



20' ANNUAL REPORT



ANGLICAN DIOCESAN
SERVICES



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FOREWORD FROM THE BISHOP

The year of 2020 came with its own lexicon. We dealt with ‘unprecedented’ circumstances, we learned to ‘pivot’ quickly and we discovered that ‘virtual’ is a more useful adjective than we had previously realised.

All this was certainly true of the work of Anglican Diocesan Services (ADS) during a year heavily impacted by COVID-19 and related restrictions on movement and gathering. ADS staff ensuring that ministry units and agencies were able to access Government financial support through the JobKeeper scheme and they informed and assisted staff and volunteers on the ground so they were fully compliant with COVIDsafe best practice. They strengthened and developed relationships and partnerships with Diocesan Schools and with St Mark’s National Theological Centre so that by the end of the year we were a more connected and integrated Diocese than we were at the beginning.

One of the fruits of this work was that it allowed ministries across the Diocese to continue to do what God has called them to do. In my address to the September 2019 Synod I introduced the following six key priority areas as a framework for understanding and reflecting on our common mission:

1. Gracious and patient witness
2. Safe and sustainable ministry
3. Compassionate and skilled service
4. Creative and informed advocacy
5. Just and generous stewardship
6. Inspiring and empowered worship

The particular calling of ADS is to assist, empower and resource parishes, ministry units, schools and Diocesan agencies to express these priorities as well as embodying them in its common life. By drawing together a team with diverse skills and experience and by building connections between different aspects of the Diocese ADS witnesses to the truth that in Christ the whole is truly greater than the sum of the parts.

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. We have many reasons to say and sing with David “The Lord is my light and my salvation; whom shall I fear? The Lord is the stronghold of my life; of whom shall I be afraid?” (Psalm 27:1. NRSV)

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

MESSAGE FROM THE GENERAL MANAGER



2020 was certainly a unique year for ADS and the Diocese as we faced the challenges of the summer bushfires, the Canberra hail storm and the COVID-19 pandemic. Yet despite these challenges, as Bishop Mark has noted, there have been many examples of God's faithfulness and provision.

February 2020, we welcomed Bishop Carol as our new Assistant Bishop and Vicar General. In addition to the standard operating demands and the secretarial support provided to various Diocesan Board and Committees other key highlights of 2020 included:

- Government stimulus initiatives, such as JobKeeper, were implemented to assist in finance stability for ADS and the wider Diocese due to the COVID-19 pandemic.
- Significant support was provided to ministry units and agencies to ensure appropriate COVIDSafe management strategies and compliance requirements were implemented across the Diocese.
- New Service Level Agreements (SLAs) formed with St Mark's National Theological Centre, The Riverina Anglican College and Anglican Insurance & Risk Services.
- A new agreement has been established with St Mark's National Theological Centre to provide an induction and training program for all ADS staff. This is a great initiative and one that we are all looking forward to subject to COVID restrictions.

Late in the year the ADS had the opportunity to come together to celebrate Christmas after spending the majority of the year working from home. It was a time to celebrate the year with a healthy BBQ breakfast at St Mark's National Theological Centre which included guided tours on the Pilgrim walk and Barton site.

In closing I wish to record my thanks to the staff of the ADS for their efforts over 2020. Without their dedication and commitment to the ADS and the wider Diocese we would not have been in a position to assist our agencies and entities to the extent we did during the challenges experienced through the bushfires, storm damage (hail) and COVID-19.

I would also like to thank Bishop Mark for his patience, wisdom and guidance over 2020 and the ADS Board for their continued support and encouragement.

Trevor Ament
General Manager - Anglican Diocesan Services



ABOUT OUR ORGANISATION

MISSION STATEMENT

*Shared services in the business
of engaging our world*

Anglican Diocesan Services (ADS) provides professional corporate services for Ministry Units, Diocesan Agencies and Schools which are specific to their requirements and ensure continuous improvement and efficiency in administration.

ADS is a strategic initiative of Bishop-in-Council, formed to be a key mission partner, for all the entities of the Anglican Diocese of Canberra and Goulburn. The work of ADS through the growth of mission partnerships ensures Bishop-in-Council has confidence in a challenging financial and complex regulatory environment.

ADS supports all people of our Diocese to be equipped and released to engage our world with the love and truth of Jesus.

VISION & OBJECTIVES



PURPOSE & FUNCTIONS

As outlined in sections 4 and 5 of the ADS Ordinance:

Section 4



The purpose of the ADS is to facilitate the mission of the Church and the delivery of the mission by agencies and ministry units in the Diocese by providing administrative services (particularly employment services) and property services effectively and efficiently.

Section 5



The function of the ADS includes the provision of administrative services and property services to the central operations of the Diocese, including the Bishop, the Assistant Bishops, Synod, Bishop-in-Council, Ministry Executive, the Property Trust, the Chancellor, the Registrar and the Treasurer to any committees, task-forces or working parties or similar bodies established by any of them; and

The function of the ADS includes the provision of administrative or property services to:

- a) any unincorporated diocesan agency which requests them; or
- b) to which the Bishop-in-Council directs that such services be provided; and
- c) any incorporated diocesan agency or any ministry unit where the agency or unit requests such services be so provided.

SERVICE PROVISION

The ADS is currently providing services through its ordinance obligations and SLAs as follows:

SECTION 5.1 - ADS ORDINANCE	Commencement	Current Term
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

Section 5.2 - SLA's	Commencement	Renewed	Current Term
Anglicare NSW South, NSW West and ACT <i>BIC Resolution: 7550/13</i>	17 October 2013	2018	1 July 2018 – 30 June 2021
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>	15 July 2014	2016	1 January 2016 – 31 December 2020
Anglican Investment and Development Fund (AIDF)	23 February 2016	2019	1 July 2019 – 30 June 2022
The Anglican School Googong	January 2016	2019	1 September 2018 – 31 December 2021
Burgmann Anglican School <i>(leased equipment)</i>	January 2017		January 2022
The Riverina Anglican College	January 2018 <i>(ICT/leased equipment only)</i>	2019 – <i>expanded service provision</i>	1 July 2019 – 31 December 2022
St Mark's National Theological Centre	1 July 2019	n/a	1 July 2019 – 30 June 2022

ADS INFORMATION

STAFFING

As at 31 December 2020, ADS had 63 staff members (including Chaplains) comprising of permanent and permanent part-time staff. This equates to 48 Full Time Equivalent (FTE) (including Chaplains).

SECRETARIAT

The General Manager is 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.

STATUTORY COMPLIANCE

Registered ABN: 55 349 267 973

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

CONTACT

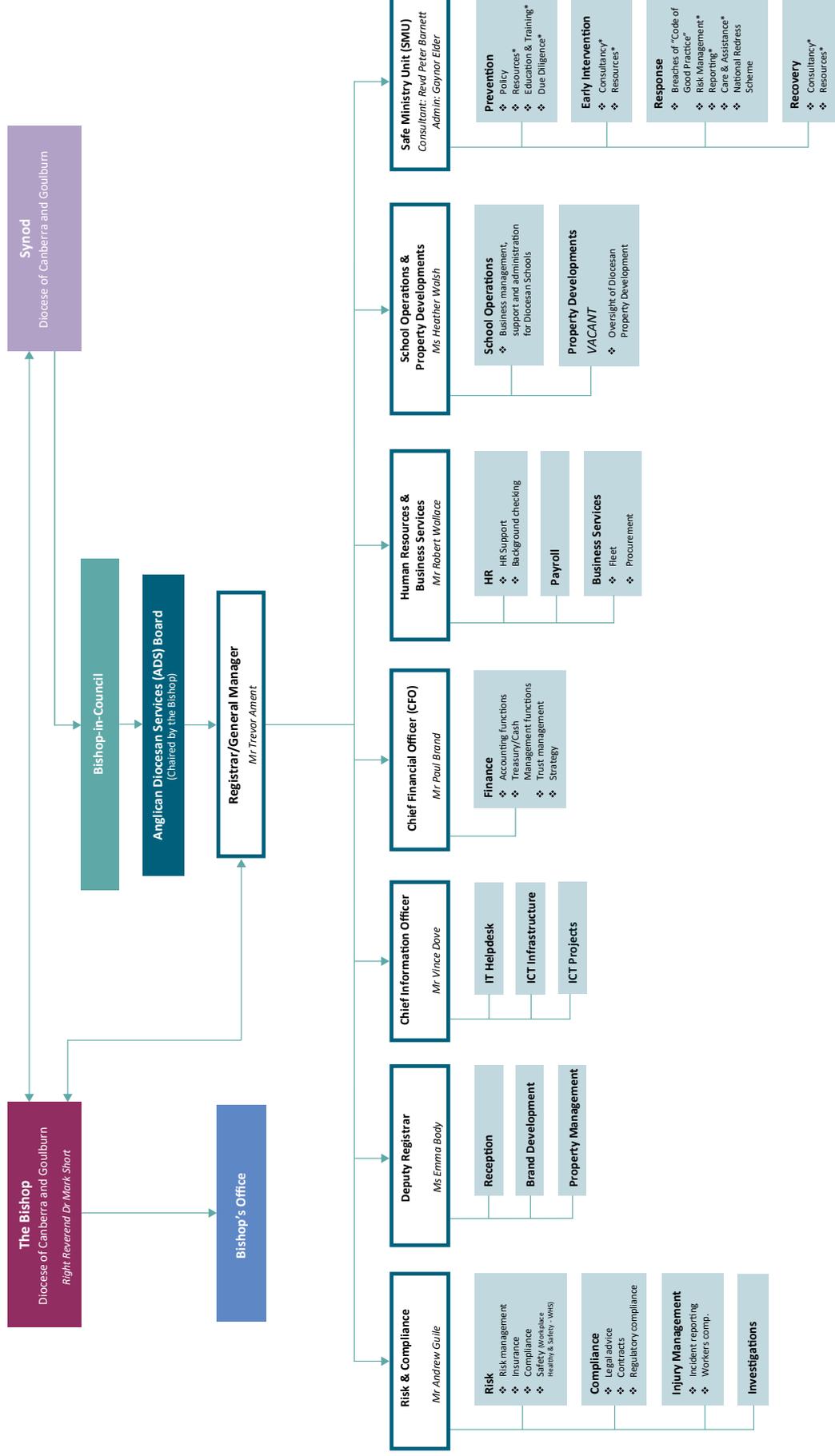
Location Level 4, 221 London Circuit, Canberra ACT

Postal GPO Box 1981, Canberra ACT 2601

Phone (02) 6245 7101

Fax (02) 6245 7199





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

MEMBERSHIP & GOVERNANCE

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 the ADS. The current membership of the ADS Board, as at 31 December 2020, is as follows:



**The Right Reverend
Dr Mark Short**
Chair
Appointed April 2019



**The Right Reverend
Carol Wagner**
Member
Appointed 3 April 2020



**The Right Reverend
Trevor Edwards**
Member
Appointed September 2011
Retired 11 January 2020



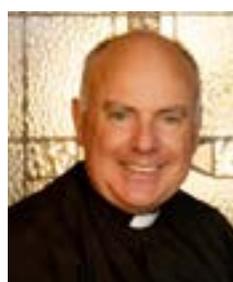
**Acting Justice
Richard Refshauge**
Member
Appointed September 2011



**The Right Reverend
Professor Stephen Pickard**
Member
Appointed October 2018



Mr Wayne Harris
Member
Appointed September 2011



**The Venerable
Dr Brian Douglas**
Member
Appointed April 2016
Retired 10 August 2020



Mr Mark Le Couteur
Member
Appointed August 2017



**Mrs Margaret
Wheelwright**
Member
Appointed October 2014



Mr Tim McGhie
Member
Appointed 3 April 2020

The ADS Board wishes to place on record its thanks and appreciation to Bishop Trevor and Archdeacon Brian for their service and contribution to the ADS Board during their time as members.

