

ANGLICAN DIOCESAN  
SERVICES

## ANNUAL REPORT 2018

*Anglican Diocese  
of Canberra and Goulburn*

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# Foreword from the Bishop



As the new Chair of the Anglican Diocesan Services (ADS) I am delighted to introduce the ADS annual report for 2018.

The year under review was a significant time of transition for the Diocese and I acknowledge the constant competence of the ADS staff and the support they received from the rest of the Diocese. It is evident that over its six years of operation the ADS has gone along way in delivering on its objectives by providing a framework that enables continuous service improvements and efficiency benefits from the consolidation of corporate and administrative services. Continuous improvement is a challenge in any organisation and I have seen the value that the ADS provides, which has been a significant focus over 2018-19 particularly in terms of operations and reporting. A benchmarking review is currently being undertaken by Price Waterhouse Coopers which will help to ensure that the ADS remains well positioned to continue delivering the highest quality service standards to our partner agencies.

As I have travelled across the Diocese to meet with many of you I have been impressed by the vital role of partnership in sustaining and strengthening our common mission in Christ's Name. The work of ADS is one tangible and practical expression of this partnership.

I wish to thank the Members of the ADS Board for their contribution and effort throughout 2018-19. I also extend my sincere thanks to Bishop Trevor Edwards for his time as Acting Chair, the General Manager and the highly skilled staff of the ADS for their continued work and Christ-honouring service to our Diocese.

Yours in Christ,

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



## A Final Christmas Blessing

For more years than anyone can remember Trish and Warrington Cameron have been blessing the Diocesan office staff with morning or afternoon tea, out of gratitude for the work undertaken behind the scenes throughout the year. The number of people participating has grown over the years from less than ten to more than 45 this year. The Cameron's generosity has been very gladly received in the office, where everyone appreciates the acknowledgment and enjoys the famous cheese scones and fabulous cakes.

2018 was sadly the last year the Cameron's visited us with this celebration as they have permanently moved to Melbourne. The occasion was celebrated and remembered with this photograph of the Camerons and some of the staff who participated.

Many thanks to Trish and Warrington for their years of encouragement of all who have worked in the Diocesan Office and we wish them every blessing with their move.

# Message from the General Manager



I am delighted to report that 2018 was a highly productive year for the ADS during a time of significant transition for the Diocese.

In addition to the standard operational demands, the ADS assumed a number of administrative responsibilities over 2018-19. The following summarises some of the key achievements:

- Supporting the Episcopal Election Nominations Committee (EENC) and the Synod through the process of electing our Bishop;
- Co-ordination of three Synods in 2018 as the Diocese dealt with a number of key matters;
- Facilitating our application to join the National Redress Scheme via the Anglican Participating Group;
- Engagement with St Mark's National Theological Centre and The Riverina Anglican College in regard to service provision via the ADS under a Service Level Agreement (SLA);
- Renewal of SLA's with a number of our partner agencies;
- Continued development of ADS Policies and Procedures;
- Development of an ADS Intranet;
- Continued cost savings and efficiency dividends for schools and agencies through the Master Asset Finance Facility (MAFF);
- Negotiation of a Bulk Electricity Agreement which was rolled out to Diocesan entities;
- Engaged PWC to undertake a benchmarking review of the ADS operations; and
- Secretarial support to various Diocesan Board and Committees (including but not limited to Bishop-in-Council, Property Trust, Ministry Executive, ADS Board, Finance Committee, Audit and Risk Management Committee, Anglican Schools Commission CG, Property Development Commission, AIDF Board).

The introduction of service delivery to a number of new client agencies, and the continued growth and maturity of the ADS, has necessitated further structural and staffing changes as outlined in the directorate overviews. These changes are to ensure the ADS is adequately resourced to continue to deliver quality service to our clients both now and into the future.

I would like to particularly note the retirement of Celia Irving on 15 November 2018 from the role of Director of Safe Communities. On behalf of the ADS and the wider Diocese I wish record our thanks and appreciation to Celia for her dedication, commitment and work over the past sixteen years to ensure that our Diocese has been at the forefront of providing a safe ministry platform that protects children and vulnerable people.

Finally I wish to record my thanks to the staff of the ADS for their efforts over 2018-19. I would also like to thank Bishop Mark, Bishop Trevor and the ADS Board for their support and encouragement. I look forward to continuing to serve you, our clients, and the wider Diocese as a whole for the remainder of 2019 and into the future.

Trevor Ament  
General Manager  
Anglican Diocesan Services



# Overview

## Chapter 1

### Introduction

The Anglican Diocesan Services (ADS) was established by Bishop-in-Council (BIC) on 1 July 2013 as a strategic initiative for the purpose of consolidating core administrative functions within a single shared services entity.

ADS provides the framework that enables continuous service improvements and efficiency benefits from the consolidation of corporate and administrative services, and serves the Diocese and its agencies by allowing them to focus on their core business and missional objectives. This is articulated in the objectives and strategic vision of the ADS.

### Objectives

The objective of the ADS is to contribute to missional alignment across the Diocese by:

- a) Providing Diocesan wide consistency and standardisation within the areas of ADS while acknowledging the uniqueness and complexity of individual agencies and the services they provide.
- b) Enabling the continuous improvement of business services and associated service standards, while maximising efficiencies and reducing infrastructure costs for all Diocesan agencies; and
- c) Providing high quality technical and professional advice, services, support and infrastructure to enable our client entities to meet their core business and missional objectives.

### Strategic vision

The strategic vision for the ADS encompasses three critical areas:

#### Shared Service Provision

**Principle:** *To foster a service culture to serve the Diocese and its agencies by providing:*

- Access to professional expertise
- Staff development and career paths
- Responsiveness to the needs of the clients
- Clear definitions of expectations placed on the services
- Continuous improvement in services and quality
- Grievance and escalation processes.

#### Customer Driven Quality

**Principle:** *To foster a culture of continuous improvement in the provision of service standards by:*

- Raising the service quality levels
- Meeting statutory obligations
- Meeting the agreed needs of all
- Continual engagement within and across Diocesan agencies
- Clear process for feedback on performance
- Clear communication channels
- Acceptance by all agencies

#### Cost and Process

**Principle:** *The provision of efficient and effective delivery of services by:*

- Eliminating duplication of infrastructure costs
- Standardised frameworks, policies, procedures, reporting frameworks and formats
- Ensuring the balance between cost versus quality and that the provision of services is continuously reviewed
- Striving for continuous process improvements within the entity.

