehicle incidents were managed by ADS outside the insurance process which supports a lower insurance premium regime.





## FINANCE

ADS Finance provides the following services:

- † strategic financial support;
- † financial analysis;
- † treasury management;
- † transactional processing;
- † monthly financial reports;
- † annual financial statements;
- † annual budget preparation;
- † training;
- † forecasting; and
- † assistance with tender applications including costings.

We also assist our agencies in managing grants, reporting and audited acquittals.

Senior members of the finance team provide business advice and operational support to our agencies. The CFO attends agency executive team meetings, Board Finance and Board meetings. Senior finance staff also attend management meetings at various levels within each agency, providing strategic and operation support. This includes assisting in managing complex and large revenue contracts held with government agencies.

In 2021, ADS had an annual turnover of \$14,782,764, with a total asset value of \$22,182,282.



# \$14,782,764

ADS ANNUAL TURNOVER



# \$22,182,282

ADS TOTAL ASSETS

The table below outlines the annual turnover and total assets during the reporting period for each Diocesan agency that has a SLA with ADS:

Agency	Annual Turnover	Total Assets
Anglican Church Property Trust (ACPT)	\$9,133,344	\$63,279,551
Anglican Investment & Development Fund (AIDF)	\$3,746,516	\$115,083,078
Anglicare NSW South, NSW West and ACT	\$82,509,902	\$89,950,480
St Mark's National Theological Centre	\$2,217,067	\$4,331,950
Anglican Insurance & Risk Services (AIRS)	\$1,011,512	\$2,175,969
<b>TOTAL</b>	<b>\$98,618,341</b>	<b>\$274,821,028</b>

## 2021 SERVICE DELIVERY HIGHLIGHTS

### ACPT

The new Trust financial system “FundCount” was fully implemented in early 2021. The new system replaced the former “Supervisor” system which was no longer being supported.

The key benefits of the new system include:

- † A structured set up to include multiple levels of beneficiaries, trusts, fund and portfolios.
- † Access to all information and data history from 1 Jan 2009 to 30 April 2021.
- † Improved reporting tools and options at each level for improved turnaround times.
- † Unit pricing on one level in FundCount.
- † Preparation and maintenance of trust accounts, reports and relevant cash flows.
- † Improved capture of all portfolio’s investments activities and charging of management fees and reporting.
- † Enhanced recording of all property development revenue and expenses.

### Audit

In December 2013, Bishop-in-Council endorsed a proposal to engage a common auditor - Ernst and Young (EY) - across the Diocesan entities we serve. EY is a prominent global auditing firm, as such we are able to benefit from the significant expertise and resources EY are able to provide. Utilising one auditor across the entities also ensures significant efficiencies in coordinating audit activities.

Clear audit opinions have been attained for all entities. Under our SLA service obligations, the ADS Finance team has completed audits for all entities as follows:

#### December 31 Year End

- † ACPT
- † AIDF
- † ADS
- † St Mark’s National Theological Centre

#### June 30 Year End

- † Anglicare NSW South,  
NSW West and ACT
- † AIRS

The Diocese’s external audit policy was reviewed and updated over the course of 2021-22 and was approved in February 2022 on the recommendation of the Diocesan Finance Committee.

## Cash Flow Management

As part of regular cash flow management across the entities, ADS Finance aims to maximise the funds held in higher interest earning AIDF cash management accounts. This is mutually beneficial as it increases the interest revenue for the entities involved, as well as increasing funds invested with the AIDF.

## Budget

ADS is required to formulate the 2023 calendar year budget six (6) months prior to the start of the year. This is to ensure that all Agencies with a SLA, have SLA costs communicated to them in a timely manner. With the incorporation of the Registry functions and continued growth in the ADS, the budget process has become increasingly complex.

Budgets have recently been completed for all the agencies that hold a SLA with the ADS, in particular:

### † AIDF

ADS continues to develop detailed budget and forecasting tools for the AIDF.

These models allow detailed analysis of the financial drivers of the AIDF business and have provided management and the Board with a higher level of financial insight into the AIDF than previously available.

### † Anglicare

The Anglicare budget is a significant process with a \$70m+ budgeted turnover each financial year and over 100 individual cost centre budgets produced across a wide scope of services. The budget process commences in February and is finalised when approved by the Anglicare Board in June each year. ADS Staff provided budget training in the form of budget workshops to assist Anglicare managers and coordinators in producing their individual budgets.



## COVID-19 JobKeeper & Other Government Support

The ADS Finance team continued to invest a significant amount of effort in overseeing the administration requirements for the JobKeeper and other government support programs for eligible ministry units and agencies within the Diocese. This included detailed financial analysis of all entities within the Diocese (in conjunction with PwC) to determine eligibility and the ongoing collection of information and reporting to the ATO or Government agencies. This ensured all requirements had been met in order to receive the funding.

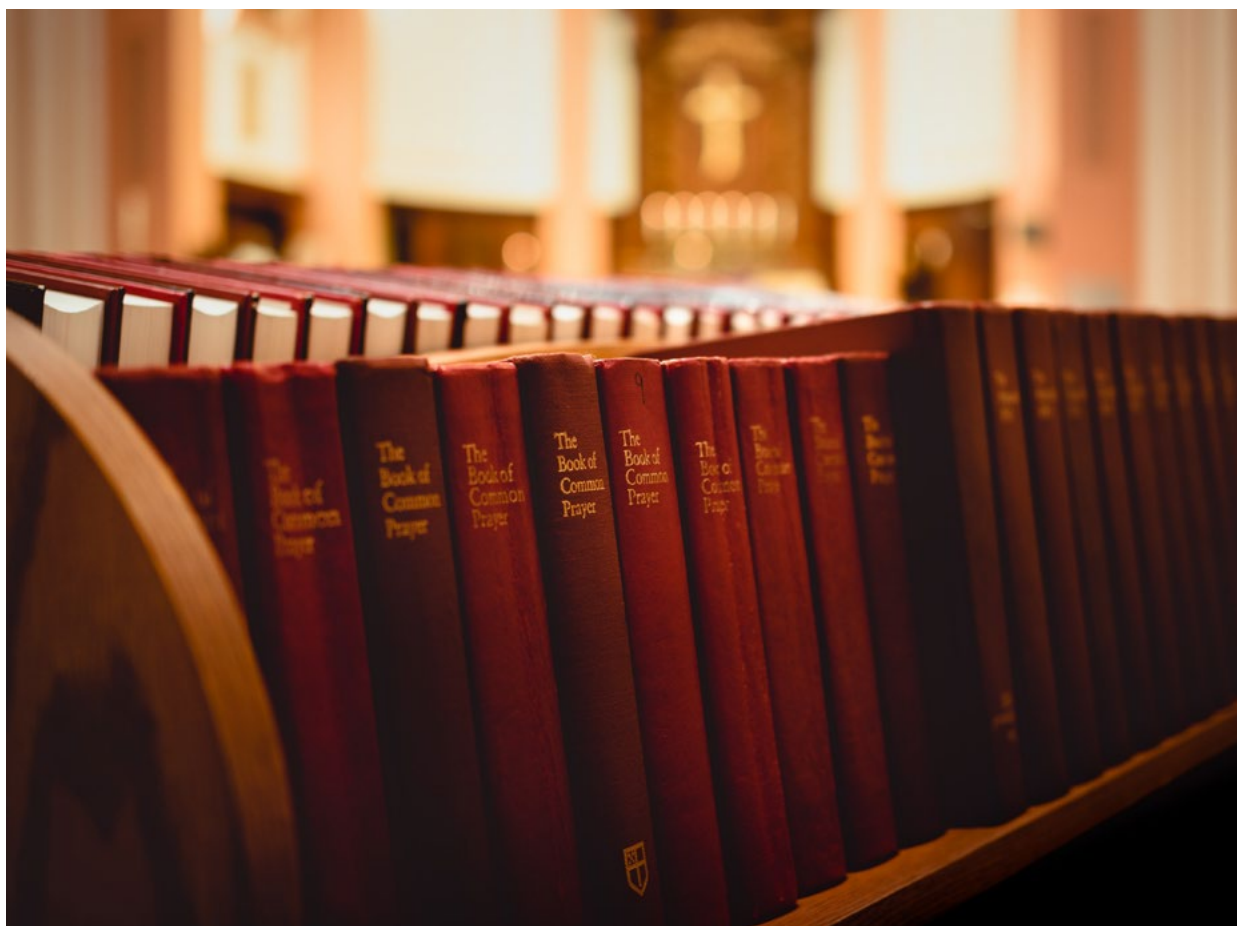
In addition to JobKeeper during 2021, 20 NSW parishes were assessed as eligible for the NSW business Grant and Job Saver Grants.

## Reporting

ADS Finance ensures all regular reporting obligations such as Business Activity Statements, Fringe Benefits Tax and Workers' Compensation reporting deadlines are met.

ADS Finance also facilitates the annual bulk lodgement with the Australian Charities and Not-for-profit Commission (ACNC) on behalf of the Diocese and its parishes and ministry units.

Management reports are produced each month, with the CFO presenting finance updates to agencies at each board meeting.



## HUMAN RESOURCES

The ADS Human Resources (HR) directorate provides HR management and payroll services to various diocesan agencies and ministry partners.

### HUMAN RESOURCE MANAGEMENT

HR services offered by the ADS HR team include monitoring and providing advice on employee conditions and entitlements, managing employee performance and development, maintaining compliance and reporting, developing and interpreting policies and procedures, providing advice on cultural diversity and inclusion, workforce structure and design and recruitment and retention of staff. HR also provide strategic advice as required. The team provides professional advice and support to senior managers and staff employed by Diocesan agencies and entities.

ADS HR works closely with ADS Risk and Compliance directorate to ensure that Diocesan agencies and entities comply with relevant workplace legislation.