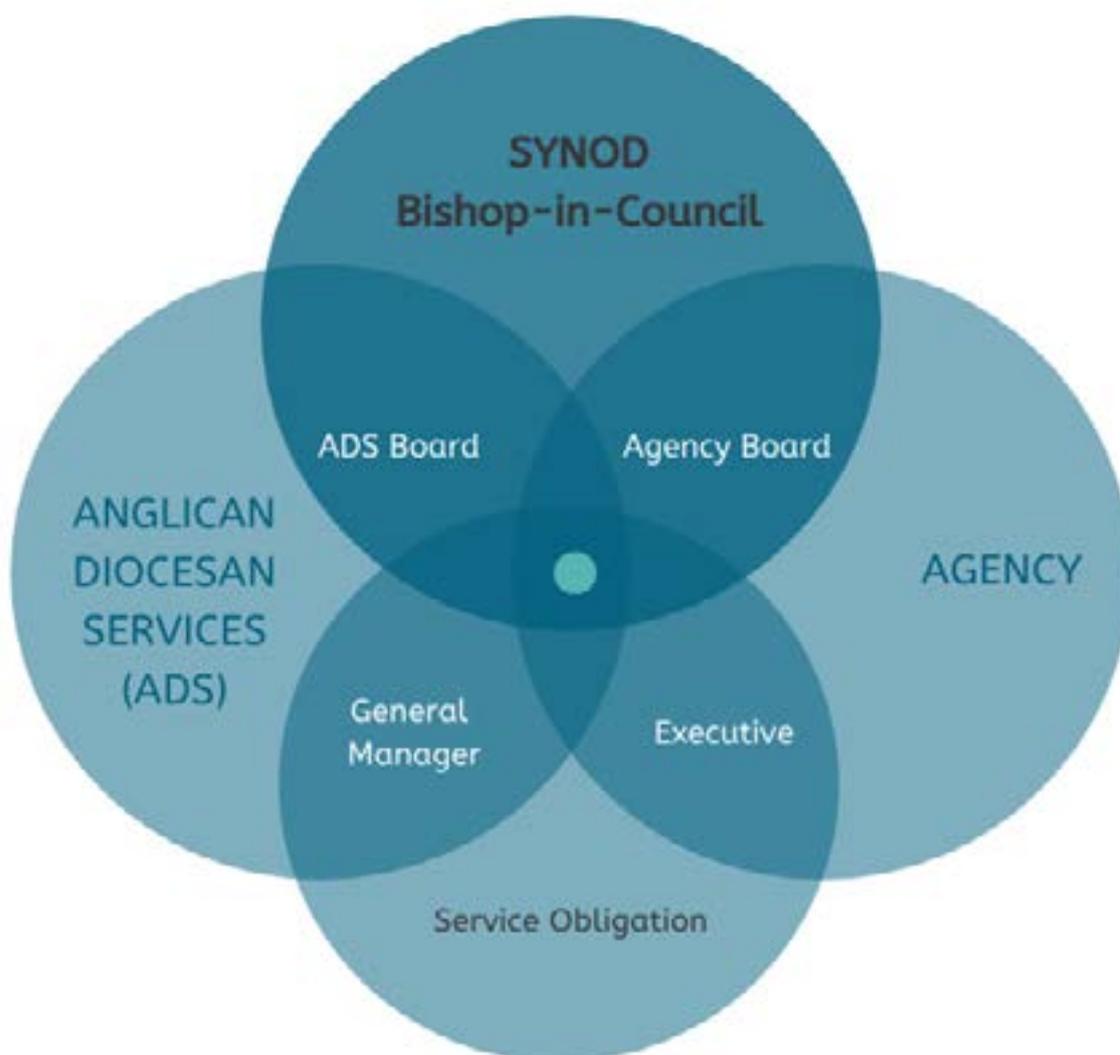
GOVERNANCE

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.

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:



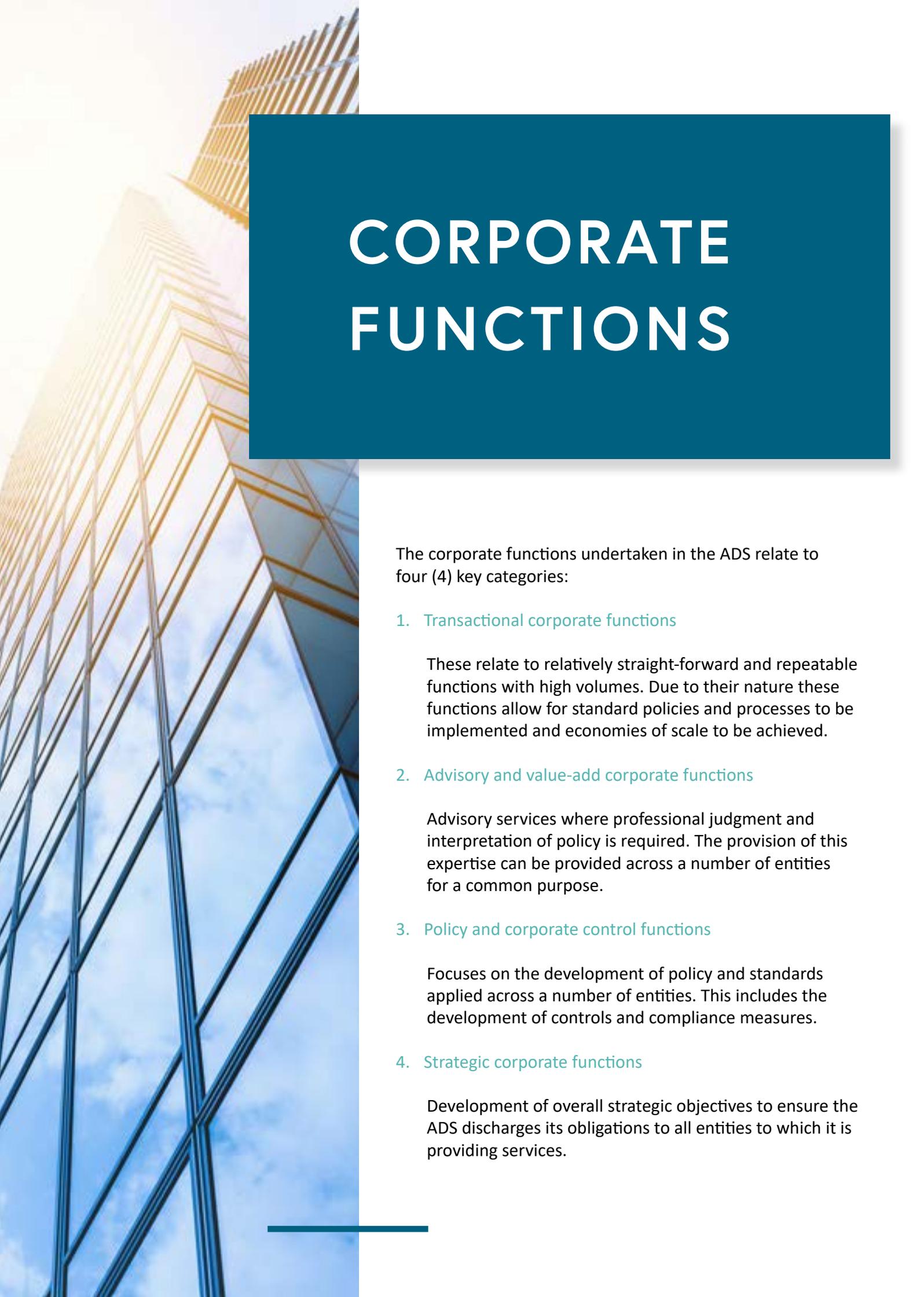
BOARD MEETINGS

Meetings of the ADS Board are scheduled every second month. A total of eight (8) regular meetings, one (1) special meeting and two (2) electronic votes were held in 2020. A majority of the meetings were held via Zoom owing to the COVID-19 pandemic and associated restrictions.

The table below sets out the number of meetings attended by each member (electronic votes are not included in these figures):

Board Member	Meetings Attended	Meetings Eligible to Attend
The Right Reverend Dr Mark Short <i>Chair/ Bishop</i>	9	9
The Right Reverend Trevor Edwards <i>Retired 11 January 2020</i>	0	0
The Right Reverend Carol Wagner <i>Appointed 3 April 2020</i>	7	7
The Right Reverend Professor Stephen Pickard	9	9
The Honorable Richard Refshauge	7	9
The Venerable Dr Brian Douglas <i>Retired 10 August 2020</i>	6	6
Mr Wayne Harris	8	9
Mrs Margaret Wheelwright	9	9
Mr Mark Le Couteur	9	9
Mr Tim McGhie <i>Appointed 3 April 2020</i>	7	7
Mr Trevor Ament <i>Board Secretary</i>	9	9





CORPORATE FUNCTIONS

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

1. Transactional corporate functions

These relate to relatively straight-forward and repeatable 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 and value-add corporate functions

Advisory services where professional judgment and interpretation of policy is required. The provision of this expertise can be provided across a number of entities for a common purpose.

3. Policy and 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

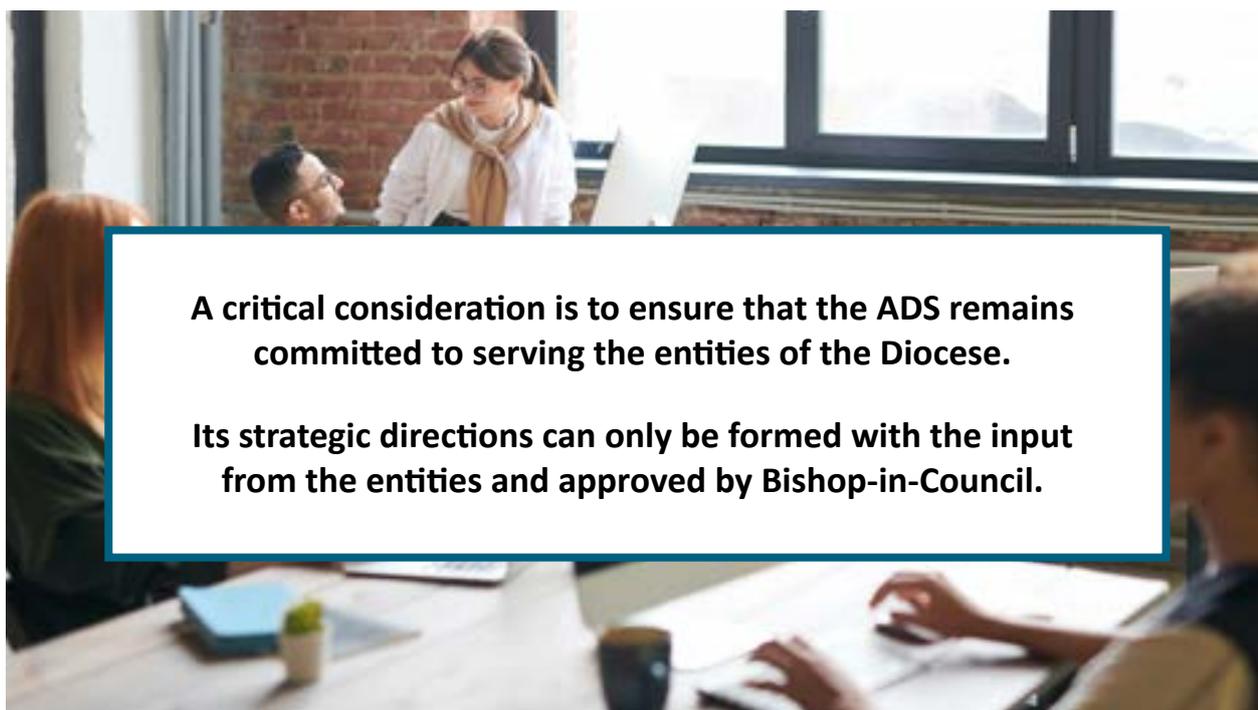
Development of overall strategic objectives to ensure the ADS discharges its obligations to all entities to which it is providing services.

With these four categories established, the corporate functions provided by the ADS then form the basis of the SLAs and are costed within a budget framework.