## Role and Responsibilities

The ADS's purpose and functions are outlined in sections 4 and 5 of the Anglican Diocesan Services Ordinance.

Section 4 provides that "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 provides that:

"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."

The embracing of the shared services model was a strategic policy initiative of Bishop-in-Council to consolidate core administrative functions within a single services entity

~ Anglican Diocesan Services.



David Holmesby, Chair of the Anglican Schools Commission,  
and The Honorable Richard Refshauge, Chancellor of the Diocese.

## Service Provision

The ADS is currently providing services through its ordinance obligations and Service Level Agreements (SLAs) as follows:

Section 5.1 – ADS Ordinance	Commencement	Current Term
Bishop-in-Council	1 July 2013	Ongoing
Ministry Executive	1 July 2013	Ongoing
Anglican Church Property Trust	1 July 2013	Ongoing
Committees of the Diocese	1 July 2013	Ongoing

Section 5.2 – SLAs	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 and 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 (TASG)	January 2016	2019	1 September 2018 – 31 December 2021
Burgmann Anglican School (leased equipment)	January 2017		January 2022
The Riverina Anglican College (TRAC)	January 2018 (ICT/ leased equipment only)	2019 – expanded service provision	1 July 2019 – 31 December 2022
St Mark's National Theological Centre	1 July 2019	n/a	1 July 2019 – 30 June 2022

## Secretariat and Contact Details

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:

Mr Trevor Ament - *Registrar / General Manager*

Address: GPO Box 1981, Canberra ACT 2601  
Phone: (02) 6245 7101  
Fax: (02) 6245 7199  
Email: [trevor.ament@anglicands.org.au](mailto:trevor.ament@anglicands.org.au)

## Staffing

As at 30 June 2019, ADS had 51 staff members comprising permanent and permanent part-time staff. This equates to 45.9 Full Time Equivalent (FTE). This compares to 37.95 FTE at 30 June 2018.

The increase reflects the restructure that occurred in August 2018 where seconded staff, working in ADS but still identified as employed by their original employer (mainly Anglicare), were transitioned across to ADS.

There has also been an increase in staff numbers in the Information & Communications Technology and Human Resources Directorates due to the additional resourcing required to meet service obligations to our SLA partners.

## Office Accommodation

The ADS is located on Level 4, 221 London Circuit, Canberra ACT.

The office areas leased to the ADS accommodate the Bishop's Office, ADS and the AIDF.



221 London Circuit, Canberra Building



# Membership & Governance

## Chapter 2

### Governing Body

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 30 June 2019, is provided below.

Meetings are scheduled to be held every second month. A total of four (4) regular meetings and three (3) electronic votes were held in 2018; and for the period 1 January – 30 June 2019 a total of three (3) regular meetings have been held.

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

Name	Title	Meetings attended	Total meetings eligible to attend
The Right Reverend Dr Mark Short (Effective April 2019)	Chair The Bishop	1	1
The Right Reverend Stuart Robinson (Resigned March 2018)		1	1
The Right Reverend Trevor Edwards (Chair from April 2018 to April 2019)	Episcopal Administrator	5	6
The Right Reverend Professor Stephen Pickard	Member	1	3
The Honorable Richard Refshauge	Chancellor	5	7
The Venerable Dr Brian Douglas	Member	4	7
Mr Wayne Harris	Member	5	7
Mrs Margaret Wheelwright	Member	5	7
Mr Mark Le Couteur	Member	4	7
Mr Trevor Ament (NB: not a member)	Registrar/ General Manager	7	7

## Governance

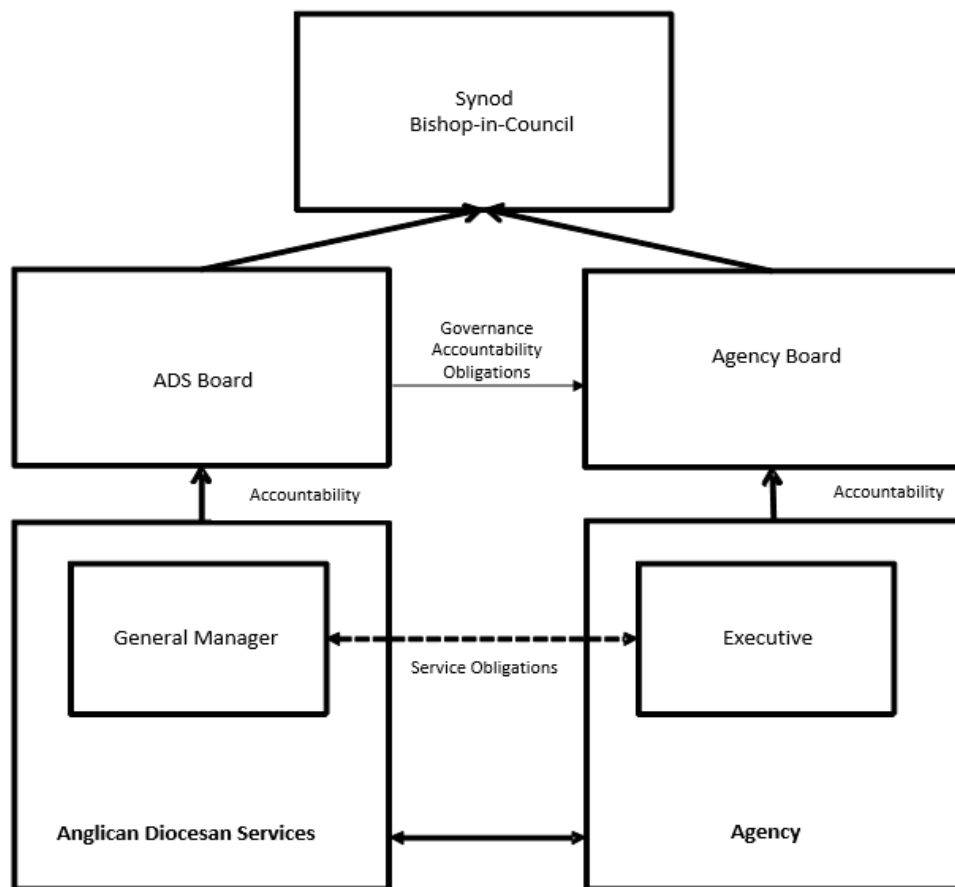
The members of Ministry Executive, and consequently the ADS Board, are appointed by the Bishop, on the advice and approval of Bishop-in-Council, ensuring an appropriate mix of professional skills.