Human Resource services provided by the ADS HR team ensure Diocesan agencies and entities are compliant with various 'people related' legislative and governance requirements, and include but are not limited to:

- |  |   |
|--|---|
| † Assistance with the development of position descriptions | † Processing for Employment Check Renewals  |
| † Employment contracts                                     | † Employment advice to managers in relation to addressing 'worker' behaviour                                |
| † Nationally coordinated criminal history checks           | † Advice on industrial relation issues  |
| † Statutory Declarations                                   | † Advice and assistance in managing redundancies, terminations, resignations and retirement.                |
| † Fair-Work information statement                          | † Strategic planning with agencies in relation to 'worker' numbers for new growth or withdrawal of services |
| † Advertising vacant positions                             | † Advice on management of employment relations issues   |
| † Assistance in selecting candidates (if required)         | † Complex case management as required, including face-to-face meetings with employees involved.             |
| † Assisting in interviews with candidates (if required)    |   |
| † On-boarding new 'workers'                                |   |



## PAYROLL

**Payroll** services ensure that all partner agencies and entities meet their compliance requirements relating to the payment of benefits and conditions to employees including; wages, banking, tax, superannuation, leave entitlements and other legislative requirements.

Payroll represents a significant component of the service delivered by ADS to the Diocese and its SLA partners. There are generally two (2) pay runs each month per client, with three (3) in two (2) months per year.

## 2021 SERVICE DELIVERY HIGHLIGHTS

### Expanded Service Provision

In 2021 the demand on ADS HR continued to grow being mainly attributable to the expansion of the schools and colleges.

### Review of HR & Payroll Systems and Programs

Throughout 2021 ADS HR continued to monitor the new systems identified in 2019 and implemented in 2020, to ensure efficacy, cost efficiency and the ability to integrate into ADS client systems for generating reports and statistical analysis. The results have been positive. ADS HR continue to investigate new systems and programs that could deliver greater efficiencies.

### Payroll

ADS HR Payroll service has seen a 2.5% growth in the number of payees in 2021.

ADS HR uses a headcount method rather than full time equivalents (FTE) to identify the numbers of employees, as the task of on-boarding an employee and running payroll is based on each individual person.

2.5%

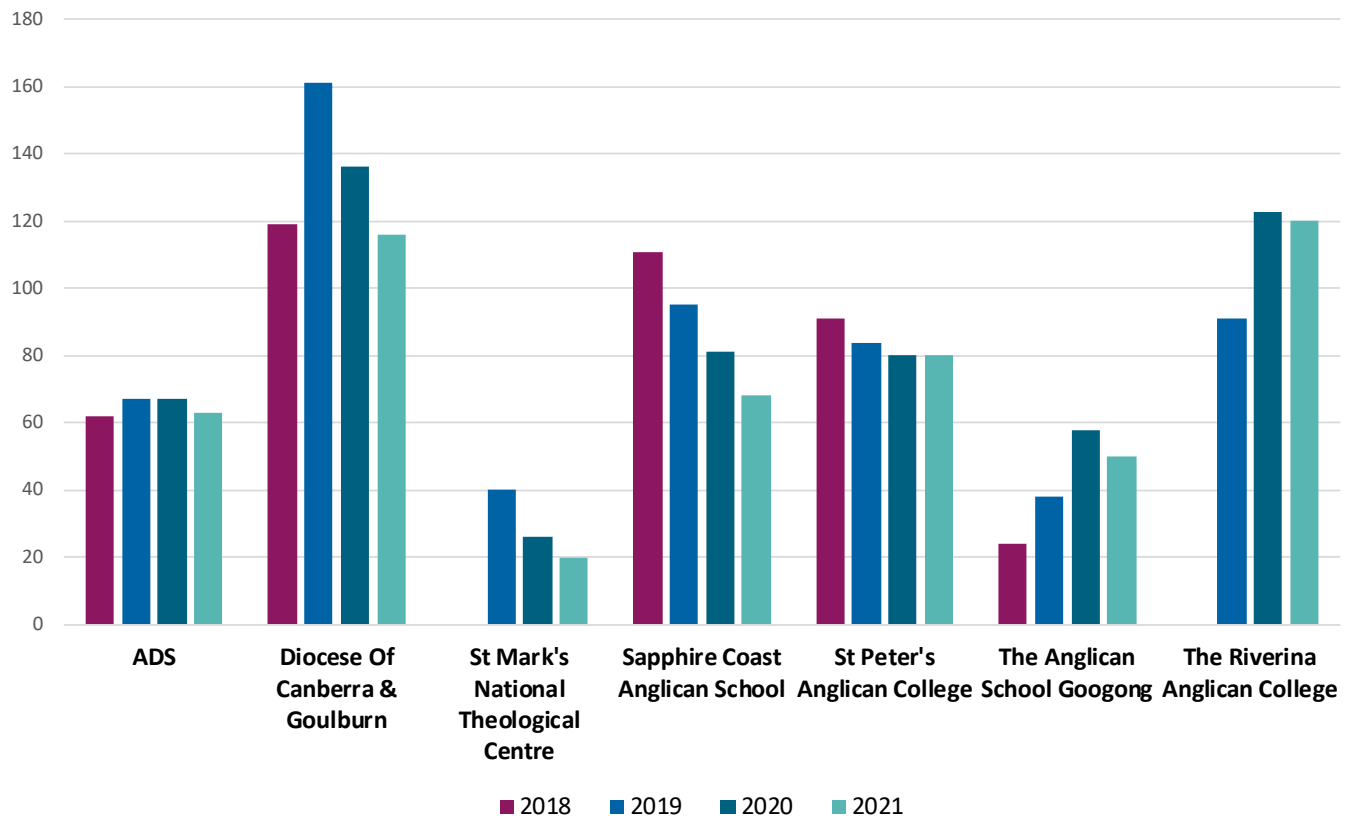
GROWTH  
IN PAYEES  
SERVICED

A headcount summary is provided on the following page for each Diocesan agency and schools serviced.



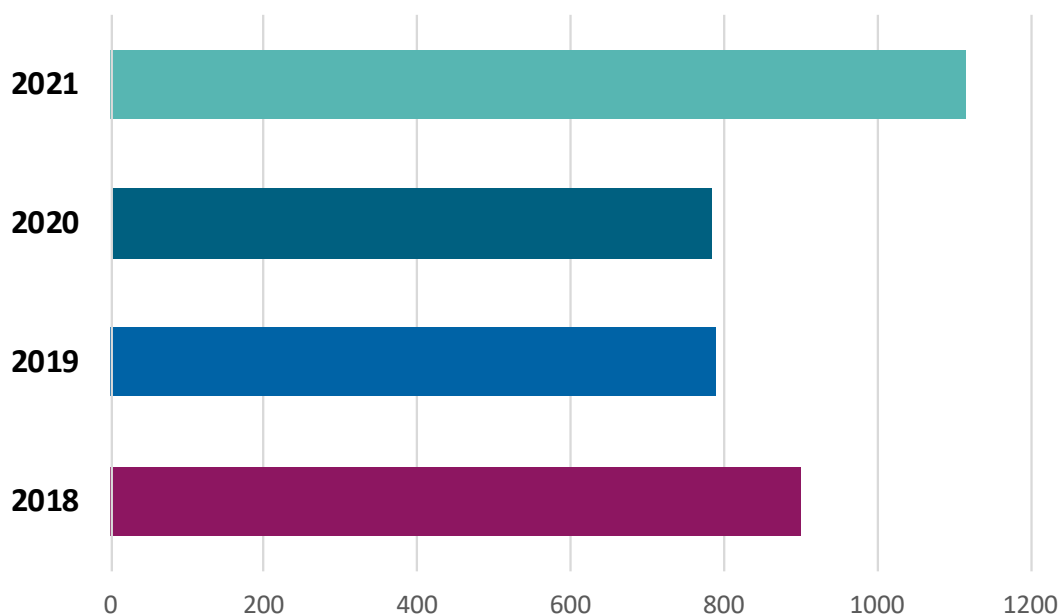
### † Diocesan Agencies & Schools Headcount

The following graph shows the total yearly average headcount for the last four (4) years across each of the Diocesan agencies and schools serviced.



### † Anglicare Headcount

The following graph shows the changes in the total yearly average headcount over the last four (4) years across Anglicare.



## † Payroll Corrections

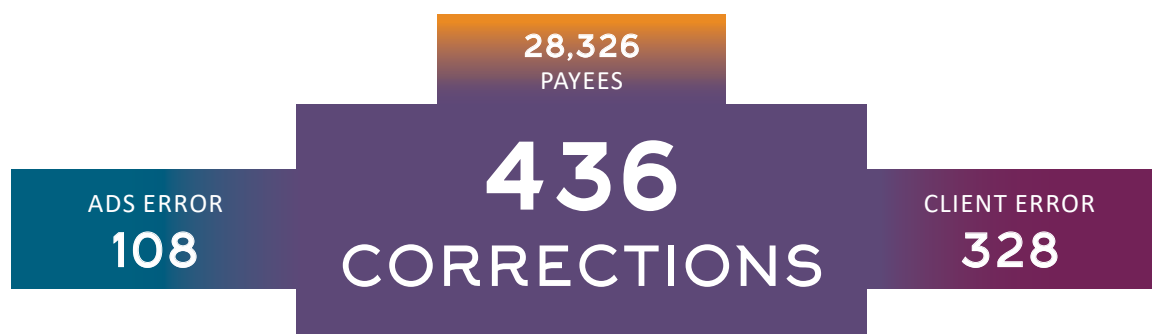
Corrections to rectify errors made in payroll processing are annoying to the payee and are resource intensive.

The ADS correction rate identified in FY 18/19 was 2.53%. This set the baseline rate for ongoing monitoring of payroll corrections. The industry average is 2.91%.