The Corporate functions provided through our SLAs include:

- Payroll
- Human Resources
- Fleet Management
- Risk and Compliance
- Injury Management
- Finance
- Procurement
- Information and Communications and Technology (ICT)
- Property Management
- Provision of Equipment – Leasing
- Project Support 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 provision to be negotiated and articulated and ensures appropriate reviews, approvals and costings are undertaken. It is anticipated that agencies of the Diocese will utilise the ADS rather than contract out to external suppliers or re-engage or re-develop their own in-house capacity.





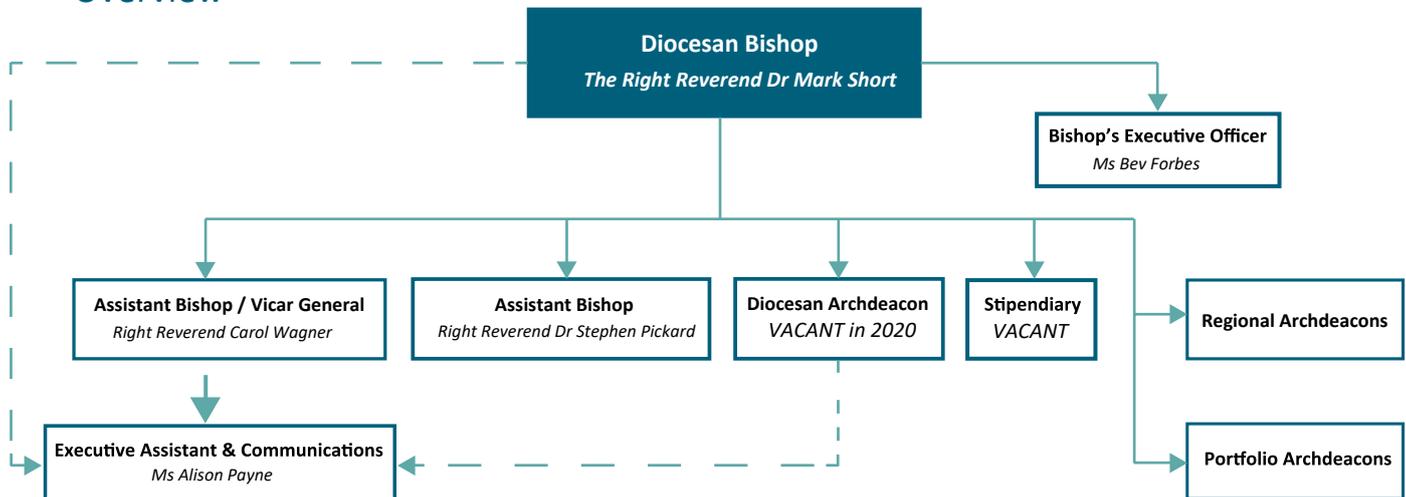
2020 IN REVIEW

OUR DEPARTMENTS

- BISHOP'S OFFICE
 - GENERAL MANAGER / EXECUTIVE
 - HUMAN RESOURCES
 - BUSINESS SERVICES
 - FINANCE
 - RISK & COMPLIANCE
 - INFORMATION, COMMUNICATION & TECHNOLOGY (ICT)
 - SCHOOLS & PROPERTY
-

BISHOP'S OFFICE

Overview



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, Archdeacons, Area Deans and other senior clergy and lay leaders.

During 2020, it was a joy to welcome Bishop Carol (Assistant Bishop and Vicar General) to the staff of the Bishop's Office following her consecration on 22 February 2020. Her work and support over 2020 has been invaluable.

Bishop Stephen Pickard's assistance with various Episcopal duties also continues to be greatly appreciated. As does the executive support provided by Ms Bev Forbes and the administrative and communications support provided by Ms Alison Payne.

The Reverend Ian Marshall, through his role as Director of Ordinations, also provided a significant contribution and support across this important portfolio.

Archdeacons

During 2020 there were a number of Archidiaconal changes as outlined in the Bishop-in-Council Annual Report. The Archdeacons continued to provide invaluable support over 2020 across the various regions of the Diocese, particularly in responding to the challenges presented by 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

During 2020 Archdeacon Dr Wayne Brighton continued to oversee the Diocesan Chaplaincy portfolio.

The functions of this portfolio include:

1. Providing administrative and pastoral oversight for diocesan chaplains.
2. Initiating a chaplaincy support and facilitation plan to coordinate the range of chaplaincy provided across the Diocese.
3. Serving on boards or management committees to enhance the ministry of chaplaincy within the civil arena.
4. Liaising with civil institutions to establish access to chaplaincy coverage.

Chaplaincy services are provided across the ACT and NSW within schools, universities, hospitals, mental health facilities, the police force, correctional facilities, aged care facilities, retirement villages and Parliamentary Christian Fellowship.

Currently Chaplaincy contracts are in place with:

- RSL Lifecare for the provision of chaplaincy services at Fred Ward Gardens (Curtin), Bill McKenzie Gardens (Page) and facilities on the South Coast (Merimbula, Tura Beach and Eden).
- ACT Government for the provision of chaplaincy services at the Alexander Maconochie Centre.
- NSW Government Department of Communities and Justice for the provision of chaplaincy services at the Goulburn Correctional Centre.
- NSW Government Southern NSW Health District for the provision of chaplaincy services within the Goulburn Health Service.

The Chaplaincy Service Agreement with GEO for the provision of chaplaincy services at the Junee Correction Centre is currently being renegotiated.



St Banabas' Narrawa, Crookwell

Exploratory Ministry Chaplaincy Unit

The following ministries are currently within the Exploratory Ministry Chaplaincy Unit (EMCU):

- Embracing Ministries
- Snowy Mountains Ministry
- Dinka Congregation
- Collector
- Marulan

Support also continues to be provided to the South Sudanese Anglican Ministry (SSAM) which was recognised as a Chaplaincy Unit in 2018.

During 2020 the work of the EMCU continued under the oversight of the Archdeacon for Chaplaincy and other Regional Archdeacons however the challenges of bushfires and the COVID-19 pandemic and a decline in membership owing to the retirement of a number of members meant that very few formal meetings of the EMCU Council were held.

In addition, Archdeacon Wayne Brighton advised of his intention to step down from the role of Archdeacon for Chaplaincy following the appointment of the new Diocesan Archdeacon, Tom Henderson-Brooks who has assumed responsibility for Chaplaincy and Mission.

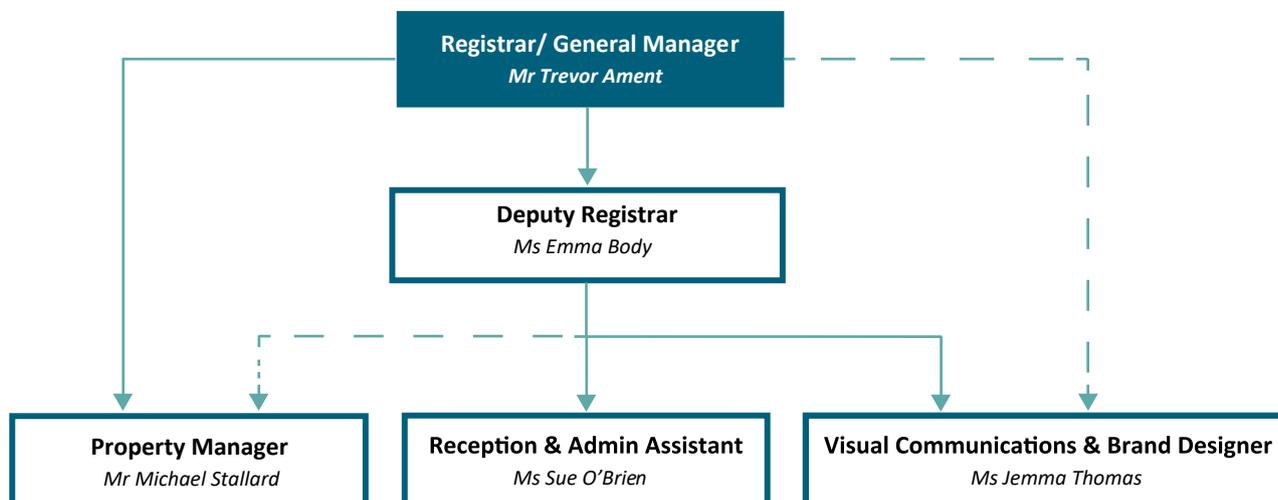
Archdeacon Tom is currently reviewing all aspects of the Chaplaincy portfolio and the EMCU. This work will continue to be progressed during 2021.



Christ Church, Bungonia - Image Credit: Michael Gardener on findagrave.com

GENERAL MANAGER / EXECUTIVE

Overview



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 Removals.
- Parish Returns.
- Production and distribution of the Administrative Circular.
- Design and production of Annual Reports.
- Management of DioLog (ADS Intranet).
- Property Management.
- 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.
- Reviewing and co-ordinating processes within the ADS so as to best serve the needs of our ministry units and agencies.



2020 Highlights

Response to the Bushfires and COVID-19 Pandemic

During 2020 the key focus was developing and co-ordinating the response to the bushfires and the COVID-19 pandemic. This required a collective effort not just within the ADS but across the whole of the Diocese and has encompassed a significant volume of work. Full details regarding this are outlined in the Bishop-in-Council Annual Report.

In addition, COVID-19 restrictions resulted in the closure of the ADS office for several months and meant that ADS staff had to transition to working from home. Despite the challenges, the central operations of the Diocese and service delivery to our mission partners continued uninterrupted as we adapted to utilising Zoom and other technologies to keep connected.

PwC Current to Future State Review of the ADS

During 2020, substantial progress was made across the ADS in regard to implementation of the recommendations of the PwC benchmarking review conducted in 2019. This has included significant investment in IT systems to enhance 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.

This has included the implementation of:

- SLA Dashboard Reporting
- ADS Assist
- ADS Intranet (DioLog)
- Internal workflows processes (i.e. on boarding of new staff, capital expenditure requests etc.)
- Diocesan Board Portal

Further IT system enhancements and reporting and communication initiatives are continuing to be developed.

Staff Initiatives

Regular staff communications in the form of “ADSNews” continue to be circulated on a regular basis.

In September 2020, all Bishop’s Office and ADS staff participated in Steptember - a fundraising initiative to improve the lives of children and adults living with cerebral palsy. It involved doing 10,000 steps per day during the month of September. All staff enjoyed the challenge and it was a great incentive for getting outside and being active whilst working from home.

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 or have been reviewed and approved by the ADS Board in 2020:

- Work Health and Safety
- Bullying and harassment in the workplace
- Notifiable Data Breach procedures
- Workplace Complaints
- Employee Assistance Program
- ADS Board Charter
- Privacy Policy
- Delegations policy
- Conflicts of Interest Policy
- Whistle Blower Policy
- Risk Management Policy
- Credit Card Policy
- Disaster and Emergency Management Policy
- Order and Payment of Supplies Policy
- ICT Asset management and Procurement Policy
- Capital Expenditure Policy
- Password Policy
- System Security and Acceptable Use Policy
- ADS Unreasonable Complainant Conduct Policy
- Flexible Work Arrangements
- Website Content Policy
- Financial management Policy
- Fleet management Policy
- Salary packaging Policy

Property Management

Ministry Units and Agencies

A range of Parish, Ministry Unit and Agency property matters and projects were facilitated during 2020 – please refer to the Anglican Church Property Trust (ACPT) annual report for further details. The Property Manager also attended site meetings of the St Saviour’s Cathedral Heritage Restoration Committee.

Superannuation properties

The Property Manager continues to oversee the Superannuation properties. Further details are contained within the ACPT annual report.

The Jamieson Apartments

Sales of the last remaining apartments continued to be facilitated during 2020. Please refer to the ACPT Synod Report for full details.



Manna Park

Manna Park is an Ecological Reserve situated just outside of Merimbula on the South Coast of NSW. It has been part of the Anglican Diocese of Canberra & Goulburn since 2013 and has a strong emphasis on the environment and sustainability. ADS Property Manager, Michael Stallard, is the caretaker for Manna Park and oversees the general operations, property maintenance and upkeep as well as managing bookings.