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.

## Structure: Accountability and Obligations

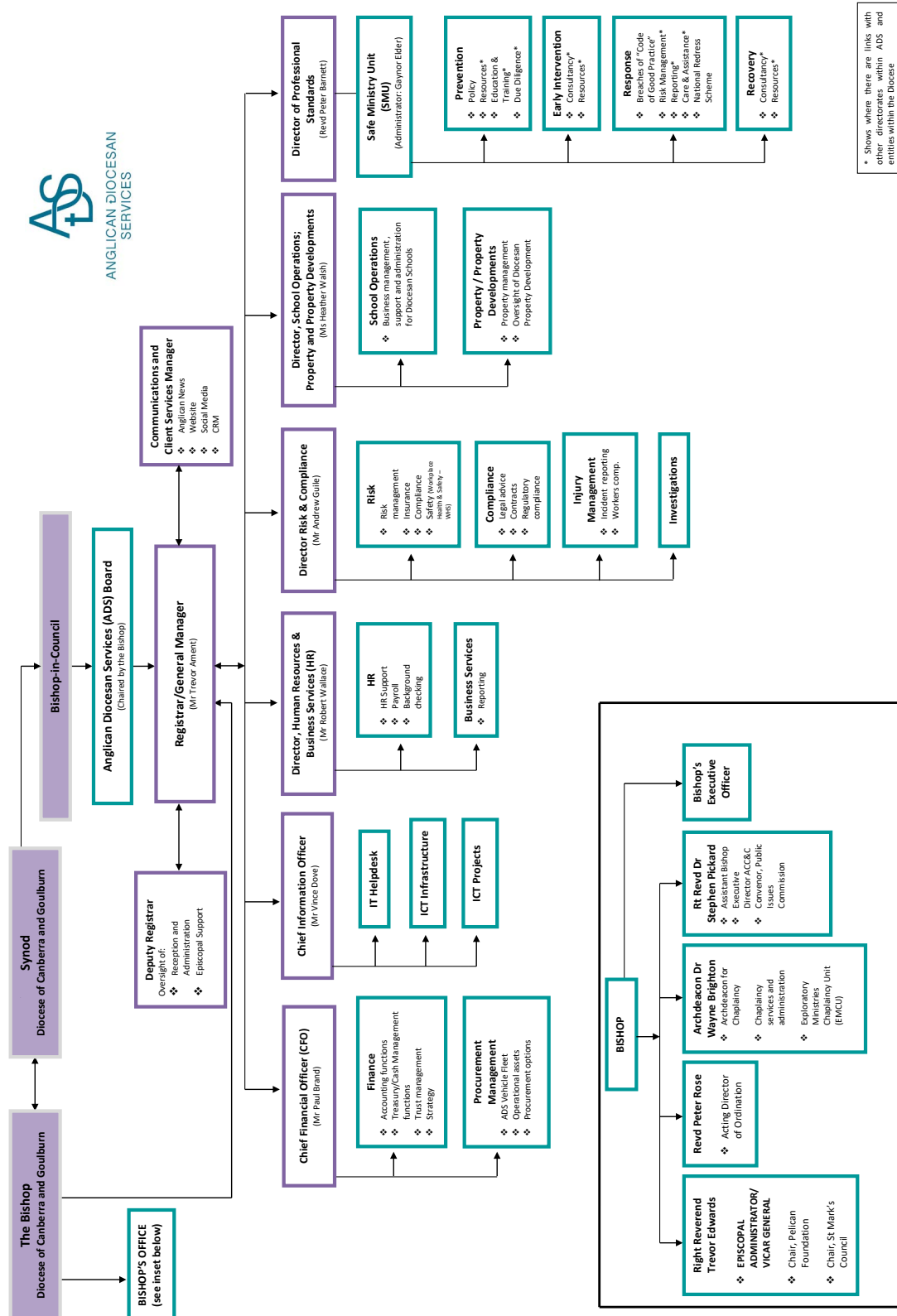


## Statutory Compliance

Registered ABN: 55 349 267 973

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

## Organisational Chart (as at December 2018)



# Activities

## Chapter 3

### Corporate functions of the ADS

The corporate functions undertaken in the ADS relate to four 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 categories established, the corporate functions provided by the ADS are:

- Payroll
- Human Resources
- Risk and Compliance
- Injury Management
- Finance
- Information and Communications and Technology (ICT)
- Property Management
- Provision of Equipment – Leasing
- Project Support Framework

These functions then form the basis of the Service Level Agreements (SLAs) and are costed within a budget framework.

In order to allow some flexibility for additional services beyond those identified and agreed to, a Project Support Framework has been developed. This framework enables additional service 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.

A critical consideration is to ensure that the ADS remains committed to serving the entities of the Diocese. Its strategic directions can only be formed with the input from the entities and approved by Bishop-in-Council.

An overview of the activities of the ADS directorates is provided on the following pages.

## Bishop's Office

### Personnel

Position	Staff Member Name
Diocesan Bishop	The Right Reverend Dr Mark Short
Episcopal Administrator in 2018 Assistant Bishop/Vicar General	The Right Reverend Trevor Edwards
Assistant Bishop	The Right Reverend Professor Stephen Pickard
Bishop's Executive Officer	Ms Bev Forbes
Archdeacon for Goulburn and Southern Tablelands	The Venerable John Barnes
Archdeacon for Chaplaincy	The Venerable Dr Wayne Brighton
Acting Director for Ordination	The Reverend Peter Rose



**Bishop Trevor Edwards**

During 2018, the motto adopted by Bishop Trevor Edwards of "Keep Calm and Carry On" was particularly pertinent given the significant changes to Episcopal resourcing within the Bishop's Office.