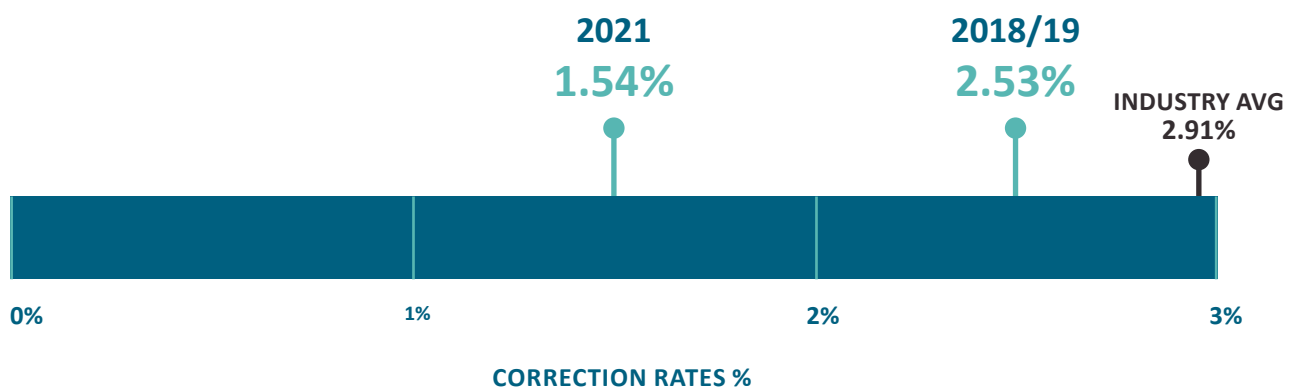
Ongoing monitoring allows for the identification of specific areas within payroll systems and processes where errors occur. The baseline correction rate includes errors made by missional partners, as well as those made by ADS HR.

The identification of specific errors has assisted ADS HR to tailor support to our missional partners and determine actions for ongoing improvements. A reduction will benefit ADS HR and our missional partners, by reducing the time and effort from all parties which is required to rectify errors.

The total number of corrections across 28,326 payees for 2021 was 436 (1.54%). Of the total corrections, 108 were due to ADS errors and 328 were the result of client errors.



The overall correction rate for this period was 1.54% (0.38% ADS error; 1.16% client error). This is lower than FY 18/19 baseline correction rate of 2.53%, indicating a positive improvement.



## Anglicare

ADS HR services continued to be in highest demand by our largest partnered agency, Anglicare.

ADS HR services include on-boarding new employees, which requires the setup and input of all details into the system, whether they are paid a salary, are a volunteer or provide foster care.

Anglicare engaged staff at various levels with a total of 449 new on-boarders, which are all people engaged by Anglicare (including new starters, volunteers and carers). A significant amount of time is also allocated to the processing of employment checks for existing and new employees and volunteers. This includes a National Criminal History Check and Working with Children Check. Below figures reflect 2021.

195

EMPLOYEE CHECKS

449

NEW ON-BOARDERS

453

WORKING WITH CHILDREN CHECKS

254

VOLUNTEER CHECKS

777

NATIONAL CRIMINAL HISTORY CHECKS







Images from Anglicare

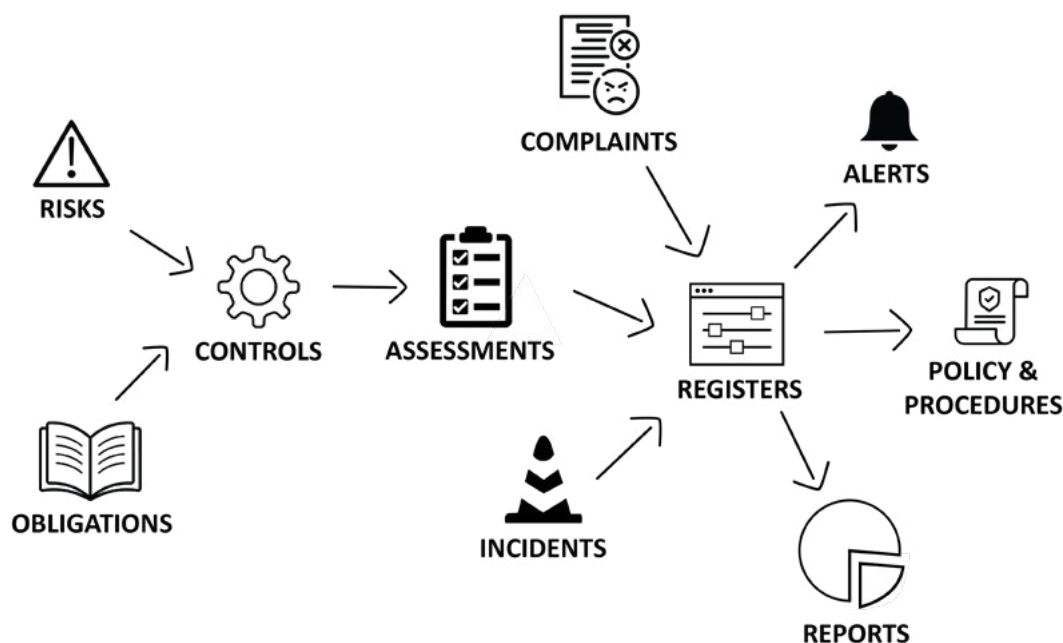
## RISK & COMPLIANCE

ADS Risk & Compliance provides Diocesan agencies and entities with the tools and support to establish and operate a framework to identify the management and treatment of risks. For all of us, effective risk management directly impacts on our ability to reach our mission objectives.

ADS Risk & Compliance services include:

- |  |  |
|--|--|
| † Workplace Health & Safety (WHS)          | † Legal Services Advice & Management         |
| † Compliance Systems                       | † Management of Injured & Vulnerable Workers |
| † Incident & Hazard Reporting and Analysis | † Regular Governance & Compliance Reporting  |
| † Group Insurance Management               |  |

To further support Diocesan agencies and entities, ADS Risk & Compliance have implemented an effective risk management framework and processes to guide both boards and management in achieving their objectives. The below infograph outlines ADS risk management profile:



## 2021 SERVICE DELIVERY HIGHLIGHTS

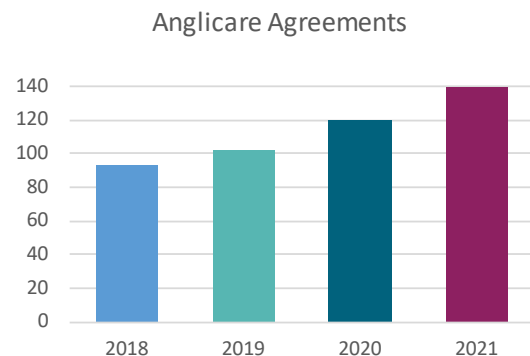
### Coordinating Insurance Coverage

Insurance returns are managed by ADS Risk & Compliance to provide ministry units and agencies with comprehensive insurance coverage. The combined buying power of Anglican organisations continues to deliver insurance at competitive rates and improved risk management services through our association with Anglican Insurance & Risk Services (AIRS).

The 2021 renewal saw the maintenance of coverage above sector standards at competitive pricing levels.

## Legal Services & Investigations

ADS Risk & Compliance continues to manage the provision and procurement of legal consideration for a range of matters arising among Anglican agencies and ministry units. This includes undertaking due diligence reviews on contracts as well as a range of other legal documents for agencies. For Anglicare alone, more than 140 agreements underwent this process.



Investigations regarding matters relating to reportable conduct as well as workplace investigations have also been managed for our partnered agencies issues, where warranted. Resources are procured from a panel of specialist licensed investigators to manage workloads and the health of personnel involved in complex and challenging matters.

## Injury Management

The Senior Adviser in Injury Management provides expert advice and return-to-work strategies through early engagement with injured and ill workers. This allows for optimal rehabilitation outcomes.

Early intervention allows identification of potential risks, assessment of individual needs, and for individualised rehabilitation plans to be created. This approach can avert chronic illness and long term absences, as well as allowing early identification of barriers to recovery and rehabilitation. This reduces incapacity costs and indirect costs.

A bio-psychosocial strategy addresses physical, psychological and social factors in injury and illness. Specialised case management recognises that every individual is unique. Therefore, we design individual rehabilitation, non-work-related well-to-work, and work related return-to-work programs to suit the individual's needs and circumstances to achieve the best outcomes.

## Anglican Investment & Development Fund (AIDF)

ADS Risk & Compliance coordinated the advice and successful renewal and extension of facilities with both major banking partners while providing advice on the next phase of lending and financial stability that the future growth of the AIDF will require.

All policy development and schedule reviews for 2021 were completed by December 2021.

## Anglicare

Anglicare have continued to receive a very high level of support throughout 2021 to assist in the management of medium and high risk rated activities across their broad scope of operations. These occur both across the Anglican Diocese of Canberra and Goulburn and also for operations located within the Dioceses of Bathurst, Riverina and Sydney.

Now embedded into the daily operations of Anglicare is the incident management system which results in a relatively high volume of regular reporting of incidents, workplace hazards and injuries across the portfolios of the Permanency Support Program (PSP) which includes Intensive Therapeutic Care, Foster Care and Kinship Care; Disability Services, Early Childhood Education Centres, Homelessness Services as well as at The Junction GP Health Clinic. Each of these reports are mapped back to the Anglicare Enterprise Risk Register. These trends and emerging risks are then reported to Executive Managers, Board Committees and the Board. This reporting, and the continued inclusion of the Director of Risk & Compliance within the Executive Manager forum and Risk Committee continues to indicate the priority of further developing the culture of risk management across Anglicare.

ADS Risk & Compliance managed the analysis and reporting for Anglicare with the withdrawal of Physical and Sexual Abuse (PSA) Insurance from Out of Home Care services. This included procurement and provision of actuarial advice on provisioning over the next 25 plus years.

Other significant service initiatives provided to Anglicare include:

### COVID-19 Safety

As the result of the COVID-19 pandemic, there has been a significant emphasis placed on work place safety.

ADS Risk & Compliance continue to dedicate significant resources to this area including the provision of:

- † Tools developed and implemented to support Anglicare worksites implement COVID safety processes including; COVIDSafe plans, audits, signage.
- † Compliance audits and reports developed and implemented to assist the organisation measure compliance, whilst providing assurance to the Board that safety measures are in place.

### WHS Management Program

ADS Risk and Compliance has refined and implemented an organisation wide WHS framework that includes:

- † The provision and regular review of policies and procedures.
- † The maintenance of all Anglicare worksite data, including formalised consultation arrangements.
- † Worksite inspection program – supported by organisational performance reporting (compliance and measures related to key areas of safety).
- † The implementation of WHS specific projects such as the worksite induction and workplace occupational violence projects.
- † Renewed safety reporting, including data analysis related to lost time injuries.