Amenities at Manna Park include a swimming pool, a large playing field, a 6km walking track and a 7.5km cross country bike trail. The local shopping centre and beaches are 4kms away at Tura Beach and all the major attractions in Merimbula are 7kms away.

Manna Park provides hostel-style accommodation for large families and groups of up to 50 people. There are four (4) family rooms, which contain a queen size bed and two (2) single beds and four (4) hostel rooms, which contain bunk beds, each sleeping 8-10 people. In 2019, all beds were upgraded with new mattresses and the family rooms now included linen.

The facility is comprised of two (2) wings, each containing a large sitting room for group meals, fully equipped kitchens and a commons room with a wood fireplace and a television.

Manna Park also has a bush camp shelter, located 1km from the main building. This designated camp area has a water tank, tap, sink, shelter with fly wire, a traditional bush loo and hammocks.

Accommodation bookings were placed on hold during 2020 due to the bushfires and COVID-19 pandemic. During this time the Manna Park logo and website was refreshed <https://mannapark.org.au/> and a new online booking portal has been implemented.



Wambiri

Wambiri has been a part of the Anglican Diocese of Canberra & Goulburn since the early 1960's. It is located at Tathra on the South Coast of NSW and is within walking distance of the beach. It was built to serve the mission of providing for our young people and it mainly hosts school camps and youth camp programs. ADS Property Manager, Michael Stallard, is the caretaker for Wambiri and is responsible for the property maintenance and upkeep of the site.

The site used to provide hostel-style accommodation consisting of mainly of bunk style rooms, which could sleep up to 80 people and also had 13 camping sites for tents, caravans and campers. Amenities included a commercial kitchen, recreation hall and an oval.

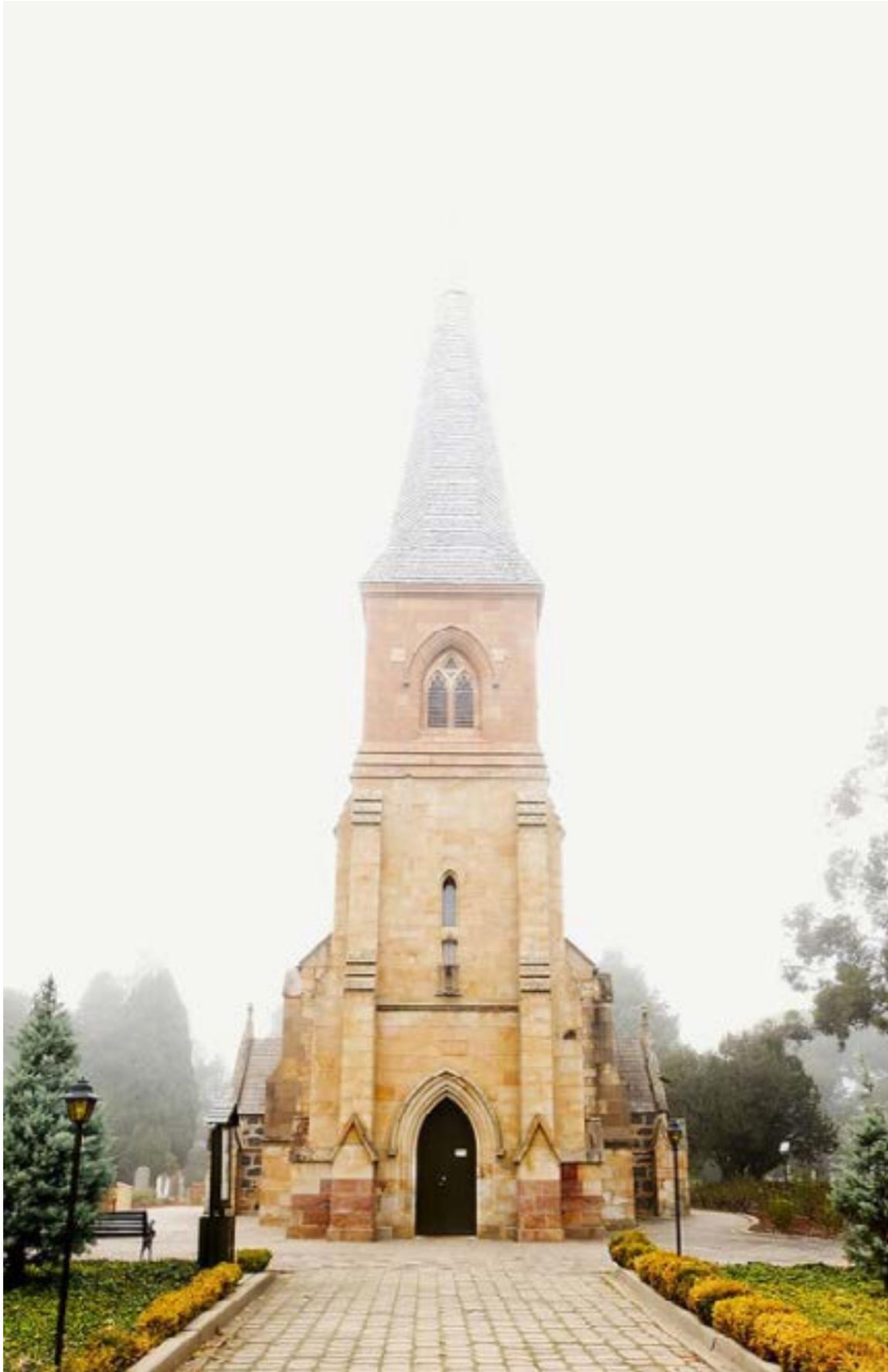
In March 2018, the site and facilities sustained significant damage during the Tathra bushfires, rendering the property uninhabitable and necessitating its closure.

Insurance assessments were undertaken and our claim was successful being compensated for the damage in 2019. This event has enabled an opportunity to consider the longer term strategy for the site, including possible redevelopment options, given its significance. The Property Development Commission is progressing this work.

During 2020, there was very little use of Wambiri due to the COVID-19 pandemic. Towards the end of the year as restrictions eased there were bookings from the Friends of Wambiri returning for the Christmas/New Year period. A few bookings have continued into 2021 with people travelling and holidaying in local areas given the restrictions on overseas travel and the ongoing border closures as a result of the COVID-19 pandemic.

Currently the Diocese holds a perpetual lease for the Wambiri site from the NSW Government. In 2018 an opportunity arose for the Property Trust to lodge an application to obtain a freehold title. In 2020, a response was received from Lands NSW advising that this application had not been successful. Lands NSW advised that its preference was to keep the current perpetuity lease in place to retain the facility being used for the existing purpose that is has operated as since its inception in the 1960's. They would however be willing to consider any requests for funding that are available at times through Lands NSW to enable progression of any redevelopment works.

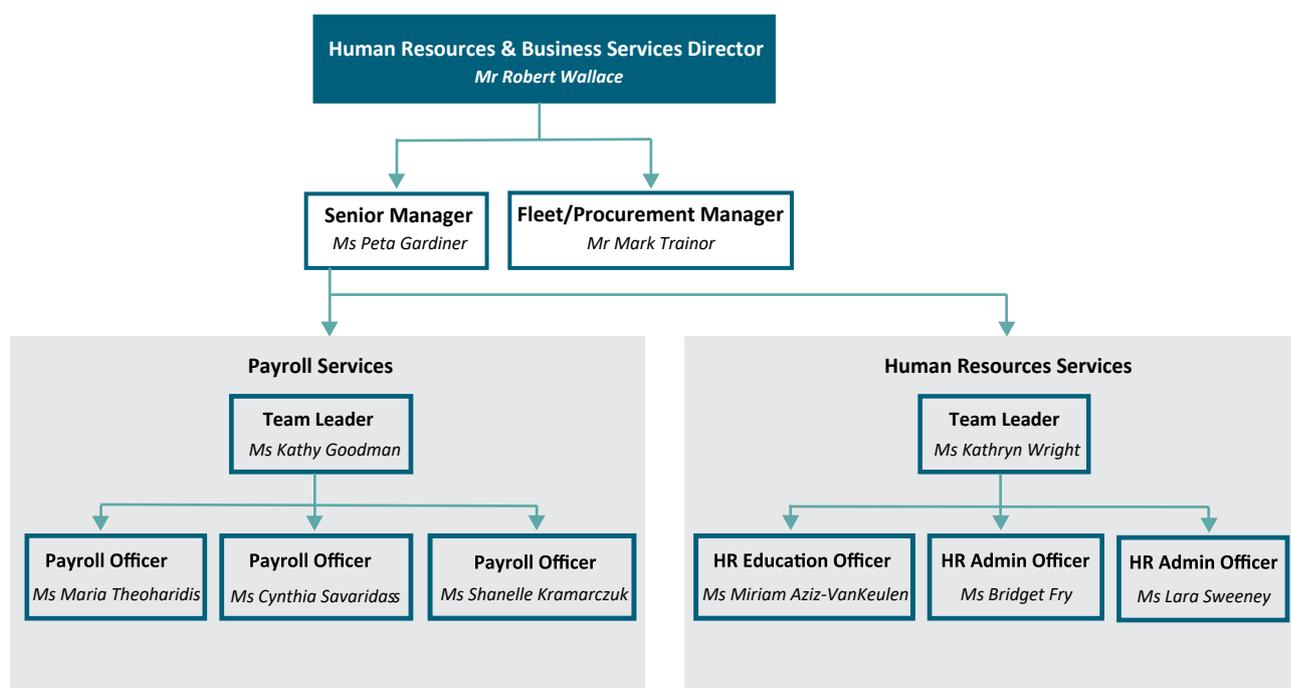




St John's, Reid © Mark McIntosh

HUMAN RESOURCES

Overview



The ADS Human Resources (HR) directorate is responsible for human resource management and payroll services as well as covering the legislative requirements of the jurisdictions that our agencies operate within (ACT and NSW). These services are delivered through either a SLA that is in place with each Diocesan agency that partners with ADS or under the requirements of various Ordinances.

In 2020, ADS HR, with the endorsement of the ADS Board, implemented a new structure which re-organised duties into service sectors, primarily being Human Resources and Payroll. This re-structuring is delivering a higher standard of service to our agencies, in a cost effective manner.

Human Resources focuses on the provision of support and advice at strategic, operational and administration levels. This includes a diverse array of services, including assistance with issues and concerns that influence an Anglican agencies ability to work efficiently and productively; and the processing of critical administrative functions, which assist agencies to provide a safe workplace.

ADS HR have a highly professional human resource management team that understands that people are an organisation's greatest asset. The team provides 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.

ADS HR operations are much wider than the geographic area of the Diocese of Canberra and Goulburn, as it includes all of Anglicare's sites across NSW South, NSW West & ACT, including a branch at Liverpool, NSW.



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

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 pay runs each month per client, with three in two months per year.

2020 Highlights

Expanded Service Provision

In 2020 the demand on ADS HR continued to grow with the addition of new SLAs being established with St Mark's National Theological Centre and The Riverina Anglican College.

New Structure Implementation

As noted previously, due to the growth in the number of employees across our agencies, the re-organisation of duties into two focused service delivery teams, namely Human Resources and Payroll, gave ADS HR the ability to enhance its service delivery, increase efficiency, mitigate risks associated with project work and manage unplanned turnover and loss of corporate knowledge.

Anglicare

ADS HR services continued to be in greatest 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.

Throughout 2020, Anglicare engaged staff at various levels with a total of 415 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. In 2020, ADS HR conducted 302 employee checks, 385 volunteer checks, 687 National Criminal History checks and 384 Working with Children checks.

Human Resources

In 2020 there was a total of 255 new starters (paid employees) across the ADS and Diocesan agencies.