Bishop Trevor's calm guidance, sacrificial service and Christ-honouring contribution as Episcopal Administrator from 31 March 2018 – 6 April 2019 deserves particular acknowledgment as he saw the Diocese through a significant time of transition.

Furthermore, the work and support of Bishop Stephen Pickard during this time in assisting with various Episcopal duties was greatly appreciated; as was the executive support provided by Ms Bev Forbes.

The Reverend Peter Rose, through his role as Acting Director of Ordination, also provided a significant contribution and much needed support across this important portfolio.

Throughout 2018, Archdeacon John Barnes continued to provide an invaluable contribution as Diocesan Mission Facilitator as well as shouldering immense responsibilities across the Goulburn and Southern Tablelands Archdeaconry. In November 2018 Archdeacon John announced his resignation, effective 5 February 2019, to take up the role of Registrar and Bishop's Commissary in the Diocese of Rockhampton.

On 6 April 2019 Bishop Mark Short was consecrated and installed as the 11th Bishop of the Diocese of Canberra and Goulburn and assumed Episcopal responsibility enabling Bishop Trevor to resume his role as Assistant Bishop/Vicar General before embarking on a well-earned period of long service leave.



**Bishop Mark Short - Consecration Speech**

## Chaplaincy

Archdeacon Dr Wayne Brighton continues to oversee the Chaplaincy portfolio which comprises 22 stipendiary (including school chaplains) and up to 50 honorary chaplains.

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, hospices, mental health facilities, the police force, correctional facilities, aged care facilities, retirement villages, the defence force and Parliamentary Christian Fellowship.

In 2018, 3 part-time stipendiary positions were relinquished due to the incapacity to deploy a suitable chaplain. These positions were in the Riverina Juvenile Justice Centre and the correctional facilities in Cooma and Tumbarumba.

In May 2019 the corrections chaplaincy at the Alexander Maconochie Centre was transferred from the ACT Pastoral Care Council to the ADS. Work is also being progressed in regard to renewing the Chaplaincy Agreement with RSL Lifecare.

2018-19 also saw the creation of the South Sudanese Anglican Ministry (SSAM) Chaplaincy Unit as a new ministry unit of the Diocese. The Reverend Peter Kuot is the Chaplain with Archdeacon Wayne continuing to provide pastoral oversight and support as required.



Ordination February 2018

## General Manager / Executive Directorate

### Personnel

Position	Staff Member Name
General Manager	Trevor Ament
Deputy Registrar	Emma Body
Receptionist and Administration Assistant	Sue O'Brien
Communications and Client Services Manager	Alison Payne (transferred July 2019)
Brand Development & Administration Officer	Jemma Thomas (commenced July 2019)

### Functions

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.

### Executive Directorate

Executive support, secretariat services and strategic advice is provided, via the Registrar/General Manager, to Synod, Bishop-in-Council, Ministry Executive, the ADS Board, 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;
- General administration and reception services for the Diocese and ADS;
- Oversight of the services delivered by the various ADS directorates and convening of regular Director's meetings; and
- Reviewing and co-ordinating processes within the ADS so as to best serve the needs of our ministry units and agencies.

### Communications

Following the revitalisation of the Diocesan website, a Synod Member Portal was created on the Diocesan website in 2018 to enable an easier, and more secure, means of circulating the Synod Papers to Synod members electronically.

This initiative was well received and was particularly beneficial given the additional number Synods conducted during 2018.

## ADS Intranet

The development of the ADS Intranet commenced in 2018. This work is nearing finalisation with the aim being for the ADS Intranet to be operational internally in late 2019. This will then form the basis for the further development of other online communication strategies.

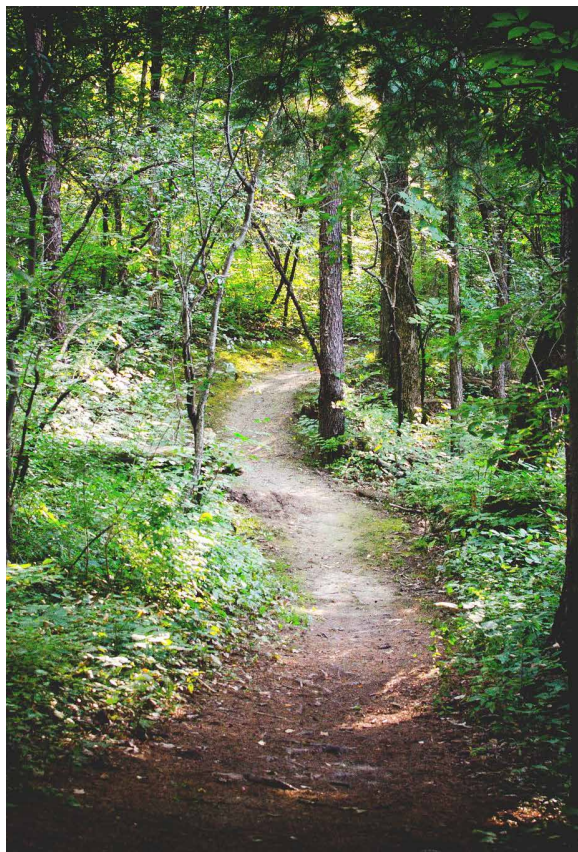
## Restructure

In order to ensure additional resourcing and communications support within the Bishop's Office, Ms Alison Payne has transitioned from her role as ADS Communications and Client Services Manager to a new role – Bishop's Office Executive Assistant and Communications Manager effective 1 July 2019.

Ms Jemma Thomas has joined the Executive team into a new role – ADS Brand Development and Administration Officer effective 1 July 2019.

## AIDF

During 2018 the AIDF continued to strengthen its financial position and progress its strategies to deliver improved service standards and products. The AIDF has continued to pursue the application for the Australian Financial Services License (AFSL) with ASIC and we remain hopeful of an approval in the near future. In addition, the AIDF has strived to ensure its values and purpose continue to align with those of the Diocese.