### **Bishop-in-Council & ACPT**

ADS Risk & Compliance continued to keep Bishop-in-Council, the ADS Board and the ACPT informed of relevant and emerging risks of significance to the ministry of the Diocese.

### **Diocesan Schools**

Employee Assistance Program support for Diocesan schools was further integrated to the wellness and wellbeing programs supported by ADS Risk & Compliance.

The implementation of the school risk management frameworks and associated resources continued into 2021, with most Diocesan schools commencing their first year with ADS Risk & Compliance formed as part of their SLA.

Online incident, hazard and feedback forms have been implemented, with schools now working towards effectively implementing these reporting tools. Additional support is also being provided to assist some schools with their maintenance programs. With the embedding of incident management, ADS Risk & Compliance have commenced the supply of regular reporting to relevant Boards and Committees.

### **Ministry Units across the Diocese**

A continuing focus during 2021 was the significant support provided to ministry units to ensure appropriate COVIDSafe management strategies and compliance requirements were implemented across the Diocese. The provision of resources by ADS Risk & Compliance enabled us to respond to continually changing health regulations. This formed the basis for the issuing of regular communiques to ensure ministry units and agencies remain compliant. Further support included the provision of COVIDSafe plan templates, regular question/answer support as well as employment support for agencies challenged by the implementation of vaccine mandates.

Accompanying the ongoing support required around COVID-19, ADS Risk & Compliance has moved to assist parishes with Op Shops meet their WHS regulatory requirements as a result of Anglicare's review of WHS obligations. This has resulted in parishes needing to take on specific WHS responsibilities that were previously managed by Anglicare through parish partnerships. ADS identified the requirement to further support parishes/ministry units who manage second hand shops and are continuing to develop a specific suite of tools to assist in ensuring the wellbeing and safety of workers and visitors whilst maintaining regulatory compliance.

### **St Mark's National Theological Centre**

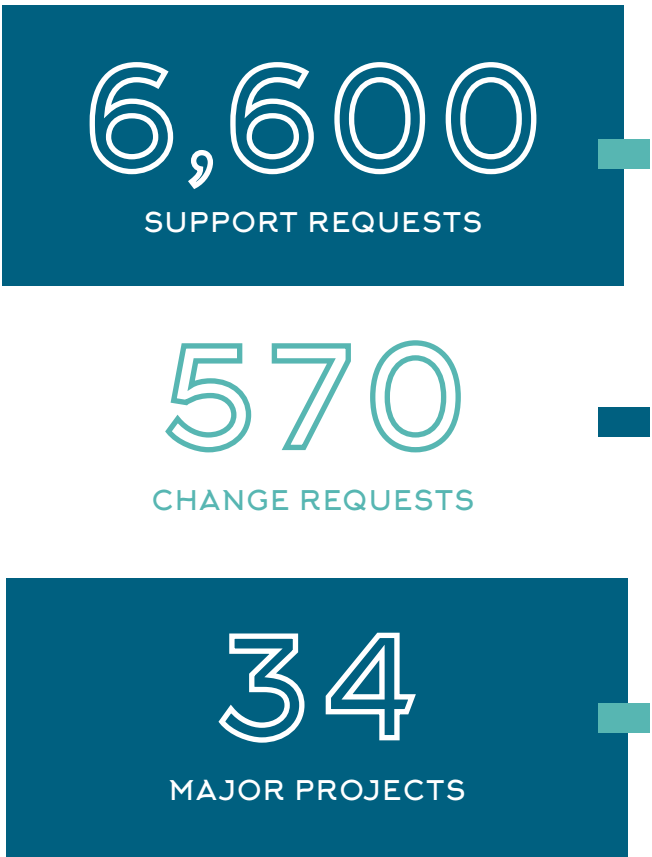
Throughout 2021, further development of an enterprise risk register was undertaken and set up in the ISOPro application for general access and reporting. We also undertook revision of policy and procedures and provided insurance management and review of coverage for the Library and historic Bible collection.

# INFORMATION & COMMUNICATION TECHNOLOGY

ADS Information & Communication Technology (ICT) is responsible for the delivery and support of communication technologies within ADS and for our agencies.

ADS ICT provide a range of services, which include but are not limited to:

- A Helpdesk permanently staffed by four (4) technicians operating in rotation during business hours.
- A sophisticated data centre supported by high quality technical staff.
- Level three technical support to all hosted services for ADS clients.
- On-site desktop support to all client locations.
- Backup and disaster recovery.
- A desktop hardware replacement schedule.
- Informatics support.
- ICT on-boarding and clearance including data archiving.
- Support for Session Initiation Protocol (SIP) Telephone.
- Wide Area Network (WAN) implementation and support.
- Combined ICT procurement.
- Access to share internally hosted ICT resources.
- ICT Project Management.
- ICT services managed to an ITIL framework.
- Communications support to all PABX telephone systems installed at Client sites.
- Telephone and mobile account management.
- Zoom video conferencing account management.
- Video conferencing hardware and room management.
- The provision of ICT strategic advice.



## 2021 SERVICE DELIVERY HIGHLIGHTS

### ADS

- † Set-up and rolled out Sophos Managed Threat Response (MTR) to ADS and partnered schools and agencies.
- † Release of ADS Intranet - DioLog, which was developed and designed in consultation with the Executive Directorate.
- † Development and implementation of Diocesan Board and Committee Portal.
- † Removal and installation of hardware equipment during the refurbishment of the ADS head office.
- † ADS Cloud was developed to enable a secure file sharing.
- † Battery storage increase for ADS head office data storage, now an uninterrupted power supply up to 6 hours, continuously running.
- † Finalisation of the SSLVPN usage for all agencies.
- † Commission of Omanda Enterprise Wifi.



### Anglicare

- † Trialled and negotiated deployment of Family Zone to Anglicare residential units (providing better internet filtering for children in care).
- † Decommissioned Thankq and Qikkids (Operational donor and childcare databases).
- † Completion of Anglicare's Intranet (The Hub).
- † Completion of Anglicare's Boards and Committee's web portal.
- † Migrated all Biometric scanners from pull to push (cyber security enhancement).
- † Setup a new Learning Management System (LMS) - Moodle for Anglicare College to drive Anglicare Staff Induction.
- † Setup new local file server for Scullin and Calwell Early Childhood Education Centres (ECEC's).
- † Wifi upgrade at Wagga Church Street offices.
- † 85 PC's and Laptops replaced at Wagga, Goulburn, Liverpool and ACT.

### The Anglican School Googong

- † Commissioning phase two (2) of The Hub.
- † Delivery and installation of 20 HP Elitebook laptops for staff and students at no cost.
- † Delivery and installation of 15 HP ProBook laptops for new teachers.
- † Delivery and installation of 40 i-Pads for use in the Junior school, as pictured.
- † Delivery and installation of six (6) 75" touch screen Video Display Units.
- † Installation and commissioning of six (6) new wireless access points.



The Anglican School Googong student's .

### The Riverina Anglican College

- † Commissioning of IT infrastructure for Junior School Building 1 (end devices and network).
- † Introducing ADS Assist.
- † Introducing The Riverina Anglican College IT Department.
- † Introducing The Riverina Anglican College Maintenance Department.
- † Implementation of better asset tracking for IT devices (Snipe IT).
- † Implementation of ITIL compliant documentation of IT systems.
- † Fortnightly meetings with TRAC's Director of Technology to ensure ICT department is meeting College needs.



The Riverina Anglican College Junior School Building 1

### Sapphire Coast Anglican College

- † Recovery after domain controller hardware failure.
- † Delivery and installation of four (4) laptop / i-Pad storage cabinets for storage and charging, holding up to 90 units.
- † New core infrastructure to host virtual hardware.
- † New high capacity UPS installed.
- † New gigabit internet link.
- † New site firewall to support enhanced connectivity.

### St Peters Anglican College

- † 84 desktop AIO upgraded from 4GB to 8GB RAM and SSD.
- † Delivery and installation of 90 ACER laptops for students.
- † Delivery and installation of 13 Dell laptops for staff.
- † Delivery and installation of 30 i-Pads for students and staff.
- † Delivery and installation of 40 HP laptops for students.
- † Installation of 49 new Xirrus WAP's.
- † Five (5) new demountable buildings were installed, which required switches, WAP's, fibre connectivity and projector installation.
- † WatchGuard firewall replaced with pfSense firewall and 2<sup>nd</sup> redundant internet link was commissioned.



Image by James Tugwell from Bay Post Moruya



## SCHOOLS

ADS Schools Directorate has continued and deepened its engagement with each Diocesan school, namely The Anglican School Googong, Sapphire Coast Anglican College, St Peter's Anglican College and The Riverina Anglican College. The services and functions provided ensure each school can focus on their missional outcomes and their own core business. Services provided include:

- † Secretariat services for the Board and Committees.
- † Preparation and production of Financial reports such as monthly financial management reports; statutory reporting; budget preparation; forecast projections and financial modelling; and cash management reports.
- † Management of cash flow.
- † Develop and manage the review of school assets including development of business plans, tendering processes, and monitoring of developments to completion.
- † Preparation of development plans and building works reports, in consultation with the Principal's.
- † Oversight of building projects.
- † Preparation and lodgement of different Government submissions.
- † Implementation and oversight of policies and systems to improve quality, manage risk and ensure compliance with legislative, regulatory, funding body and policy requirements relevant to the School Operations directorate. This involves collaboration across directorates, such as ADS Risk & Compliance.
- † Enable staff training and development opportunities and ensure succession planning for key positions.

ADS Schools Directorate also provides secretariat, business management services and administration for the Anglican Schools Commission of the Diocese of Canberra and Goulburn (ASCCG) and the Property Development Commission (PDC).

The Director of ADS Schools is the Business Manager for four (4) schools and is also the Secretary for the ASCCG and works closely with the ASCCG to ensure the implementation of strategic priorities in relation to the Diocesan schools.