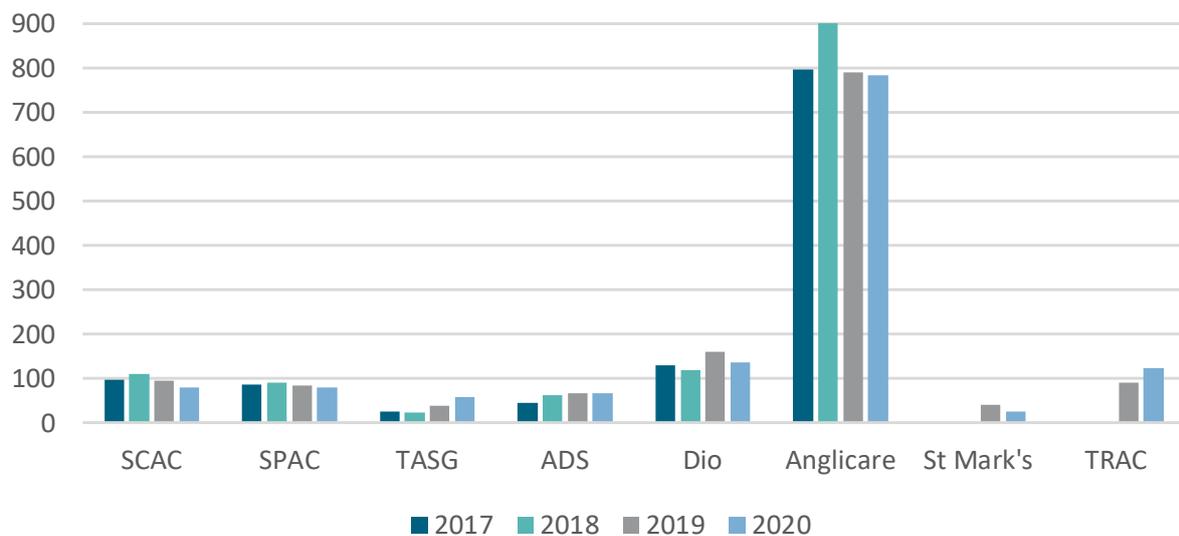


Payroll

ADS HR payroll services have seen a 9.5% growth in the number of payees serviced in 2020 due to the two (2) new SLAs being established.

ADS HR uses a headcount method, not 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. The following graph shows the total headcount for the last four (4) years across each of the Diocesan agencies serviced.

Total Headcount by Agency



Review of HR & Payroll Systems & Programs

A high level review of systems and programs used by HR was undertaken in 2019 to ensure efficacy, cost efficiency and the ability to integrate into ADS client systems for generating reports and statistical analysis.

As a result of the review, it was identified that the third-party outsourcing arrangement for payroll services was no longer the most optimal delivery method to our Diocesan agencies and entities.

In late 2019, ADS HR undertook the transition from the existing outsourced payroll arrangement to a Software as a Service (SaaS) arrangement with ADS in-house processing. ADS HR invested in the up-skilling of its payroll team as a key component of the transition process and adopted a staged transition, incrementally shifting entities in-house over a period of 3 months, which was completed in December 2019. During 2020 the payroll in-house processing was embedded and monitored.

FLEET MANAGEMENT

The ADS Fleet offers a vehicle fleet management service to all Anglican ministries and agencies within the Diocese; and to Anglicare NSW South, NSW West and ACT.

Our aim is to maintain a fleet that delivers high standard vehicle safety systems to drivers and passengers whilst reducing environmental impact. This will be achieved by lowering the average age of the fleet.

Fleet functions include developing and deploying standard operational policies and procedures; deploying industry best practice; and gaining efficiencies through economies of scale.

As well as providing new fleet vehicles to ADS mission partners, existing vehicles are also reallocated within and across agencies. For example, a vehicle that may no longer be required by one mission partner can be transferred and placed with another partner where it meets their needs. This has the potential of significantly reducing costs.

In addition, ADS Fleet administers vehicle stamp duty exemptions, charitable organisation registrations, and the Australian Disability Parking Scheme.

ADS Fleet provides 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).

The ADS fleet is comprised of small to large cars, SUV's, people movers and specialist vehicles such as:

- buses;
- 4WD's; and
- modified specialist vehicles.



252

FLEET VEHICLES



2020 Highlights

ADS Fleet has experienced substantial growth over the past three (3) years and currently has 252 vehicles in our fleet.

In 2018, the average age of ADS fleet vehicles was greater than four (4) years. Currently, it is 3.5 years with the targeted goal of 2.5 years. The exception to this are special vehicles such as buses and modified disabled vehicles. We replace more than 50 vehicles annually.

Review of Fleet Structure, Operations & Reporting

In 2020 a review of the structure and operation of the ADS Fleet was undertaken. With efficiency gains through the consolidation of records and the full use of our fleet asset management application software systems, the part-time administration role was made redundant.

Key deliverables for the reporting period included:

- Commencement of evaluating and piloting hybrid vehicles;
- Identifying and replacing high carbon emission vehicles with lower carbon emission vehicles;
- Replacing the historical fuel card with a card that enables fuel rebates for end users;
- Developed a reporting format for individual fleet vehicles, including operational use and costs, damage and repairs, traffic infringements, and carbon emission reporting; and
- Consolidated all fleet asset information and management to the AUSfleet software application, enabling clear and concise data on individual vehicles and the fleet as a whole. This has resulted in accurate and reliable reports that are a useful tool for mission partner executives to make informed decisions on the use of their allocated and budgeted resources.

BENEFITS

- Mission partners benefit from ADS Fleet industry knowledge, including the vehicle tendering processes; as well as saving time in searching for a suitable vehicle and identifying any future potential risk.
- ADS Fleet sources the vehicles, arranges registration and insurance, with the lease fee set at a fixed monthly amount across the life of the vehicle, making budgeting much easier.
- In addition, Parishes for example, would not need to outlay large sums of money to purchase a vehicle which loses value over time and will eventually need to be replaced.
- Another benefit for Parishes, when moving to a lease with the ADS, is that existing vehicles owned by the parish may be sold with the sale proceeds returned to the Parish.
- Mission partners benefit, as ADS Fleet is stamp duty exempt and has access to national fleet discounts through a competitive tender process.

Review of Vehicle Purchasing, Fuel and Vehicle Service Suppliers

All passenger vehicles purchased over the past two (2) years have a 5 star ANCAP safety rating, which is the highest level of safety a vehicle can provide to its occupants and pedestrians, in the event of a crash.

Vehicles are selected to minimise ongoing fuel costs, CO2 emissions and have low full-life cycle emissions. These align with the Diocese's Sustainable Vehicle Policy in an effort to minimise our environmental footprint.

During 2020 vehicle purchases included the following 5 factors:

1. The environment and our communities;
2. The supply chain of the goods/services;
3. The emissions created (and measured);
4. The selection of a vehicle appropriate to task (vehicle meets the norms not the exceptions); and
5. Vehicle must have:
 - A minimum air pollution standard of Euro 5 or 6;
 - Tailpipe CO2 g/KM emissions of equal to or less than 200 grams per kilometre;
 - Fuel life-cycle of equal to or less than 280 grams per kilometre;
 - Fuel consumption of equal to or less than combined figure of 8 litres per 100 kilometres; and
 - Information sourced from the greenvehicleguide.gov.au

To achieve this, most of the 4WD, SUV and pre 2015 vehicles in the fleet will be replaced over time with more carbon efficient vehicles.

Environmental Stewardship

ADS as an organisation has a strong regard for the environment. A key focus during 2020 was to identify what factors could be improved to deliver a positive outcome. 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 choice and use ADS Fleet vehicles has a direct effect on our fuel consumption, greenhouse gas emissions, air quality, safety and cost. ADS Fleet has a responsibility to minimise the various negative impacts of our vehicles and as a result we have adopted six (6) key elements to manage fleet emissions:

1. Vehicle selection - every vehicle replacement is an opportunity to reduce future emissions.
2. Vehicle maintenance - daily driver checks, and scheduled professional maintenance.
3. Vehicle allocation / deployment - best fit for task rather than personal preference.
4. Vehicle operation - safe, smooth and attentive driving; and use of bio fuels.
5. Alternatives to driving – public transport, walking, teleconferencing and video conferencing.
6. Additional considerations – in-vehicle monitoring, utilisation analysis and eco driving.

While each key element contributes to emission reduction, they are intended to be integrated to deliver optimal environmental outcomes. ADS Fleet vehicle's emissions output depends largely on the type of fuel it uses (e.g. fossil fuel, biofuel, electricity) and the amount of fuel it consumes.

ADS Fleet are continually working to identify ways to improve environmental stewardship.

Expansion of ADS Managed Fleet Numbers

Vehicle leases involve new and second-hand vehicles with registration and insurance, and may also include operating costs such as servicing, tyres, roadside assistance and/or a fuel card.

This service is offered to all mission partners at a commercially competitive price.

ADS estimates that there are up to 100 vehicles across parishes and agencies that have been procured individually (not through ADS Fleet) and may not be receiving the full benefits available. These include but not limited to: vehicle stamp duty exemptions; charitable organisation registrations; and the Australian Disability Parking Scheme.

For further information on our services please contact Mark Trainor on 0401 075 111 or mark.trainor@anglicands.org.au.

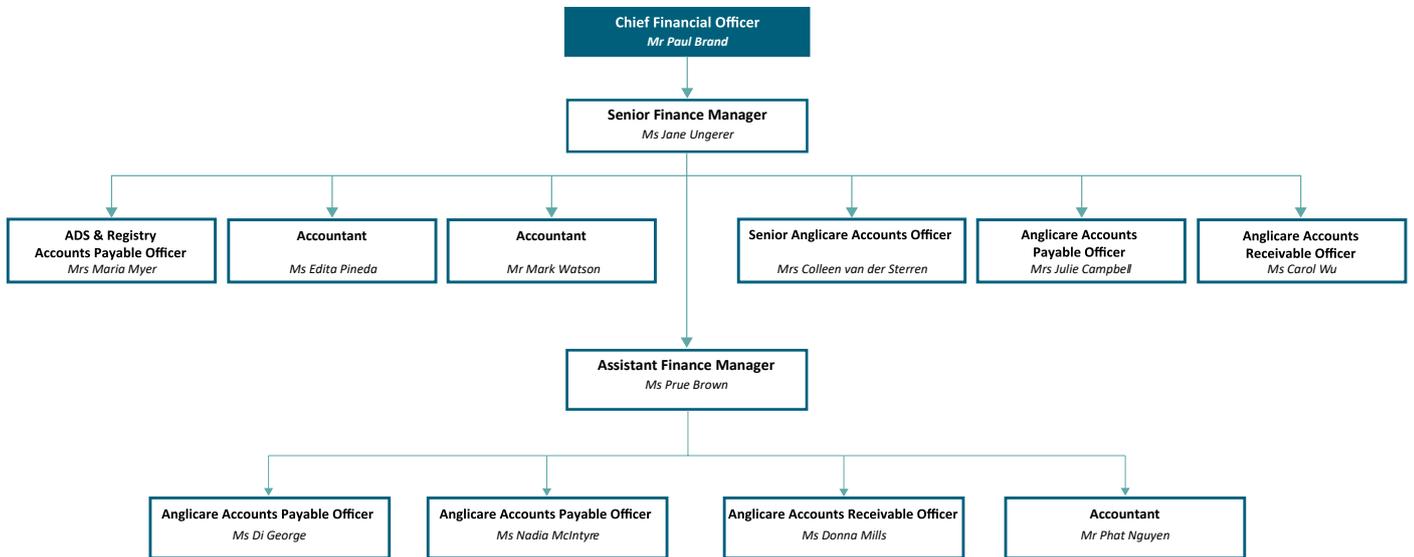
Renewed Focus on Vehicle Safety and Driver Awareness

ADS Fleet has deployed a new modernised "The Drivers Guide" for all operational vehicles. This document has been developed specifically for our agencies and their operating environment and is based on content from:

- Transport NSW Centre of Road Safety; and
- Australian Fleet Management Association Safe Motoring Guide.

FINANCE

Overview



The staff within the finance team have been established in order to meet the various needs of our agencies. Our services are delivered through SLAs that are in place with each Diocesan agency that partners with ADS or under the requirements of various Ordinances.

Key services provided by the Directorate include 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.

We support the implementation of new business processes resulting from the changing needs of our partner agencies. For example the implementation of the National Disability Insurance Scheme (NDIS) required significant change to the business processes within Anglicare.