The ADS has worked to ensure compliance through maintaining a scheduled review process for all its policies. The following ADS policies and procedures have been reviewed, developed and approved by the ADS Board in 2018-19:

- 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

## Human Resources

### Personnel

Position	Staff Member Name
Director	Robert Wallace (commenced 1 August 2018)
Director	Luke Vardanega (transferred 1 August 2018)
Senior HR Manager	Peta Gardiner
Services Coordinator	Kathy Goodman
Payroll Services	Shanelle Kramarczuk
Payroll Services	Zehra Faiz
Payroll Services	Maria Theoharidis
HR Services	Janette Richards
HR Services	Lara Sweeney

### Highlights for 2018 - 30 June 2019

- Commencement of Mr Robert Wallace as the new Director Human Resources & Business Services
- Serviced 1300 employees
- Made 23,081 payments to staff for the period April 2018 to March 2019
- Transitioned Anglicare Human Resource Information System (HRIS) to a new database
- Embedded HR Technology through the implementation of Employee Self-Serve (ESS) to ADS, Sapphire Coast Anglican College and St Peter's Anglican College, enabling employees direct internet access to their payroll/leave files
- System enhancements developed, tested and implemented in the HRIS
- Developed and implemented a Candidate Management Portal for Anglicare and ADS recruitment



ADS Staff Members

## Overview

Employment services are delivered through the ADS Human Resources Directorate (HR), via a Service Level Agreement (SLA) with each Diocesan agency that partners with ADS or under the requirements of various Ordinances.

ADS HR provides services that encompass human resource management and payroll; as well as covering the legislative requirements of the jurisdictions that the SLA partners operate within. The footprint of operations is in fact much wider than the geographic area of the Diocese of Canberra and Goulburn.

Human resource management focus on the issues and concerns that impact on the health and wellbeing of Diocesan agency 'workers' and how this may impact on their work efficiency and productivity; and assist the agencies to provide a safe workplace.

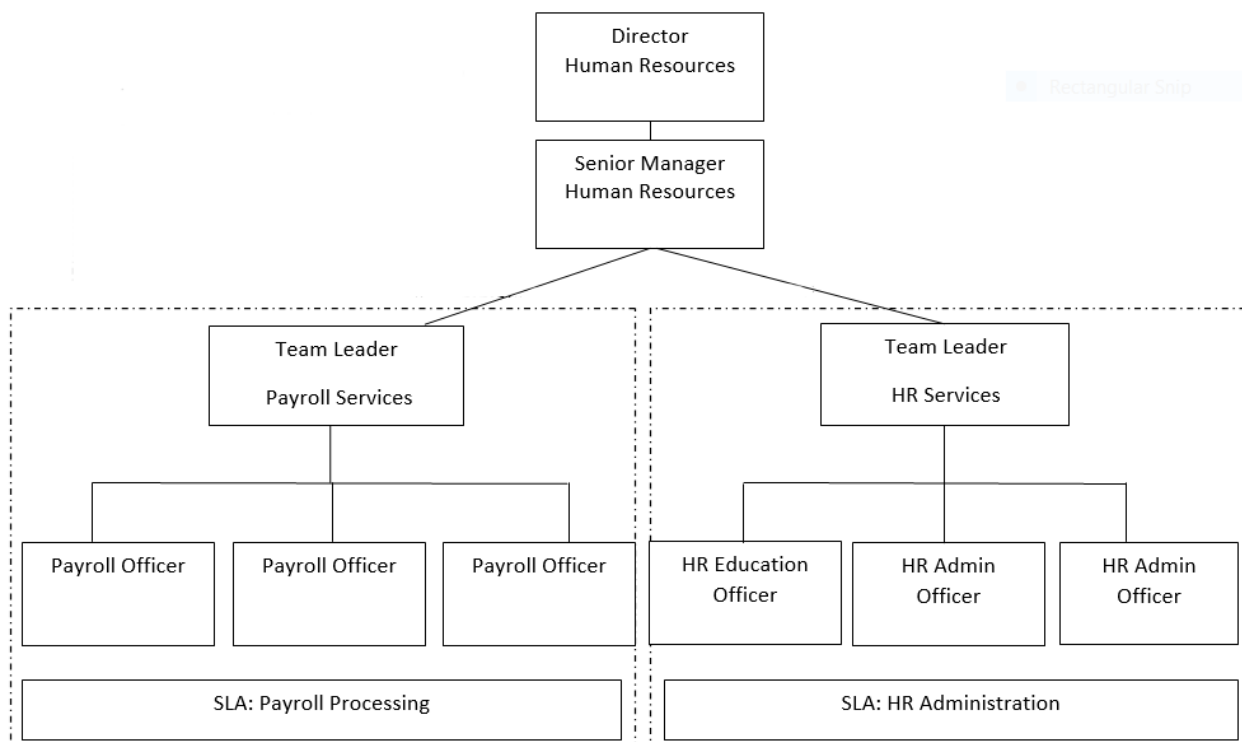
Payroll covers all the requirements for a person to be employed in a particular position and to be paid, including professional qualification; accreditation; position/employment package; payee details including, banking, tax, and leave entitlements; and compliance to legislative requirements.

Since the commencement of ADS as a service provider, the call on services from the growing number of employees across Diocesan agencies has outgrown the original structure.

In response to this, the HR directorate has developed, and the ADS Board has approved, a new structure which will be fully implemented and operational by the last quarter of 2019.

The new structure is based on the re-organising of duties into service sectors, primarily being Payroll and Human Resources, as outlined in the organisational chart below. The structure will deliver a higher standard of service to our SLA partners, in a cost effective manner.

In addition, all existing systems and programmes used by HR are being reviewed to determine efficacy, cost efficiency, and the ability to integrate into ADS client systems for generating reports and statistical analysis.



- Chart 1. Human Resources organisational chart -

## Payroll Services

Payroll represents a significant component of the service delivered by ADS to the Diocese and its SLA partners. These services include but are not limited to:

- Employment contracts;
- Tax File Number Declarations;
- Statutory Declarations;
- Nationally coordinated criminal history checks;
- Choice of Super Funds;
- Employee personal details;
- Fair-Work information statement; and
- Payroll service for staff.

There are generally two pay runs each month per client, with three in two (2) months per year, indicated by the spike in numbers in July 2018 and January 2019.

For the 12 month period April 2018 to March 2019, there were 23,081 payments made to staff. See Table 1.

The number of payees serviced by ADS HR has increased from approximately 1050 to 1250 employees peaking in 2018 at 1300. Being an approximate growth of 24%. See Graph 1.