***For further details on work of the Schools Commission, please refer to the ASCCG Synod report.***



## 2021 SERVICE DELIVERY HIGHLIGHTS

2021 saw Principal's move on from The Anglican School Googong, Sapphire Coast Anglican College and The Riverina Anglican College. Changes in school management has brought an enhancement of the relationship between the Diocesan schools and ADS. As new Principal's began their appointments, they were able to gain a comprehensive understanding of ADS and the opportunities it presents by deepening the expansion of SLAs.

Throughout the final months of 2021, school Principal's had to navigate their way through the COVID restrictions relating to schools that were constantly being revised. The most significant change to schools brought about by the COVID pandemic was the Public Health Order mandating all school staff to be double-dose vaccinated.

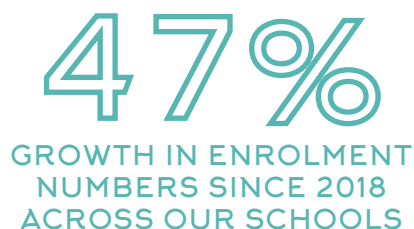
To help support the Diocesan Principal's through the very unpredictable and extremely difficult time, ADS Schools, ADS Risk & Compliance and ADS HR had to work together to provide advice, reviews and support. The Diocesan Principal's needed to hire replacement staff for those who chose not to be vaccinated, and/or those who were deemed exempt.

Isolation requirements in place throughout 2021 resulted in a significant increase in the hiring of relief staff across all schools. ADS facilitated numerous meetings with all Diocesan Principal's, with the support of Bishop Mark, to discuss risks and offer support throughout the roll out of back to school plans.

ADS Schools Directorate has prepared 2022 budgets for each of the Diocesan schools ready for Board approval. There has been an increase in enrolments and continuing expansion of invaluable infrastructure across most Diocesan schools. With ADS support, 2022 is looking very positive for schools as they return to focusing on teaching and learning on campus.

During the online learning period, Diocesan schools had vital support from ADS ICT and also worked with school staff to ensure all the necessary hardware was ready to go for 2022.

Diocesan schools have recognised the need to either finalise or update their Master-plans due to growth in student numbers and population growth in the area. Enrolments have seen a 47% increase across all schools over the past four (4) years and a further, more substantial increase in the past 12 months into 2022 (see table on page 51).



47%

GROWTH IN ENROLMENT  
NUMBERS SINCE 2018  
ACROSS OUR SCHOOLS

ADS have been working with schools to engage Architects and where necessary, marketing and demographic consultants to ensure plans for the future of the schools are well researched and supported by comprehensive data.

### The Anglican School Googong

- † An Acting Principal is currently in place pending the appointment of a new Principal.
- † Continued implementation of Synergetic (learning management system).
- † Preparation of development plans and building works reports, in consultation with the Acting Principal.
- † Oversight of building projects.

### South Coast Schools

- † In October 2021, The South Coast Anglican Schools Board announced the appointment of a new Principal for Sapphire Coast Anglican College - Mr David Proudlove - who began his role in January 2022.
- † Preparation and lodgment of the Block Grant Authority (BGA) submissions.
  - *Outcome – Grant of \$800,000 for Student HUB*
- † Preparation and lodgment of the EIF (Education Infrastructure Funding) submissions
  - *Outcome – Grant of \$1,500,000 for Science and Performing Arts*
- † Preparation of development plans and building works reports.
- † Successful submission of application for Black Summer Bushfire Grant Funding.
  - *Outcome – Grant of \$6.158 million for Gym and Wellbeing, Admin building*
- † Continued implementation of Synergetic (learning management system).

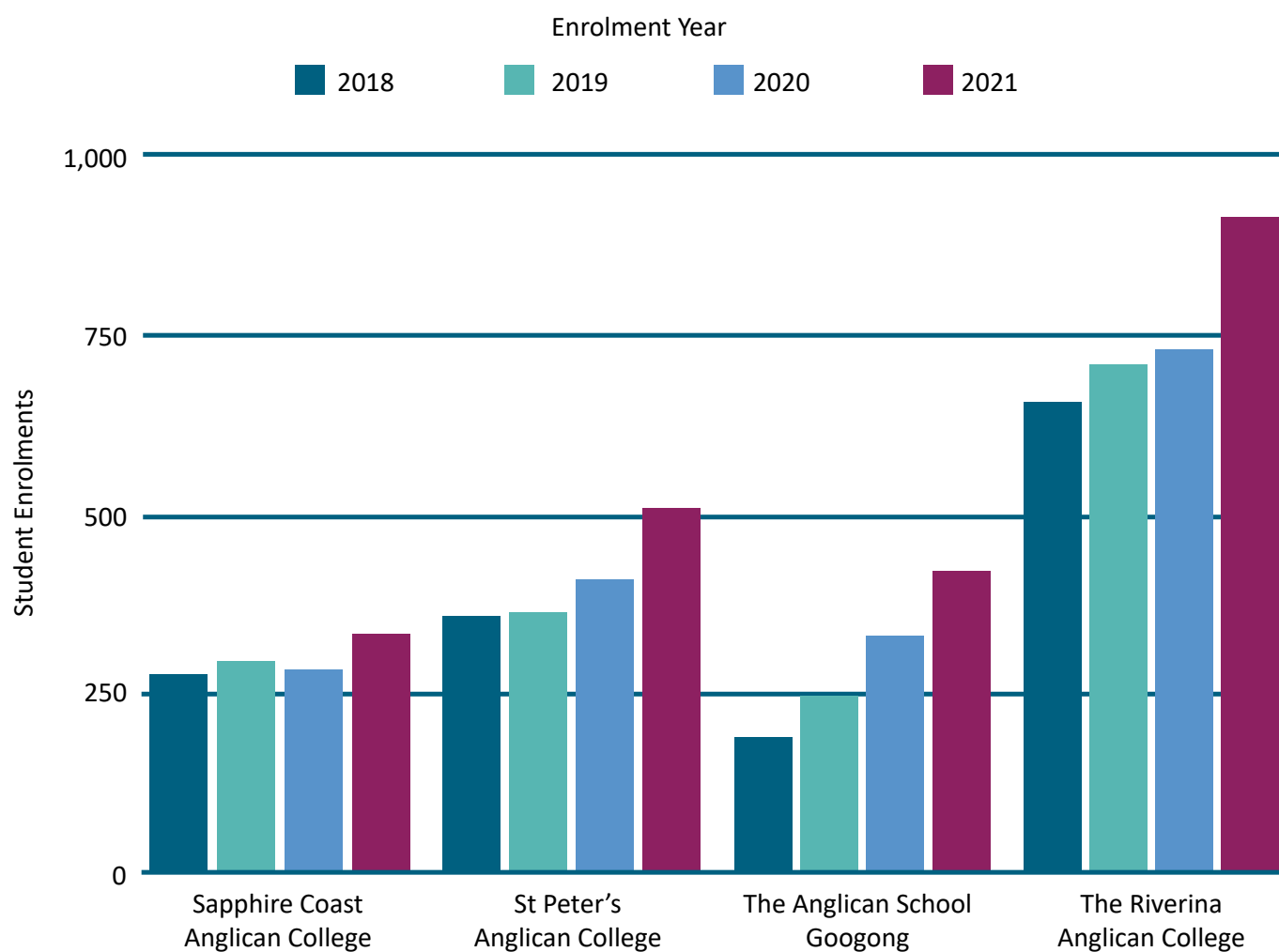
### The Riverina Anglican College

- † Mr Paul Humble concluded his appointment of Principal at the end of 2021. Mr Geoff Marsh was appointed the new Principal, beginning 2022.
- † Preparation and lodgment of the BGA submission.
  - *Outcome \$900,000 grant*
- † Preparation and lodgment of the EIF submission.
  - *Outcome - \$3 million grant*
- † Preparation of development plans and building works reports.
- † Continued implementation of Synergetic (learning management system).
- † Project management for the expansion of the new Junior School building expanding its operations to include Kindergarten to Year 6.



The Riverina Anglican College staff and students - February 2021

## Enrolment Growth Across Our Schools





## SAFE MINISTRY UNIT

Safe Ministry is ministry that is spiritually, emotionally and physically safe; based on the premise that Diocesan ministries and entities should be person-valuing and respectful (i.e. life-giving), abuse-free and harm-free spaces for ministry to God's glory. This includes but is not limited to ministry units and entities fulfilling pastoral, legal (including Duty of Care) and Diocesan responsibilities and obligations.

In 2021 the Safe Ministry Unit (SMU) was staffed by the Safe Ministry Administrator, who was a member of the Professional Standards Reference Group and worked with the Professional Standards Director as required and refers safe ministry concerns to the Professional Standards Director. The Diocesan Safe Ministry Administrator is also responsible for:

- † the implementation of the Screening and Training standards of the Safe Ministry to Children Canon and other Diocesan Safe Ministry requirements; and
- † the retrieval of records and response to requests for information in regards to the National Redress Scheme.

In April 2021, the Safe Ministry Unit engaged a part time assistant to work specifically on Safe Ministry Screening. This 'screening' role related to the implementation of the Diocesan Protocol for Screening and has continued into 2022.

The SMU 'Screening Officer' role is currently held by Erica Dawes.

In January 2022, Rev Gaynor Elder resigned from her role as Safe Ministry Administrator and at the time of writing, the Diocese is investigating options for her replacement whilst contracting out the roles formerly undertaken by Gaynor.

## 2021 HIGHLIGHTS

### National Redress Scheme

During 2021, there were five (5) Requests for Information (RFIs) from applicants through the National Redress Scheme.

Since the commencement of the National Redress Scheme in 2019 up to December 2021, there has been a total of 22 RFIs received. Of those RFIs, 14 redress offers have been sent to applicants by the Redress Scheme and 12 have been accepted. Applicants are generally given up to six (6) months to accept, decline or ask for a review of a redress offer.

The role of operation of the National Redress Scheme moved to the Office of Professional Standards in 2022 in order to ensure all Diocesan requests for redress or via civil litigation continue to be responded to in a timely manner.