The team includes a mix of full time and part time employees, some who are located in our Canberra office and some in Goulburn.

2020 Highlights

Diocesan Agencies Supported

During 2020 the ADS finance team commenced supporting Anglican Insurance and Risk Services (AIRS). AIRS manages the group purchasing of insurance for a number of Diocese in Australia with assets insured in excess of \$5.5 billion, bringing the total number of Diocesan and other entities to which we provide financial services to seven (7):

Agency	Annual Turnover	Total Assets
Anglican Church Property Trust	2,162,661	58,105,766
Anglican Investment & Development Fund	4,839,771	110,890,471
Anglicare NSW South, West & ACT	78,445,726	90,930,645
Anglican Diocesan Services	14,041,126	15,767,122
St Marks National Theological Centre	2,037,310	3,959,214
Synergy Youth	131,788	134,925
Anglican Insurance and Risk Services	1,382,318	1,957,693
Total	103,040,700	281,745,836

AIRS

The Finance team was pleased to commence providing financial reporting and transactional support to AIRS commencing in July 2020. 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.

ACPT

A project to replace the Trust financial system was commenced in the second half of the year. The system was fully implemented in 2021.

Financial Oversight

JobKeeper Payment

The ADS finance team invested a significant amount of effort in overseeing the administration requirements for the JobKeeper program for eligible 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. This ensured all requirements in order to receive the JobKeeper payments had been met on a monthly basis.

Audit

The ADS Finance team has completed audits for all entities it holds SLAs with 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

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.



Budgets

Budgets have recently been completed for all the agencies that hold SLAs with the ADS.

ADS

ADS is required to formulate the 2022 calendar year budget six months prior to the start of the year. This is to ensure that all Agencies with SLAs 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.

Anglicare

The Anglicare budget is a significant process with a \$68m budgeted turnover for 2021/2022 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.

AIDF

The 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 greater level of financial insight into the AIDF than previously available.

Reporting

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

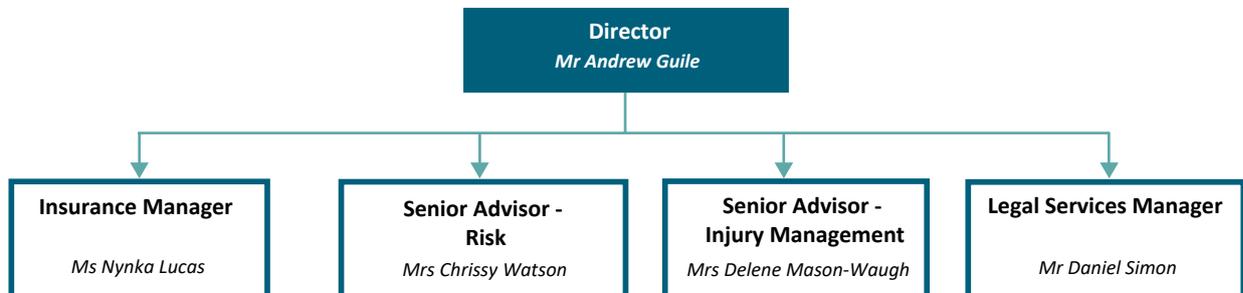
A new reporting system Fathom was introduced during the year. This system will improve the visual impact of the finance reports and also streamline the production process. The reporting tool is currently used for the ADS, and is being trialled for a number of other agencies who hold SLAs with the ADS.

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.

RISK & COMPLIANCE

Overview



ADS Risk and Compliance provides services to establish and operate a comprehensive framework to identify the proactive treatment of risks that impact on the attainment of the mission objectives of the agencies and ministry units of the Diocese.

These services include Workplace Health & Safety (WHS) compliance systems, incident and hazard reporting and analysis, group insurance management, legal services advice and management, the management of injured and vulnerable workers as well as regular governance and compliance reporting.

Risk and Compliance has identified the following team specific core values that set the context for our work:

- Mission partner driven – serving the needs of our SLA Partners in agencies and parishes.
- Protecting people and property – Ensuring the care of workers and stewardship of the resources provided for ministry.
- Outcomes orientation – delivering professional advice and service in an environment that expects high levels of compliance.
- Christian ministry focus – in a complex world where secular agendas would wish to see the church pushed aside, our work can be instrumental in ensuring programs continue.

2020 Highlights

ADS Risk and Compliance continues to support Diocesan agencies including the AIDF, Anglicare, St Mark’s National Theological Centre, Diocesan Schools, ACPT and ministry units of the Diocese through a SLA and/or under Ordinance requirements. This ensures the implementation of effective risk management frameworks and processes to guide both boards and management in achieving their objectives.

Risk Management Profile



Partnered Diocesan Agencies Key Activities

AIDF

Having pivoted seamlessly to working remotely after developing comprehensive COVIDSafe Plans to assist staff and associates to navigate the pandemic, AIDF returned to working in the office toward the end of 2020. ADS further assisted with the development and implementation of internal incident, hazard, injury and feedback reporting processes supported by policy and procedures.

ADS Risk and Compliance coordinated the advice and successful renewal of the Westpac facility, sealing the transition from institutional to business banking on less stringent terms.

St Mark's National Theological Centre

- The introduction of the Employee Assistance Program (EAP) supported by protocols for access and usage.
- Initial drafting of an enterprise risk register and set up in ISOPro application for general access and reporting.
- Provision of a suite of policy and procedures.
- Implementation of an internal incident, hazard, and injury reporting processes supported by policy and procedures.
- Insurance management and claims support for significant damage from Canberra's hail storm event early in 2020.

Ministry Units Across the Diocese

A major focus during 2020 was the significant support that was provided to ministry units to ensure appropriate COVIDSafe management strategies and compliance requirements were implemented across the Diocese. The provision of research resources by Risk and Compliance enabled us to give advice on 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 consultation for an audit of a large parish by ACT Health.

Accompanying the ongoing support required around COVID-19, ADS Risk and 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.





Burgmann Anglican College

Diocesan schools

EAP availability was extended to cover Diocesan schools who did not previously engage a service.

The implementation of the school risk management framework project commenced in 2020 prior to the commencement of new Diocesan school SLAs from the end of 2020. 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 and Compliance look forward to the supply of regular reporting to the relevant Boards and Committees.

Bishop-in-Council and ACPT service

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



St Paul's Manuka © Mark McIntosh

Anglicare

Anglicare have continued to receive a very high level of support throughout 2020 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 and Compliance within the Executive Manager forum and Risk Committee continues to indicate the priority of further developing the culture of risk management across Anglicare.

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 and 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; and
- 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 Policy and procedure;
- 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; and
- Renewed safety reporting, including data analysis related to lost time injuries.

Legal Services & Investigations

ADS Risk and 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 120 agreements underwent this process.

Investigations regarding matters relating to reportable conduct as well as workplace investigations have also been managed for Anglicare and for other Diocesan 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.

Coordinating Best-Value Insurance Coverage

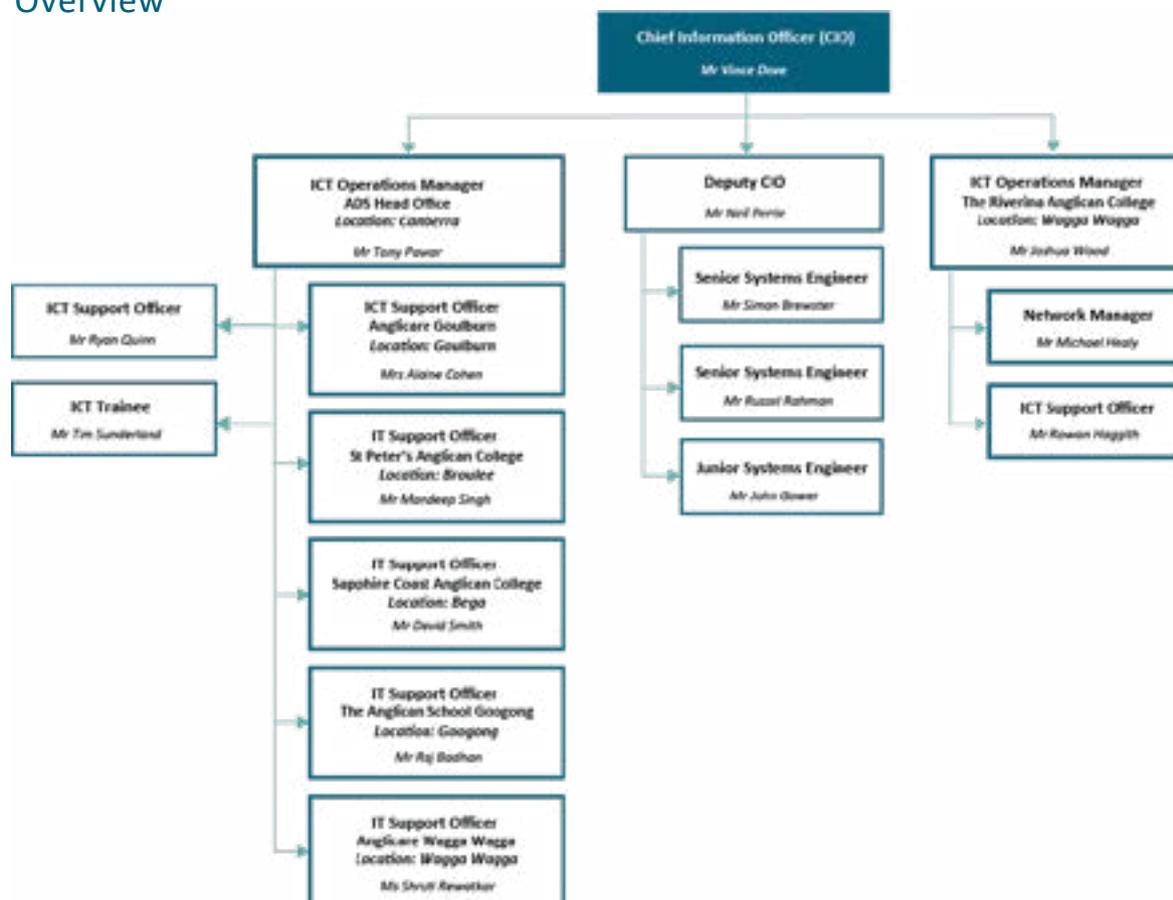
Insurance returns are managed by the Risk and Compliance Directorate to provide ministry units and agencies with comprehensive insurance coverage. The combined buying power of Anglican organisations continues to deliver insurance at competitive rates and improved risk management services through our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

The 2020 renewal saw the maintenance of coverage above sector standards at competitive pricing levels. This is expected to continue for at least another 12 months with the exception of the Physical and Sexual Abuse coverage which will not be offered to Anglicare for Out of Home Care, Intensive Therapeutic Care, Foster Care and Kinship Care.



INFORMATION & COMMUNICATION TECHNOLOGY

Overview



ADS Information and Communication Technology (ICT) is responsible for the delivery and support of communication technologies. These services are delivered through a SLA that is in place with each Diocesan agency that partners with ADS or under the requirements of various Ordinances.

Throughout 2020, ADS ICT had four (4) helpdesk technicians, three (3) level 3 senior technicians, six (6) support roles and one (1) trainee. All staff members within the ICT directorate help support business as usual ICT requests. These are logged and triaged with our Information Technology Infrastructure Library (ITIL) and attended to, or escalated to the correct specialist technician for resolution.

ADS ICT is primarily located at the ADS headquarters, with additional offices co-located with Anglicare in Wagga Wagga and Goulburn.

Support staff are also located on-site at:

- The Riverina Anglican College in Wagga Wagga
- St Peters Anglican College in Broulee
- Sapphire Coast Anglican College in Bega; and
- The Anglican School Googong.