The growth in numbers is in part due to the introduction of SLAs with additional Diocesan agencies. However, by far the largest increase has been in the Anglicare staff numbers.

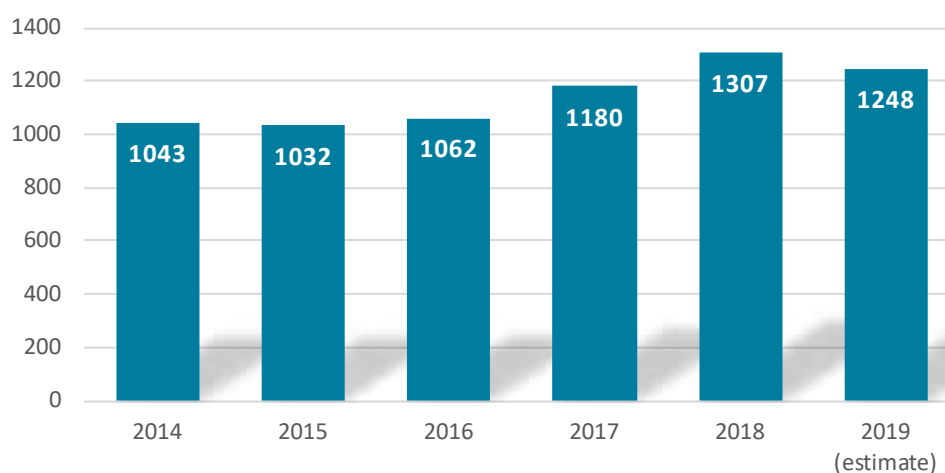
Note: In identifying numbers employed, headcount is used and not full time equivalent's (FTE), as the task of on-boarding an employee and running payroll is based on each individual person.

By Month	Total Payees
April 18	1,771
May 18	1,806
June 18	1,922
July 18	2,347
August 18	1,839
September 18	1,800
October 18	1,820
November 18	1,925
December 18	1,806
January 19	2,363
February 19	1,800
March 19	1,882
<b>TOTAL</b>	<b>23,081</b>

- Table 1 -

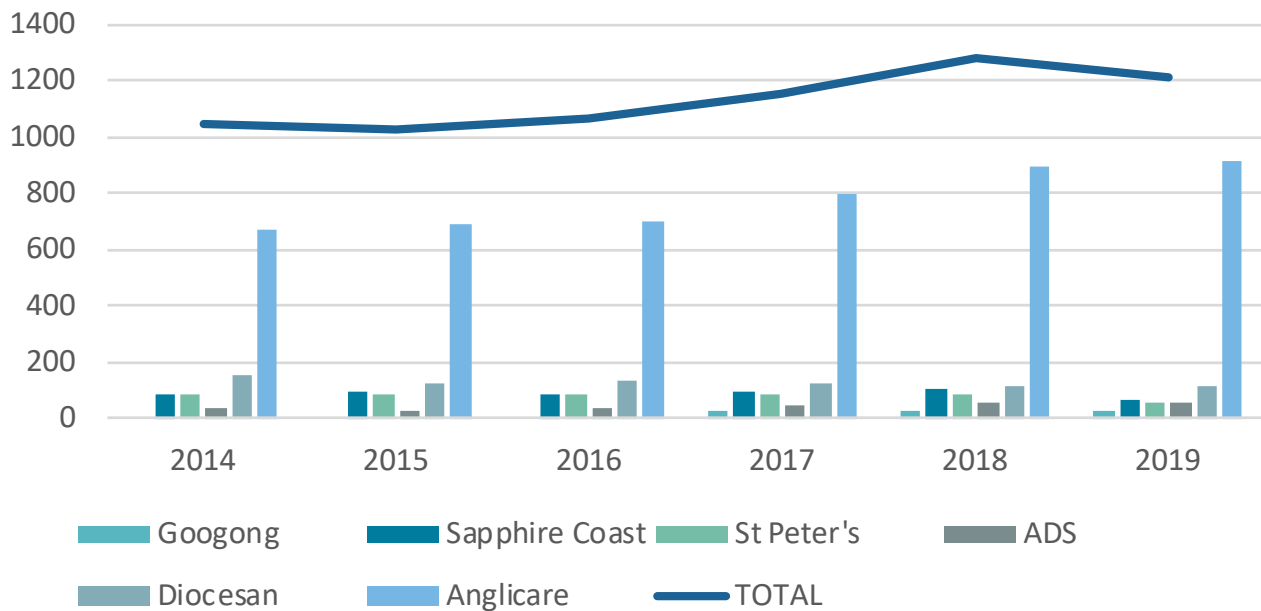
## Headcount (all Diocesan Agencies)

At EOFY



- Graph 1 -

## Headcount for each Diocesan Agencies At EOFY



- Graph 2 -

An overview of the growth of the various agencies is shown in Graph 2 above.

The following are represented in the legend of Graph 2:

- The Anglican School Googong (Googong);
- Sapphire Coast Anglican College (Sapphire Coast);
- St Peter's Anglican College (St Peter's);
- Anglican Diocesan Services (ADS);
- Diocesan Agencies including parishes (Diocesan);
- Anglicare; and
- TOTAL being the total of all.

Note:

- Anglicare's 2019 figure is a projected estimate of 916.
- The Anglican School Googong (TASG) commenced an ADS Service Level Agreement in 2017, adding another 26 people that year.

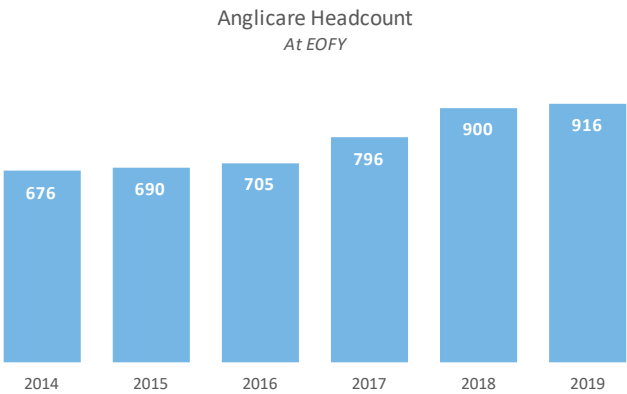
Some agencies have reduced the number of payees through reducing the number of casuals employed and moving to permanent staff. For example, Sapphire Coast Anglican College had a reduction of approximately 27% from 2014 (154 payees) to 2019 (112 payees). St Peter's Anglican College has also had a reduction of approximately 30% from 2014 (88 payees) to 2019 (62 payees).