Further information in regards to Redress will be provided in the Professional Standards report.



## Safe Ministry Screening

Throughout 2021 the Safe Ministry Unit continued its role as the Bishop's Safe Ministry Screening authority for the Diocese.

The Diocesan online Safe Ministry Information System (SMIS) continued to be operational for workers to complete their Safe Ministry screenings. This centralised system enables the Diocese as a whole to better manage the screening requirements set out in the Safe Ministry to Children Canon 2017 adopted in March 2018, and the associated Diocesan Safe Ministry policies, protocols and guidelines. Work continued on developing the component of the system that enables Parish Safe Ministry Coordinators and Rectors to oversee the completion of screenings for workers in their parish/ministry unit. Delays in the roll-out of this component relate to the complexity of the programming, as well as ensuring that security and reporting protocols are working as they should.

At the time of writing, 1,171 workers are registered in SMIS. At the end of 2021, to enable more time for SMIS development and assisting parishes/ministry units and workers with Safe Ministry screenings, the administration and authorisation of SRE Teachers was transferred to the Bishop's Office.

## Creating Safe Ministries Training

During 2021, 564 people completed their Safe Ministry Training, up from 356 in 2020.

A total of seven (7) workshops were held during 2021 with three (3) workshops being cancelled due to the COVID 19 pandemic. Of these workshops, three (3) were for inductions and the remaining four (4) were refresher workshops. One of the refresher workshops was held via Zoom.

Throughout 2021, 216 people completed the Online induction course and 227 people completed the online refresher course.

564

PARTICIPANTS COMPLETED  
SAFE MINISTRY TRAINING

3 INDUCTION  
WORKSHOPS

44 PARTICIPANTS

4 REFRESHER  
WORKSHOPS

77 PARTICIPANTS

216 ONLINE INDUCTION  
PARTICIPANTS



277 ONLINE REFRESHER  
PARTICIPANTS



# FINANCIAL STATEMENTS

Chrome Plik Edycja Widok Historia Zakładki Okno Osoby Pomoc

1f1ifirma.pl: Power Media S.A. [PL] <https://www.ifirma.pl/cgi-bin/WebObjects/ifirma-demo.woa/wo/4.0.0.1.21.11.5.7.1.1.0.3.5.3.1.1.2>

IFI listopad 2014 + szybka faktura + zadanie

Wydaki Szczegóły wydatku

KOSZTY PROWADZENIA DZIAŁALNOŚCI: Czynsz za lokal

	Stawka VAT	Netto	VAT	Brutto
23%		600,00	138,00	738,00
8%		0,00	0,00	0,00
5%		0,00	0,00	0,00
0%		0,00	-	0,00
zw.		0,00	-	0,00
nd.		0,00	-	0,00
Razem		600,00	138,00	738,00

Deklaracje Pracownicy Zatrudnienia

Data wystawienia 03- Data wpływu 03- Termin płatności 03- Data przeterminowania PIT 03- Data przeterminowania VAT 02-

Powiązane projekty

Faktury korygujące

Dodaj plik e-dokumentu powiąz

MacBook Air





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# ANGLICAN DIOCESAN SERVICES

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## FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

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## DECLARATION BY MEMBERS OF THE ANGLICAN DIOCESAN SERVICES BOARD

The Anglican Diocesan Services Board declares the Financial Statements and notes thereto, set out on pages 6 to 22, give a true and fair view of the financial position of Anglican Diocesan Services as at 31 December 2021 and of its performance for the financial year ended on that date.

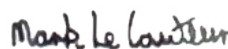
In the opinion of the Board

- (a) the Financial Statements and notes are in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the *Finance and Annual Reports Ordinance 2003* and satisfy the requirements of the *Australian Charities and Not-for Profit Commission Act 2012*; and
- (b) There are reasonable grounds to believe the Anglican Diocesan Services will be able to pay its debts as and when they become due.

This statement is made in accordance with the resolution of the Board and is signed for and on behalf of the Board by:



The Right Reverend Carol Wagner  
Assistant Bishop and Vicar General  
Diocese of Canberra and Goulburn



Mr Mark Le Couteur  
Member

Canberra 29<sup>th</sup> June 2022

Canberra 29<sup>th</sup> June 2022



## AUDIT REPORT



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Fax: +61 2 6246 1500  
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### Independent Auditor's Report to the Bishop-in-Council and Synod of the Anglican Diocese of Canberra and Goulburn

#### Opinion

We have audited the financial report of Anglican Diocesan Services, which comprises the statement of financial position as at 31 December 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the declaration by members of the Anglican Diocesan Services Board.

In our opinion, the accompanying financial report of Anglican Diocesan Services is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a. Giving a true and fair view of Anglican Diocesan Services' financial position as at 31 December 2021 and of its financial performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards - Reduced Disclosure Requirements, the *Finance and Annual Reports Ordinance 2003* of the Anglican Church of Australia Diocese of Canberra and Goulburn and the *Australian Charities and Not-for-profits Commission Regulation 2013*.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the Anglican Diocesan Services in accordance with the auditor independence requirements of the *Australian Charities and Not-for-Profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of the Anglican Diocesan Services Board for the Financial Report

The Anglican Diocesan Services Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Anglican Diocesan Services Board is responsible for assessing Anglican Diocesan Services' ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Anglican Diocesan Service Board either intend to liquidate Anglican Diocesan Services or to cease operations, or have no realistic alternative but to do so.

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## AUDIT REPORT



### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Anglican Diocesan Services' internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Anglican Services Board.
- ▶ Conclude on the appropriateness of the Anglican Diocesan Services Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Anglican Diocesan Services' ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Anglican Diocesan Services to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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## AUDIT REPORT



We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Ernst & Young*

Ernst & Young

*Ben Tansley*

Ben Tansley  
Partner  
Canberra  
29 June 2022

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## STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2021

	Note	2021 \$	2020 \$
<b>Revenue</b>			
Service level revenue		8,946,145	7,205,374
Management fees		1,651,615	1,248,696
Fleet charges		2,020,366	1,971,490
Chaplaincy grant funding		629,727	652,602
Federal grant funding		61,809	1,323,510
Other income		83,596	103,270
Donations		228,493	903,206
Aggregate deductible		590,731	-
Gain on sale of assets		302,364	370,716
Interest income		267,918	262,262
<b>Total Revenue</b>		<b>14,782,764</b>	<b>14,041,126</b>
<b>Expenditure</b>			
Salaries and associated costs	3	8,546,486	7,876,138
Fleet management costs		761,112	735,402
Office expenses		902,737	835,794
Bushfire support		3,084	319,102
Finance costs		289,196	288,576
Depreciation of right of use asset	8	244,141	277,567
Clergy, Ministry, Cathedral & Chaplaincy expenses		361,128	335,700
Consultancy costs		582,303	386,365
Depreciation expenses		2,356,429	2,216,360
Other expenditure	4	380,587	302,805
<b>Total Expenditure</b>		<b>14,427,203</b>	<b>13,573,809</b>
<b>Surplus / (Deficit) for the year</b>		<b>355,561</b>	<b>467,317</b>
<b>Other comprehensive income for the year</b>			
Gain on revaluation of fixed assets	6	1,067,388	-
Gain on revaluation of asset transferred	12	781,751	-
<b>Total other comprehensive income for the year</b>		<b>1,849,139</b>	<b>843,950</b>
<b>Total comprehensive income</b>		<b>2,204,700</b>	<b>1,311,267</b>

The accompanying notes form part of this financial report.



## STATEMENT OF FINANCIAL POSITION

As at 31 December 2021

	Note	2021 \$	2020 \$
<b>Current Assets</b>			
Cash and cash equivalents		2,772,293	1,954,398
Receivables	5	2,118,573	861,814
IT stock		102,064	48,114
Prepayments		636,561	91,199
<b>Total Current Assets</b>		<b>5,629,491</b>	<b>2,955,525</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	6	15,587,288	11,406,135
Intangible assets	11	-	166,575
Right of use asset	8	965,503	1,238,887
<b>Total Non Current Assets</b>		<b>16,552,791</b>	<b>12,811,597</b>
<b>Total Assets</b>		<b>22,182,282</b>	<b>15,767,122</b>
<b>Current Liabilities</b>			
Trade and other payables		1,005,680	1,393,465
Interest bearing liabilities	7(a)	287,492	276,102
Provisions	9 (a)	1,818,587	1,703,468
<b>Total Current Liabilities</b>		<b>3,111,759</b>	<b>3,373,035</b>
<b>Non-Current Liabilities</b>			
Provisions	9 (b)	200,317	114,668
Interest bearing liabilities	7 (b)	11,588,274	7,202,187
<b>Total Non-Current Liabilities</b>		<b>11,788,591</b>	<b>7,316,855</b>
<b>Total Liabilities</b>		<b>14,900,350</b>	<b>10,689,890</b>
<b>Net Assets</b>		<b>7,281,932</b>	<b>5,077,232</b>
Accumulated funds		3,805,719	3,450,158
Asset revaluation reserve		3,476,213	1,627,074
<b>Total Equity</b>		<b>7,281,932</b>	<b>5,077,232</b>

The accompanying notes form part of this financial report.



## STATEMENT OF CASH FLOWS

For the year ended 31 December 2021

	2021	2020
	\$	\$
<b>Cash Flows from Operating Activities</b>		
Receipts from operations	13,332,780	14,573,103
Payments to suppliers and employees	(12,422,886)	(11,237,998)
Interest received	267,918	262,262
Finance costs	(228,960)	(288,577)
<b>Net Cash from Operating Activities</b>	<b>948,852</b>	<b>3,308,790</b>
<b>Cash Flows used in Investing Activities</b>		
Payments for fixed asset purchases	(2,732,996)	(2,730,821)
Payments for intangible assets	-	(34,830)
Proceeds from the sale of fixed assets	687,630	448,043
<b>Net Cash Used in Investing Activities</b>	<b>(2,045,366)</b>	<b>(2,317,608)</b>
<b>Cash Flows from Financing Activities</b>		
Proceeds from borrowing	3,853,943	3,942,221
Repayment of borrowings	(1,939,534)	(3,820,438)
<b>Net Cash from Financing Activities</b>	<b>1,914,409</b>	<b>121,783</b>
Net decrease in cash held	817,895	1,112,965
Cash at the beginning of the period	1,954,398	841,433
<b>Cash at end of the year</b>	<b>2,772,293</b>	<b>1,954,398</b>

The accompanying notes form part of this financial report.

## STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2021

	Accumulated funds \$	Asset revaluation reserve	Total \$
<b>Balance at 1 January 2020</b>	3,765,965	-	3,765,965
Surplus for the year	467,317	-	467,317
Total other comprehensive income for the year	-	843,950	843,950
Transfers	(783,124)	783,124	-
<b>Balance at 31 December 2020</b>	<b>3,450,158</b>	<b>1,627,074</b>	<b>5,077,232</b>
<b>Changes in Equity for 2021</b>			
<b>Balance at 1 January 2021</b>	<b>3,450,158</b>	<b>1,627,074</b>	<b>5,077,232</b>
Surplus for the year	<b>355,561</b>	-	<b>355,561</b>
Total other comprehensive income for the year	-	<b>1,849,139</b>	<b>1,849,139</b>
<b>Balance at 31 December 2021</b>	<b>3,805,719</b>	<b>3,476,213</b>	<b>7,281,932</b>

The accompanying notes form part of this financial report.

## NOTES TO THE FINANCIAL STATEMENTS

**For the year ended 31 December 2021**

### Note 1: Details

The principal place of business of Anglican Diocesan Services (ADS) is 221 London Circuit, Canberra.

The Anglican Diocesan Services was incorporated under the *Diocesan Services Incorporation Ordinance 2010* effective 1 July 2013.

The purpose of Diocesan Services is to provide administrative, financial, and property services effectively and efficiently to Diocesan Agencies.

### Note 2: Summary of significant accounting policies

#### 2.1 Basis of preparation

The financial statements are general purpose financial statements, which have been prepared in accordance with the requirements of the Australian Accounting Standards - Reduced Disclosure Requirements and other authoritative pronouncements of the Australian Accounting Standards Board and the requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions to which they apply. Material accounting policies adopted in the preparation of these financial statements are presented below. They have been consistently applied unless otherwise stated.

The financial statements are reported in Australian dollars and have been prepared on an accruals basis of accounting including the historical cost convention, except for land and buildings that have been measured at fair value, and the going concern assumption.

Where necessary, the figures for the previous year have been reclassified and repositioned for consistency with current year disclosures.

#### 2.2 New accounting standards and interpretations

The accounting policies adopted are consistent with those of the previous financial period, there have been no changes to accounting policies during the year.

#### 2.3 Statement of compliance

The financial report is a general purpose financial report, which has been prepared in accordance with the requirements of Australian Accounting Standards – Reduced Disclosure Requirements and other authoritative pronouncements of the Australian Accounting Standards Board. Anglican Diocesan Services is a not-for-profit, private sector entity which is not publicly accountable. Therefore, the financial statements for Anglican Diocesan Services are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements (AASB – RDRs).

#### 2.4 Income tax

The Anglican Diocesan Services is exempt from the payment of Income Tax under Section 50-5 of the *Income Tax Assessment Act 1997*.

## 2.5 Revenue Recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the entity and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty.

Revenue is recognised for the major income sources as follows:

### Interest income

Interest income is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocation of the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

### Service Level Agreements

The ADS provides corporate support services and leases to diocesan agencies under Service Level Agreements (SLA's).

SLA corporate support services revenue is recognised monthly as there is a direct correlation between the effort (primarily staff time) and the transfer of service to diocesan agencies. The SLA fee is renegotiated and set annually.

### Management fees

The ADS provides various support services to the Diocese which are funded through management fees. The management fees are generally recognised monthly as there is a direct correlation between the effort (primarily staff time) and the transfer of service to the Diocesan agencies. Agency, parish and third party contributions are recognised within management fees and are recognised under AASB 1058 when an asset is received in a transaction. The majority of these payments are received in even monthly amounts.

### Grant revenue

Grant revenue to fund chaplaincy services is recognised on receipt of the grant, unless the grant agreement is sufficiently detailed enough to apply AASB 15 then it will be when performance obligations are met.

### Donations, fundraising income and conference income

Donations, fundraising income and conference income are recognised under AASB 1058 when an asset is received in a transaction.

### Rental income

Rental income is recognised when it is received or when the right to receive payment is established.

### Fleet charges

Fleet charges are recognised when the service has been provided or when the right to receive payment is established.

### Other revenue

Other revenue is recognised when the right to receive payment is established.

### Aggregate deductible

The aggregate deductible revenue is charged to all Diocesan agencies at the start of each year and used to cover the excess for any claims made. Where there is no performance obligation, revenue is recognised on receipt.

## 2.5 Revenue Recognition (continued)

### Government funding

When government funding is received whereby this gives rise to a liability or other performance obligation, the revenue is recognised in the statement of financial position as a liability and is recognised as revenue when the obligation has been met. Where there is no performance obligation, revenue is recognised on receipt.

## 2.6 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

### i) Financial assets

#### Initial recognition and measurement

Financial assets are classified at initial recognition, and subsequently measured at either amortised cost, fair value through other comprehensive income (OCI), or fair value through profit or loss. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and ADS's business model for managing them. With the exception of trade receivables that do not contain a significant financing component, ADS initially measures a financial asset at its fair value. Trade receivables that do not contain a significant financing component are measured at the transaction price determined under applicable revenue recognition principles.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

ADS's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

#### Subsequent measurement

##### Financial assets at amortised cost (debt instruments)

ADS measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

ADS's financial assets at amortised cost includes trade receivables and prepayments.

#### Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from ADS's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or



## 2.6 Financial instruments (continued)

- ADS has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) ADS has transferred substantially all the risks and rewards of the asset, or (b) ADS has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When ADS has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, ADS continues to recognise the transferred asset to the extent of its continuing involvement. In that case, ADS also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that ADS has retained.

### Impairment of financial assets

For trade receivables, ADS applies a simplified approach in calculating expected credit loss (ECL). Therefore, ADS does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. ADS has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. The expected credit loss allowance on trade receivables for 2021 is \$5,822 (2020: \$7,504).

### ii) Financial liabilities

#### Classification and subsequent measurement of financial liabilities

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, or payables.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

ADS's financial liabilities include trade and other payables and loans and borrowings.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

Where there is an unconditional right to defer settlement of the liability for at least 12 months after the reporting date, the loans or borrowings are classified as non-current.

This category generally applies to interest-bearing loans and borrowings.

## 2.7 Cash and cash equivalents

Cash in the statement of financial position comprises cash at banks and on hand and short-term deposits with a maturity of three months or less.

## 2.8 Property, plant and equipment

Property, plant and equipment are held at cost except for Land & Buildings which are held at fair value under the revaluation model, net of accumulated depreciation and accumulated impairment losses, if any.

## 2.8 Property, plant and equipment (continued)

### Impairment

ADS assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, ADS estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Diocese were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of comprehensive income.

Property, plant and equipment that has been contributed for no cost, or nominal cost, is initially measured at fair value at the date on which control is obtained.

### Depreciation

The depreciable amount of all fixed assets is depreciated on a straight line basis over the useful lives of the assets. The depreciation rates used for each class of depreciable asset are:

<b>Class of Fixed Asset</b>	<b>Depreciation Rate</b>
Furniture and fittings	10%
Plant and equipment	10%
Motor vehicles	20%
Computer equipment	25%
Buildings	2%

### Revaluations

Valuations are performed with sufficient frequency to ensure that the carrying amount of a revalued asset does not differ materially from its fair value.

A revaluation surplus is recorded in other comprehensive income and credited to the asset revaluation surplus in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in profit or loss, the increase is recognised in profit and loss. A revaluation deficit is recognised in the statement of profit or loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation surplus.

## 2.9 Employee entitlements

- Liability for annual leave is recognised, and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date including on costs. Expenses for sick leave are recognised when the leave is taken and are measured at the rates paid or payable.
- The liability for long service leave is recognised and measured at the present value of all amounts accrued as at reporting date including on costs.

## 2.10 Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense, or when receivables and payables are stated with the amount of GST included.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

## 2.11 Leases

ADS assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### ADS as a lessee

ADS applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. ADS recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

#### i) Right-of-use assets

ADS recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Office rental 5 years

No ownership of the leased asset transfers to ADS at the end of the lease term.

#### ii) Lease liabilities

At the commencement date of the lease, ADS recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by ADS and payments of penalties for terminating the lease, if the lease term reflects ADS exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs. In calculating the present value of lease payments, ADS uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

ADS's lease liabilities are included in interest bearing liabilities (see Note 7).

#### iii) Short-term leases and leases of low-value assets

ADS applies the short-term lease recognition exemption to its short-term leases of equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

## 2.11 Leases (continued)

### ADS as a lessor

Leases in which ADS does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Some plant and equipment; computing equipment and motor vehicles are owned by Anglican Diocesan Services to provide services under the SLA agreements to related entities.

ADS's lease assets are included in Property, plant and equipment (see Note 6).

The related charges are discussed earlier in Note 2.5 'Revenue recognition'.

## 2.12 Significant accounting judgments, estimates and assumptions

### Revaluation of land and buildings

ADS measures land and buildings at revaluation amounts with changes in fair value being recognised in other comprehensive income. ADS engages an independent valuation specialist to determine fair value. The last valuation conducted was during the financial year ended 31 December 2021.

### Provision for expected credit loss on trade receivables

Trade receivables include amounts owed from Parishes, Anglican schools and other Diocesan agencies. For trade receivables, ADS applies a simplified approach in calculating expected credit loss (ECL). Therefore, ADS does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. ADS has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. The expected credit loss allowance on trade receivables for 2021 is \$5,822 (2020: \$7,504).

No other accounting judgments, estimates or assumptions have been identified that have a significant risk of causing a material adjustment to the carrying amounts of certain assets and liabilities within the next annual reporting period.