ADS ICT provide a range of services to its clients, and include but are not limited to:

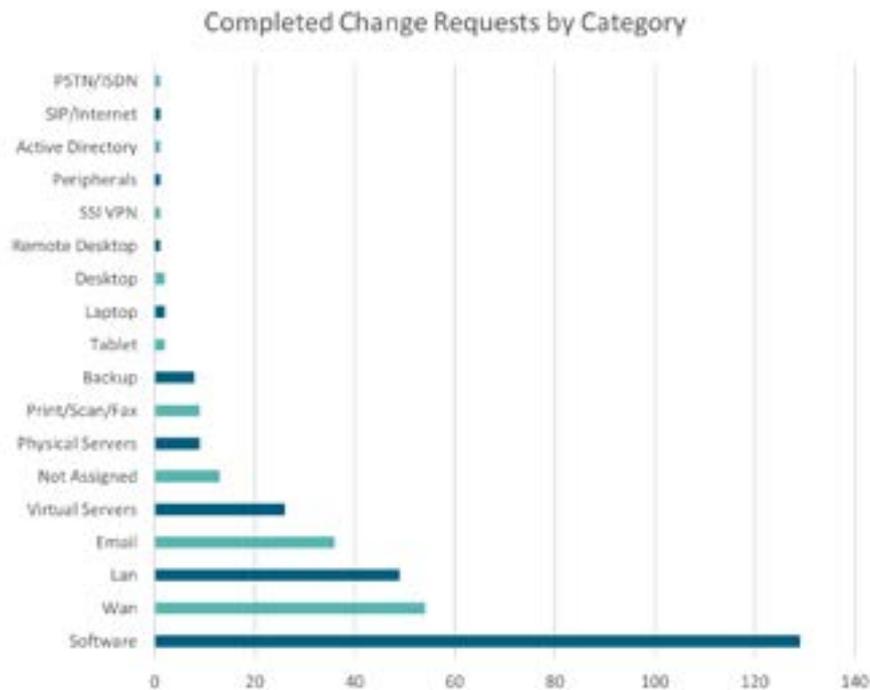
- A permanently staffed helpdesk operating in rotation during business hours.
- A sophisticated data centre supported by high quality technical staff.
- Level three technical support to all hosted services for ADS clients.
- On-site desktop support to all client locations.
- Backup and disaster recovery.
- A desktop hardware replacement schedule.
- Informatics support.
- ICT on-boarding and clearance including data archiving.
- Implementation and rollout of a hosted Internet protocol based Private Automated Branch Exchange (PABX) telephone system.
- 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.

2020 Highlights

In March 2020, Australia went into lockdown due to the COVID-19 pandemic, forcing everyone to work from home. Through this transition, ADS ICT was responsible for ensuring all communication and technology across all agencies had the flexibility and capabilities to do so.

Throughout 2020, ICT attended to 3404 support requests, 345 change requests and 29 major ICT projects.





Expanded Service Provision

In 2020 the demand on ADS ICT continued to grow with the addition of a new SLA being established with The Riverina Anglican College, Wagga Wagga, and as a result the team gained an additional three (3) full time staff members.

ADS Key Activities

- Design, setup and commission a new intranet for the ADS (DioLog).
- Implement a new ADS ICT operational database and roll out to all SLA partners (ADSAssist).
- Upgrade to ADS Backup data store to increase storage and speed of recovery.
- Replace direct access remote desktop services with secure desktop encrypted VPN access.
- Implement a new expanded Remote Desktop Farm to support large numbers of staff connecting remotely as a result of COVID-19 restrictions.
- Upgrade main data connection to business grade 1GB Fibre link.
- Expand RAM in existing Core Infrastructure to meet additional demand.

Partnered Diocesan Agencies Key Activities

The Anglican School Googong (TASG)

- Providing a new FTE technician based on site at TASG.
- Assist TASG to prepare for online lessons as a result of COVID-19.
- Commissioning of all ICT systems to the new “Hub”.
- Provision of 20 HP staff laptops at no cost.
- Commissioning Kosciusko at TASG.
- Setup and install 45 new HP x360’s for Teachers.
- Supply and setup 30 Ipad’s for use in the Hub.

The Riverina Anglican College (TRAC)

- Enter into a new partnership with TRAC for the provision of all ICT services under a new SLA.
- Migrate all staff email from an onsite email server to Office 365 (in the Cloud).
- Upgrade the physical ICT network from 1 GB to 10 Gb's.
- Replace 1 x Core and 11 Edge switches.
- Provide 13 Xirrus Wireless Access points at no cost.
- Provide 15 HP staff laptops at no cost.
- Setup and commission a new, dedicated Backup server and archive data store.

St Peter's Anglican College

- Deliver image and install 30 Dell AIO's at no cost.
- Setup and install 35 HP laptops for teaching staff at no cost.
- Deliver and setup 20 new iPad's.
- Deliver install and setup 40 Xirrus Wireless Access Points at no cost.
- Commission all new ICT services to the new Admin building.
- Commission a new MFD to the new Admin building.

Sapphire Coast Anglican College

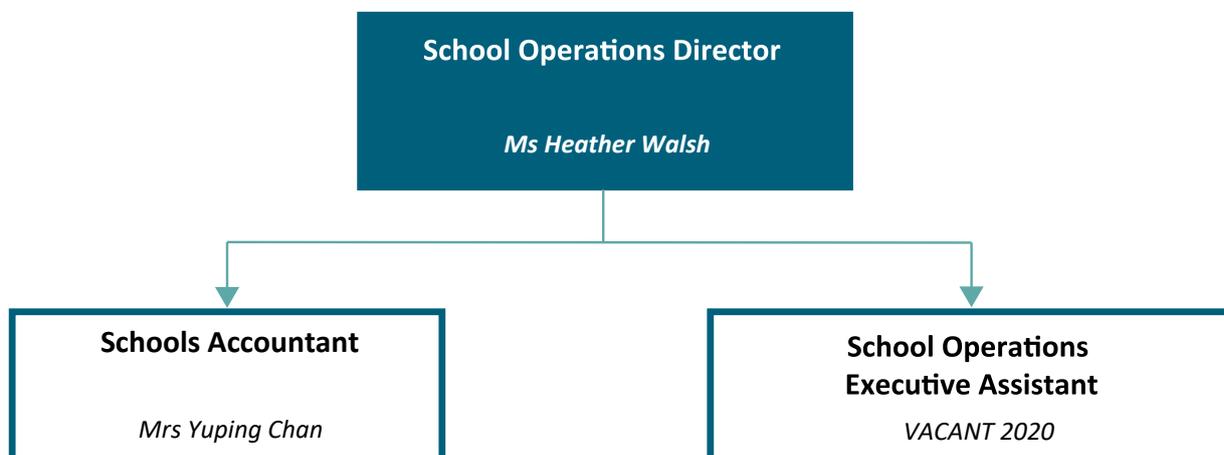
- Delivery image and setup 30 staff laptops at no cost.
- Assist with the installation of a new Public Address system.
- Assist with the installation of a new building security system.
- Reconfigure basic network topography to support additional hardware.

Anglicare

- Commission Anglicare's Board portal.
- Assist with the scoping and setup of Anglicare's new ECEC operational database.
- Assist with the scoping and setup of Anglicare's new Donations CMS.
- Hardware refresh at Fitzhardinge Street Wagga and Cowper Street Goulburn.
- Setup and install new ECC at the Junction Youth Health Service.
- Replace direct access remote desktop services with secure desktop encrypted VPN access.
- Implement a new expanded Remote Desktop Farm to support large numbers of staff connecting remotely as a result of COVID-19 restrictions.
- Repurpose and reimage 20 laptops for Anglicare staff needing to relocate to work from home.

SCHOOLS OPERATIONS

Overview



The Schools Operations and Property Development directorate supports the ongoing delivery of services provided by the ADS to Diocesan schools, consistent with the requirements of SLAs or under the requirements of various ordinances.

The directorate provides Secretariat and 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 Anglican School Googong

2020 Highlights

Schools Operations

Significant levels of service continue to be provided to the Diocesan schools under the SLAs. The Director of Schools Operations is the Business Manager for St Peter's Anglican College, Sapphire Coast Anglican College, TASG and TRAC.

The Director 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.

At the end of the reporting year the South Coast Anglican Schools were still recovering from the impact of the fires in 2019/20. The Colleges have continued to support families within the community.

All schools were affected by the COVID-19 pandemic shutdowns during first term. It is pleasing to note that all schools had the infrastructure (information technology) in place to enable them to provide remote learning to the students.

Partnered Diocesan Agencies Key Activities

The Anglican School Googong

- Secretariat services for the Board and Committees.
- Preparation and production of Financial reports:
 - Monthly financial management reports;
 - Statutory reporting;
 - Budget preparation;
 - Forecast projections and financial modelling; and
 - Cash management reports.
- Continued implementation of Synergetic (learning management system).
- Preparation of development plans and building works reports, in consultation with the Principal.
- Oversight of the building project for the Student HUB.



TASG new HUB building.

South Coast Schools

- Secretariat services for the Board and Committees.
- Preparation and production of Financial reports
 - Monthly financial management reports;
 - Statutory reporting;
 - Budget preparation;
 - Forecast projections and financial modelling; and
 - Cash management reports.
- Management of cash flow.
- Assistance with personnel matters.
- Preparation and lodgement of the Block Grant Authority (BGA) submission.
- Preparation of development plans and building works reports.
- Continued implementation of Synergetic (learning management system).

The Riverina Anglican College

- Secretariat services for the Board and Committees.
- Preparation and production of Financial reports
 - Monthly financial management reports;
 - Statutory reporting;
 - Budget preparation;
 - Forecast projections and financial modelling; and
 - Cash management reports.



TRAC Principal, Paul Humble, with new Junior School students

- Management of cash flow.
- Assistance with personnel matters.
- Preparation and lodgement of the BGA submission.
- Preparation of development plans and building works reports.
- Continued implementation of Synergetic (learning management system).
- Oversight of the building of stage 1 of the Junior School.

Strategic Goals

Strategic Planning and Performance

- Implementation of the strategic priorities of ADS and the ASCCG, relevant to the directorate.
- Continuing consultations and engagement with each Diocesan School.
- Ensuring relevant Key Performance Indicators (KPIs) are developed and agreed with the General Manager to achieve strategic objectives and monitor organisational performance.
- Liaising with the General Manager to report results and progress and to initiate remedial action where shortfalls are identified.
- Ensuring the Directorate meets its performance and financial targets.

Operational Service Delivery

- 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.
- Collaboration with other Directors in relation to the above action, where necessary.
- Ensure satisfactory delivery of services to schools by ADS consistent with the requirements of the SLAs.
- Develop and manage the review of Diocesan assets including development of business plans, tendering processes, and monitoring of developments to completion.
- Ensure a directorate structure & workforce that supports the achievement of the School Operations directorate's performance and financial targets.
- Enable staff training and development opportunities and ensure succession planning for key positions.



St Peter's Anglican College, Broulee

SAFE MINISTRY UNIT

Overview



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.

The Safe Ministry Administrator is a member of the Professional Standards Reference Group and works 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;
- the retrieval of records and response to requests for information in regards to the National Redress Scheme; and
- the administration and authorisation of SRE Teachers.



The Alpine Church, Perisher

2020 Highlights

Safe and Sustainable Ministry

Throughout 2020 the Safe Ministry Unit (SMU) continued planning and implementing processes to enable the SMU to act as the Bishop's Safe Ministry Screening authority for the Diocese.

This change was necessary in light of the adoption of the Safe Ministry to Children Canon in March 2018. The recommendations arising from the Royal Commission into Institutional Responses to Child Sexual Abuse and the ever changing legislative landscape in relation to Child Safe Standards, mandatory reporting and reportable conduct.

The changes necessitated the need to review Safe Ministry policies, protocols and guidelines.

In response to the changes, significant work was put into the development of the online Safe Ministry Information Record System (SMIS), so that the Diocese could better manage and centralise Safe Ministry records. It was hoped that SMIS would have become available in the latter half of 2020, however due to the complexity of safe ministry requirements this did not eventuate.

SMIS gradually became available to parishes at the beginning of 2021 and it is hoped that it will be fully implemented by the end of 2021.

National Redress Scheme

During 2020, there were five (5) Requests for Information (RFIs) for applicants with the National Redress Scheme.