Anglicare

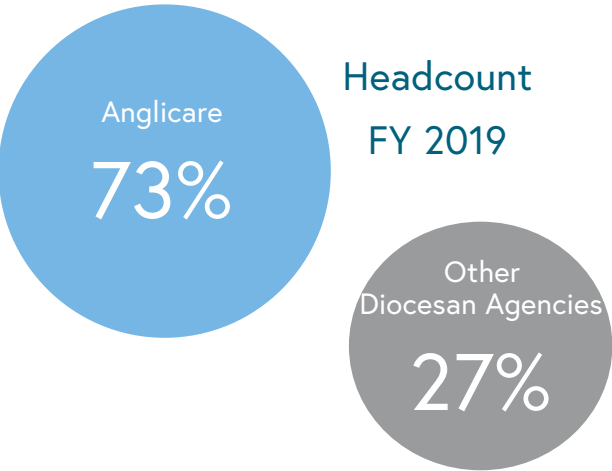
Anglicare is the single largest client of ADS HR, therefore their headcount figures are reported separately to the combined 'Other Diocesan Agencies'.

For the Financial Year (FY) 2019 the estimated Anglicare headcount was 916 (73%), while 'Other Diocesan Agencies' had a headcount of 332 (27%).

The Anglicare headcount has increased steadily from 676 in 2014, to an estimate of 916 in 2019. An increase of approximately 35% as represented in Graph 3.



- Graph 3 -



Anglicare Estimated Employees 2019 FY		Numbers
Total Headcount		916
New Starters		
New Volunteer		105
New Foster Carers		174
New Employees		130
TOTAL		409

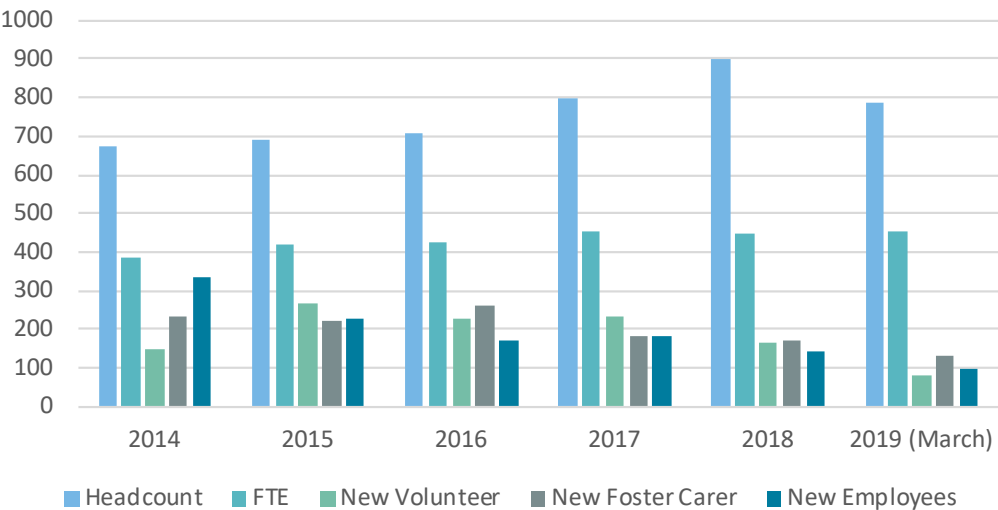
- Table 2 -

In addition to servicing the increase in employees, there is a significant amount of input required for each person on-boarded. On-boarding requires the setup of all details of each person into the system, whether they are paid a salary or volunteer/provide foster care.

Anglicare engage staff at various levels. However, in addition to the estimated 916 for 2019, there are New Starters, which include: 105 New Volunteers, 174 New Foster Carers and 130 New Employees, being a total of 409 new 'on-boarders' in 2019, all of whom need to be entered into the HR system. See table 2 above and graph 4 below.

Anglicare  
Numbers

- Graph 4 -



## Employment Checks

A significant amount of time is also allocated to the processing of Employment Checks for existing staff and new staff, both employees and volunteers. These include National Criminal History Checks and Working with Children verifications. The number of Employment Checks are quite significant.

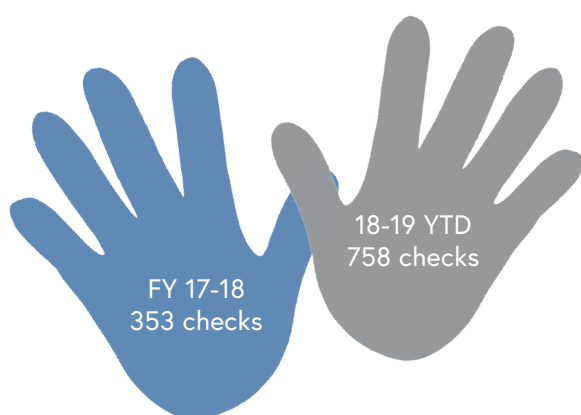
### National Criminal History Checks (NCHC)

In 2017-18 a total of 1031 NCHC's were undertaken comprising of 463 employee checks and 550 volunteer checks.

In 2018-19 year to date, there were a total of 861 NCHC's completed comprising of 390 employee checks and 471 volunteer checks. See table 3.



### Working With Children (WWC)



In 2017-18, 353 new WWC checks were conducted and in 2018-19 year-to-date, there has been 758 checks.

The dramatic increase in numbers during this period, is due to the renewal of existing accreditations, as legislated to occur after five (5) years of issue. The scheme commenced in NSW on the 15 June 2013.

### Anglicare Employment Checks

Month	Employee	Volunteer	Total
July 18	24	12	36
August 18	44	35	79
September 18	29	63	92
October 18	30	49	79
November 18	47	34	81
December 18	32	39	71
January 19	28	47	75
February 19	28	31	59
March 19	30	28	58
April 19	33	46	79
May 19	25	62	87
June 19	40	25	65
<b>TOTAL</b>	<b>390</b>	<b>471</b>	<b>861</b>

- Table 3 -



## Human Resource Management

ADS HR have a highly professional human resource management team that advise and manage workers employed by Diocesan agencies under ADS Service Level Agreements (SLA). However, the growth in employee numbers has placed pressure on ADS payroll functions and human resource management advisors.