## 2.13 Intangible assets

### Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level.



### 2.13 Intangible assets (continued)

The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

#### Capitalised development costs

Capitalised development expenditures on an individual project are recognised as an intangible asset when ADS can demonstrate:

1. The technical feasibility of completing the intangible asset so that the asset will be available for use or sale
2. Its intention to complete and its ability and intention to use or sell the asset
3. How the asset will generate future economic benefits
4. The availability of resources to complete the asset
5. The ability to measure reliably the expenditure during development

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefit. Amortisation is recorded in cost of sales. During the period of development, the asset is tested for impairment annually.

### Note 3: Salaries and associated costs

	2021	2020
	\$	\$
Wages and salaries	6,731,851	6,289,323
Superannuation	738,412	662,506
Leave entitlements	819,274	724,918
Other associated costs	256,949	199,391
<b>Total salaries and associated costs</b>	<b>8,546,486</b>	<b>7,876,138</b>

### Note 4: Other expenditure

Travel	27,450	32,815
Conferences and training	54,749	11,787
Information technology	298,388	258,203
<b>Total other expenditure</b>	<b>380,587</b>	<b>302,805</b>

### Note 5: Receivables

Trade debtors	2,012,659	844,318
Expected credit loss provision	(5,822)	(7,504)
Accrued income	111,736	25,000
<b>Total receivables</b>	<b>2,118,573</b>	<b>861,814</b>

Trade receivables include amounts owed from parishes, Anglican schools and other Diocesan agencies. ADS management assesses the expected credit loss provision at \$5,822 (2020: \$7,504)

**Note 6: Property, plant and equipment**

	Furniture and fittings	Computing equipment	Motor Vehicles	Plant and equipment	Land and buildings at fair value	Total
	\$	\$	\$	\$	\$	\$
<b>At cost or fair value</b>						
Opening balance as at 1 January 2021	489,451	6,021,476	6,079,795	705,568	5,364,416	18,660,706
Additions	28,802	1,203,858	1,129,326	69,304	2,664,588	5,095,878
Disposals at cost	-	-	(1,079,690)	-	-	(1,079,690)
Revaluations	-	-	-	-	1,810,601	1,810,601
<b>At 31 December 2021</b>	<b>518,253</b>	<b>7,225,334</b>	<b>6,129,431</b>	<b>774,872</b>	<b>9,839,605</b>	<b>24,487,495</b>
<b>Accumulated depreciation</b>						
At 1 January 2021	429,301	3,509,105	2,831,357	152,010	332,799	7,254,572
Depreciation charge for the year	28,931	1,140,598	1,063,034	67,196	56,670	2,356,429
Depreciation on disposals	-	-	(672,256)	-	-	(672,256)
Revaluations	-	-	-	-	(38,538)	(38,538)
<b>At 31 December 2021</b>	<b>458,232</b>	<b>4,649,703</b>	<b>3,222,135</b>	<b>219,206</b>	<b>350,931</b>	<b>8,900,207</b>
<b>Net book value</b>						
<b>At 31 December 2021</b>	<b>60,021</b>	<b>2,575,631</b>	<b>2,907,296</b>	<b>555,666</b>	<b>9,488,674</b>	<b>15,587,288</b>

The motor vehicles are owned by Anglican Diocesan Services to provide services under the SLA agreements to related entities. The related charges are based on a monthly per use rate which is renegotiated annually.

All values are measured at cost except Land and buildings which are measured at fair value.

**Note 7: Interest bearing liabilities**

	2021	2020
	\$	\$
Rental lease liabilities	1,274,030	1,614,604
Loans - AIDF - MAFF	3,096,024	2,634,008
Loans - AIDF - Insurance loan	1,765,976	-
Loans - AIDF - Newdegate Street	2,991,991	-
Loans - AIDF - Motor Vehicles	2,747,744	3,229,677
<b>Total Borrowings</b>	<b>11,875,766</b>	<b>7,478,289</b>
a) Current borrowings	287,492	276,102
b) Non-current borrowings	11,588,274	7,202,187
<b>Total borrowings</b>	<b>11,875,766</b>	<b>7,478,289</b>

The insurance funding loan is used to assist entities within the Diocese who wish to pay for the annual cost of insurance under the Anglican National Insurance Program in instalments over a 1 year period.

Motor vehicle loans have terms of 4 years covering interest and principal.

**Note 8: Leases****ADS as a lessor**

ADS has entered into operating leases of MAFF assets for non-cancellable equipment leases to Diocesan entities. The leases have terms between 3 and 7 years. Operating lease income recognised by ADS during the year is \$1,380,135 (2020: \$868,074).

Future minimum rentals receivable under non-cancellable operating leases as at 31 December 2021 are as follows:-

	2021	2020
	\$	\$
Within one year	1,131,805	1,146,083
After one year but not more than five years	1,140,817	1,216,603
More than five years	10,099	25,626
	<b>2,282,721</b>	<b>2,388,312</b>

ADS has entered into cancellable short term operating leases of Motor Vehicles. The motor vehicles are owned by ADS to provide services under the SLA agreements to related entities. The related charges are based on a monthly per use rate which is renegotiated annually. Motor vehicle fleet operating lease income recognised by ADS during the year is \$2,020,366 (2020:\$1,971,490).

**ADS as a lessee**

ADS has entered into an operating lease rental of office space with an unrelated entity.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:

**Note 8: Leases (continued)**

	<b>Office rental</b>
	<b>\$</b>
<b>As at 1 January 2021</b>	1,238,887
Adjustments	(32,008)
Depreciation expense	(241,376)
<b>As at 31 December 2021</b>	<b>965,503</b>

	<b>2021</b>	2020
	<b>\$</b>	<b>\$</b>
<b>Total right of use</b>	<b>965,503</b>	1,238,887

The operating lease rental has a term of 6 years. Operating lease rental expense recognised by ADS during the year is \$247,777 (2020: \$247,777). The rental agreement is due to expire in December 2025.

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

	<b>2021</b>	2020
	<b>\$</b>	<b>\$</b>
<b>As at 1 January 2021</b>	<b>1,614,604</b>	1,867,115
Adjustments	<b>(71,486)</b>	-
Accretion of interest	<b>57,867</b>	70,017
Payments	<b>(326,955)</b>	(322,528)
<b>As at 31 December 2021</b>	<b>1,274,030</b>	1,614,604

	<b>2021</b>	2020
	<b>\$</b>	<b>\$</b>
<b>a) Current liability</b>	<b>287,492</b>	276,102
<b>b) Non-current liability</b>	<b>986,538</b>	1,338,502
	<b>1,274,030</b>	1,614,604

**Note 9: Provisions**

	<b>2021</b>	2020
	<b>\$</b>	<b>\$</b>
<b>a) Current</b>		
Short term employee benefits	<b>1,818,587</b>	1,703,468
<b>b) Non Current</b>		
Long term employee benefits	<b>200,317</b>	114,668
<b>Total provision for employee benefits</b>	<b>2,018,904</b>	1,818,136

**Note 10: Commitments and contingencies**

There are no commitments or contingent liabilities at 31 December 2021 and 31 December 2020.

**Note 11: Intangible assets**

	Development Costs (WIP) \$	Total \$
<b>Cost</b>		
Opening balance as at 1 January 2021	166,575	166,575
Disposals at cost	(166,575)	(166,575)
<b>At 31 December 2021</b>	<b>-</b>	<b>-</b>

**Note 12: Related parties****The ultimate parent**

The ultimate parent entity is the Synod of the Anglican Diocese of Canberra and Goulburn.

**Loans with key management personnel**

There were no loans provided to or from key management personnel during the financial year and there were no loans outstanding at the end of the financial year.

**Key management personnel**

Key management personnel is defined by AASB 124 Related Party Disclosures as those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director of the entity.

The directors of the Board did not receive or become entitled to receive any remuneration in respect of the management of the organisation during the financial year.

The aggregate remuneration paid to key management personnel during the financial year was \$2,246,035 (2020 \$2,153,472).

**Other related parties**

During the year Anglican Diocesan Services carried out transactions with other Diocese entities as follows:

	2021 \$	2020 \$
SLA charges received from Diocese entities	8,946,145	7,205,374
Management fees and fleet charges received	3,924,671	3,471,269
AIDF interest on equity	252,690	251,083
Interest received on AIDF deposits	15,228	11,171
Drawdowns on AIDF loans	3,853,943	3,942,221
Repayment of AIDF loans	2,331,594	3,820,438
Gain on transfer of assets*	781,751	-
Interest and bank charges paid to AIDF	228,960	218,559

\*In 2021 ADS acquired two properties from the Anglican Church Property Trust for \$2m. These properties were subsequently revalued resulting in a gain on revaluation for transferred asset of \$781,751.



**Note 13: Member of the Anglican Diocesan Board**

The members of the Anglican Diocesan Services Board at any time during the year are as follows:

The Right Reverend Dr Mark Short (Chair)  
 The Right Reverend Carol Wagner  
 The Venerable Dr Neil Percival OAM (appointed 11 June 2021)  
 The Right Reverend Professor Stephen Pickard (term concluded 23 April 2021)  
 Acting Justice Richard Refshauge  
 Mr Mark Le Couteur  
 Mr Wayne Harris  
 Mrs Margaret Wheelwright  
 Mr Tim McGhie  
 Mr Trevor Ament - General Manager/ Secretary -  
 not a member of the ADS Board

**Note 14: Events after the reporting period**

The financial statements have been prepared based upon conditions existing at 31 December 2021 and considering those events occurring subsequent to that date, that provide evidence of conditions that existed at the end of the reporting period.

No other matters or circumstances have arisen since the end of the financial year that have significantly affected or may significantly affect the operations of Anglican Diocesan Services or the results of those operations in subsequent financial years.

**Note 15: Economic Dependency**

The Anglican Diocesan Services was incorporated under the *Diocesan Services Incorporation Ordinance 2010*.

The Anglican Diocesan Services is dependent on the Diocese and the service level agreements it has with diocesan entities for its continued existence.



ANGLICAN DIOCESAN  
SERVICES

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