Since the commencement of the National Redress Scheme in 2019 up to December 2020, there has been a total of 17 RFIs received. Of those RFIs, 12 redress offers have been sent to applicants by the Redress Scheme and 10 have been accepted. Applicants are generally given up to six months to accept, decline or ask for a review of a redress offer.

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

Creating Safe Ministries Training

Unfortunately, due to the COVID-19 pandemic, the majority of face-to-face Safe Ministry workshops were cancelled in 2020 and overall numbers of people completing Safe Ministry training was down on previous years.

There were only two (2) induction workshops with 27 participants and two (2) refresher workshops with 34 participants.

The refresher workshop was scheduled in August, in Young, however due to the COVID-19 pandemic, the face-to-face workshop was cancelled and delivered online, via Zoom. There were 29 participants from 6 parishes across the Diocese.

During 2020, 150 people completed the online induction course and 145 people completed the online refresher course.

FINANCIAL STATEMENTS



ANGLICAN DIOCESAN SERVICES



FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

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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 2020 and of its performance for the financial year ended on that date.

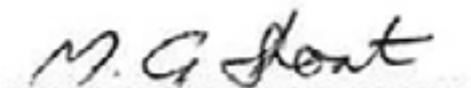
In the opinion of the Board

- (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 Dr Mark Short
Bishop, Diocese of Canberra and Goulburn

Mr Tim McGhie
Member




Canberra 27th May 2021

Canberra 27th May 2021



**Building a better
working world**

Ernst & Young
121 Marcus Clarke Street
Canberra ACT 2600 Australia
GPO Box 281 Canberra ACT 2601

Tel: +61 2 6267 3888
Fax: +61 2 6246 1500
ey.com/au

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 2020, 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 Anglican Diocesan Services Board's declaration.

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 the Anglican Diocesan Services' financial position as at 31 December 2020 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, *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 Act 2012* and for such internal control as the Anglican Diocesan Services Board determines 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.

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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 Services Board either intends to liquidate Anglican Diocesan Services or to cease operations, or have no realistic alternative but to do so.

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 Diocesan 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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We communicate with the Anglican Diocesan Services Board 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
27 May 2021

STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2020

	Note	2020 \$	2019 \$
Revenue			
Service level revenue		7,205,374	6,792,758
Management fees		1,248,696	1,995,108
Fleet charges		1,971,490	1,733,784
Chaplaincy grant funding		652,602	565,531
Federal grant funding		1,323,510	-
Other income		103,270	297,679
Donations		903,206	159,696
Gain on sale of assets		370,716	167,276
Interest income		262,262	205,333
Total Revenue		14,041,126	11,917,165
Expenditure			
Salaries and associated costs	3	7,876,138	7,255,508
Fleet management costs		735,402	724,651
Office expenses		835,794	789,457
Bushfire support		319,102	-
Finance costs		288,576	301,916
Depreciation of right of use asset	8	277,567	288,347
Clergy, Ministry, Cathedral & Chaplaincy expenses		335,700	503,922
Consultancy costs		386,365	293,326
Depreciation expenses		2,216,360	1,909,655
Other expenditure	4	302,805	292,235
Total Expenditure		13,573,809	12,359,017
Surplus / (Deficit) for the year		467,317	(441,852)
Other comprehensive income for the year		843,950	-
Total comprehensive income		1,311,267	(441,852)

The accompanying notes form part of this financial report.

STATEMENT OF FINANCIAL POSITION

As at 31 December 2020

	Note	2020 \$	2019 \$
Current Assets			
Cash and cash equivalents		1,954,398	841,433
Receivables	5	861,814	1,031,115
Prepayments		91,199	96,082
Total Current Assets		2,907,411	1,968,630
Non-Current Assets			
Property, plant and equipment	6	11,454,249	10,456,810
Intangible assets	11	166,575	196,161
Right of use asset	8	1,238,887	255,006
Total Non Current Assets		12,859,711	10,907,977
Total Assets		15,767,122	12,876,607
Current Liabilities			
Trade and other payables		1,393,465	1,461,294
Interest bearing liabilities	7(a)	276,102	290,944
Provisions	9 (a)	1,703,468	1,520,707
Total Current Liabilities		3,373,035	3,272,945
Non-Current Liabilities			
Provisions	9 (b)	114,668	95,795
Interest bearing liabilities	7 (b)	7,202,187	5,741,902
Total Non-Current Liabilities		7,316,855	5,837,697
Total Liabilities		10,689,890	9,110,642
Net Assets		5,077,232	3,765,965
Accumulated funds		3,450,158	3,765,965
Asset revaluation reserve		1,627,074	-
Total Equity		5,077,232	3,765,965

The accompanying notes form part of this financial report.

STATEMENT OF CASH FLOWS

For the year ended 31 December 2020

	2020 \$	2019 \$
Cash Flows from Operating Activities		
Receipts from operations	14,573,103	11,952,302
Payments to suppliers and employees	(11,237,998)	(9,892,616)
Interest received	262,262	205,333
Finance costs	(288,577)	(272,681)
Net Cash from Operating Activities	3,308,790	1,992,338
Cash Flows used in Investing Activities		
Payments for fixed asset purchases	(2,730,821)	(3,690,807)
Payments for intangible assets	(34,830)	(196,161)
Proceeds from the sale of fixed assets	448,043	466,474
Net Cash Used in Investing Activities	(2,317,608)	(3,420,494)
Cash Flows from Financing Activities		
Proceeds from borrowing	3,942,221	6,172,958
Repayment of borrowings	(3,820,438)	(4,846,638)
Net Cash from Financing Activities	121,783	1,326,320
Net decrease in cash held	1,112,965	(101,836)
Cash at the beginning of the period	841,433	943,269
Cash at end of the year	1,954,398	841,433

The accompanying notes form part of this financial report.

STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2020

	Accumulated funds \$	Asset revaluation reserve	Total \$
Balance at 1 January 2019	4,254,662		4,254,662
Adjustment for change in accounting policy	(46,845)		(46,845)
Deficit for the year	(441,852)		(441,852)
Balance at 31 December 2019	3,765,965		3,765,965
Changes in Equity for 2020			
Balance at 1 January 2020	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	-
Balance at 31 December 2020	3,450,158	1,627,074	5,077,232

The accompanying notes form part of this financial report.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2020

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.

Going Concern

The ADS has a net current liability of \$3,373,035 (2019: \$3,272,945) as of financial year-end primarily due to employee leave provisions which are classified as current notwithstanding such entitlements are unlikely to be payable within the next 12 months and will be reduced when leave is taken. On this basis the directors have prepared the financial report on a going concern basis.

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.

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 2020 is \$7,504 (2019: \$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:

Class of Fixed Asset	Depreciation Rate
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

- a) 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.
- b) 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.

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

2.11 Leases (continued)

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 2020.

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 2020 is \$7,504 (2019: \$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. 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.

2.13 Intangible assets (continued)

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

	2020	2019
	\$	\$
Wages and salaries	6,289,323	5,617,079
Superannuation	662,506	592,076
Leave entitlements	724,918	771,492
Other associated costs	199,391	274,861
Total salaries and associated costs	7,876,138	7,255,508

Note 4: Other expenditure

Travel	32,815	70,223
Conferences and training	11,787	40,367
Information technology	258,203	181,645
Total other expenditure	302,805	292,235

Note 5: Receivables

Trade debtors	844,318	897,738
Expected credit loss provision	(7,504)	(7,504)
Accrued income	25,000	140,881
Total receivables	861,814	1,031,115

Trade receivables include amounts owed from parishes, Anglican schools and other Diocesan agencies. ADS management assesses the expected credit loss provision at \$7,504 (2019: \$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
	\$	\$	\$	\$	\$	\$
At cost or fair value						
Opening balance as at 1 January 2020	488,362	5,022,712	6,103,512	552,937	4,627,811	16,795,334
Additions	1,089	1,067,910	1,601,192	152,631	-	2,822,823
Disposals at cost	-	(21,033)	(1,624,909)	-	-	(1,645,942)
Revaluations					736,605	736,605
At 31 December 2020	489,451	6,069,590	6,079,795	705,568	5,364,416	18,708,820
Accumulated depreciation						
At 1 January 2020	392,823	2,520,572	2,947,561	95,981	381,587	6,338,524
Depreciation charge for the year	36,478	1,009,565	1,060,662	56,029	58,557	2,221,291
Depreciation on disposals	-	(21,033)	(1,176,866)	-	-	(1,197,898)
Revaluations					(107,345)	(107,345)
At 31 December 2020	429,301	3,509,105	2,831,357	152,010	332,799	7,254,572
Net book value						
At 31 December 2020	60,150	2,560,485	3,248,438	553,558	5,031,617	11,454,249

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

	2020	2019
	\$	\$
Rental lease liabilities	1,614,604	290,944
Loans - AIDF - MAFF	2,634,008	2,509,246
Loans - AIDF - Motor Vehicle	3,229,677	3,232,656
Total Borrowings	7,478,289	6,032,846
a) Current borrowings	276,102	290,944
b) Non-current borrowings	7,202,187	5,741,902
Total borrowings	7,478,289	6,032,846

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 \$868,074 (2019: \$814,443).

Future minimum rentals receivable under non-cancellable operating leases as at 31 December 2020 are as follows:-

	2020	2019
	\$	\$
Within one year	1,146,083	1,015,225
After one year but not more than five years	1,216,603	1,651,431
More than five years	25,626	23,079
	2,388,312	2,689,736

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 \$1,971,490 (2019:\$1,733,784).

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)

	Office rental
	\$
As at 1 January 2020	255,006
Additions	1,231,658
Depreciation expense	(247,777)
As at 31 December 2020	1,238,887

	2020	2019
	\$	\$
Total right of use	1,238,887	255,006

The operating lease rental has a term of 6 years. Operating lease rental expense recognised by ADS during the year is \$247,777 (2019:\$255,006). 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:

	2020	2019
	\$	\$
As at 1 January	1,867,115	556,860
Additions	-	-
Accretion of interest	70,017	29,235
Payments	(322,528)	(295,151)
As at 31 December	1,614,604	290,944

	2020	2019
	\$	\$
a) Current liability	276,102	290,944
b) Non-current liability	1,338,502	-
	1,614,604	290,944

Note 9: Provisions

	2020	2019
	\$	\$
a) Current		
Short term employee benefits	1,703,468	1,520,707
b) Non Current		
Long term employee benefits	114,668	95,795
Total provision for employee benefits	1,818,136	1,616,502

Note 10: Commitments and contingencies

There are no commitments or contingent liabilities at 31 December 2020 and 31 December 2019.

Note 11: Intangible assets

	Development Costs (WIP)	Total
	\$	\$
Cost		
Opening balance as at 1 January 2020	196,161	196,161
Additions	34,830	34,830
Disposals at cost	(64,416)	(64,416)
At 31 December 2020	166,575	166,575

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 \$2,153,472 (2019 \$2,012,423).

Other related parties

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

	2020	2019
	\$	\$
SLA charges received from Diocese entities	7,205,374	6,792,758
Management fees and fleet charges received	3,471,269	3,917,659
AIDF interest on equity	251,083	188,767
Interest received on AIDF deposits	11,171	15,370
Drawdowns on AIDF loans	3,942,221	6,172,958
Repayment of AIDF loans	3,820,438	4,846,638
Interest and bank charges paid to AIDF	218,559	272,681

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 (appointed 3 April 2020)
The Right Reverend Trevor Edwards (retired 11 January 2020)
The Right Reverend Professor Stephen Pickard
The Venerable Dr Brian Douglas (retired 10 August 2020)
Acting Justice Richard Refshauge
Mr Mark Le Couteur
Mr Wayne Harris
Mrs Margaret Wheelwright
Mr Tim McGhie (appointed 3 April 2020)

Note 14: Events after the reporting period

The financial statements have been prepared based upon conditions existing at 31 December 2020 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

Phone: (02) 6245 7101

Level 4, 221 London Circuit, Canberra
GPO Box 1981, Canberra ACT 2601

www.anglicancg.org.au