The Diocese and its agencies through the ADS, have a responsibility to be aware of issues and concerns that impact on the health and wellbeing of employees.

It is generally recognised that efficiency can be compromised when 'workers' are under stress, caused by poor workplace harmony and/or inefficient work space and practices. This can have a negative impact on their mental health and wellbeing. In turn this can lead to absenteeism, lower productivity, resignations, disharmony in the 'workplace'; and a high turnover of staff.

Under WorkSafe legislation, the Diocese and its agencies, must provide a 'safe workplace' for their 'workers'. WorkCover insurance premiums for the Diocese and agencies can be negatively impacted if a safe work environment is not provided, along with fines and reputational damage.

As stated earlier, the ADS HR management team focus on:

- the issues and concerns that impact on the health and wellbeing of Diocesan agency 'workers' and, how this may impact on their work efficiency and productivity; and
- assisting agencies (and therefore the Diocese) to ensure the provision of a safe workplace.

The services provided to Diocesan agencies on governance issues cover, but are not limited to:

- Assistance with the development of position descriptions;
- 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 correcting 'worker' behaviour;
- Advice on industrial relation issues;
- Advice and assistance in managing redundancies;
- Strategic planning with agencies in relation to 'worker' numbers for new growth or withdrawal of services;
- Advice on employment relations issues; and
- Complex case management as required, including face-to-face meetings with employees involved.



St Pauls, Burra

## Finance

### Personnel

Position	Staff Member Name
Chief Financial Officer	Paul Brand
Manager Financial Services	Jane Ungerer
Assistant Manager Financial Services	Prue Brown
Accountant	Phat Nguyen
Accountant	Edita Pineda
Accountant	Ross Wright
Senior Accounts Officer	Colleen van der Sterren
Accounts Officer – Anglicare ( <i>Accounts payable</i> )	Julie Campbell
Accounts Officer – Anglicare ( <i>Accounts receivable</i> )	Jenni Lowes
Accounts Officer – Anglicare ( <i>Accounts payable</i> )	Di George
Accounts Officer – Anglicare ( <i>Accounts receivable</i> )	Donna Mills
Accounts Officer – Anglicare ( <i>Accounts payable</i> )	Nadia McIntyre
Accounts Officer – ADS & Registry ( <i>Accounts payable</i> )	Maria Myer

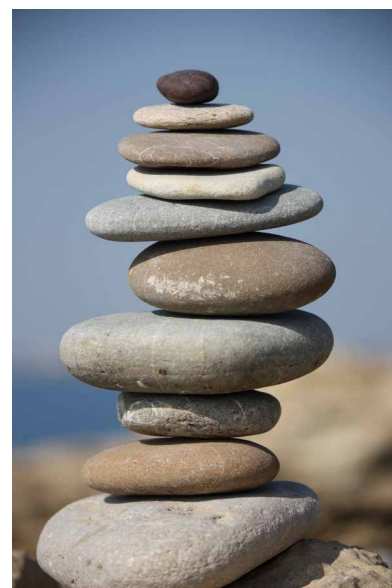
### Functions

The Finance functions are applied across multiple agencies of the Diocese. This includes applying, where appropriate, standard policies and procedures and gaining efficiencies with economies of scale.

The following outlines the functions provided and the service offered within each function.

### Finance responsibilities

1. Accounts payable
2. Accounts receivable
3. Monthly financial reports
4. Management of government grants, reporting and audited acquittals
5. Support the implementation of new financial processes resulting from changes to government funded programs (such as the National Disability Insurance Scheme (NDIS) and Out of Home Care)
6. Annual financial statements
7. Annual budget preparation
8. Forecasting
9. BAS & FBT returns
10. Training
11. Provision of financial strategic advice
12. Assistance with tender applications including costings
13. Management of statutory requirements including Auskeys
14. Management of banking signatories



The agencies below are provided all of the services listed on the previous page.

Agency	Turnover*	Total Assets*
Anglican Church Property Trust	3,700,000	52,100,000
AIDF	5,000,000	91,200,000
Anglicare	72,300,000	77,700,000
ADS	11,000,000	11,200,000
St Mark's Theological College	1,850,000	4,000,000
<i>*rounded to nearest \$100,000 and Includes Other Comprehensive Income</i>		

## Activities

### Financial Oversight

#### Audit

The ADS Finance team has completed audits for all entities it holds SLA's with as follows:

##### **December 31 Year End**

- Anglican Church Property Trust
- Anglican Investment and Development Fund
- Anglican Diocesan Services

##### **June 30 year end**

- Anglicare NSW South, NSW West and ACT

The Diocesan entities have all appointed Ernst and Young (EY) as their Auditor. Utilising one auditor across all the entities ensures significant efficiencies in coordinating audit activities across all the entities. EY are a prominent global auditing firm, as such the ADS and support entities benefit from the significant expertise and resources available to EY.

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.

##### **The ADS**

The ADS is required to formulate the 2020 calendar year budget six to nine 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 \$69m budgeted turnover for 2019/2020 and over 130 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 Obligations

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

## 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.

## Projects

ADS Finance has continued to provide support to Diocesan agencies in relation to new projects.

## ACPT

The ACPT total assets continues to grow through its investments in cash, equities, and property. The ADS Finance team have supported the ACPT during the transition of the Australian Equities portfolio to one that is more diversified with the following target assets allocations:

- Australian Shares (Target allocation 50%)
- Fixed income (Target allocation 25%)
- International shares (Target Allocation 25%)

The current "Supervisor" Trust Management System (unitised system) which was implemented in 2009, is now 'ex support'. ADS has engaged PWC to assist the ACPT in replacing this system.

A high level overview of the project is as follows:

- Review of our current system (completed).
- Signed needs analysis report (completed).
- Suggested options and recommended software providers for upgrade (in progress).
- Implement and upgrade to new system.
- Tailor reporting packs and handover a system ready for use.

## Anglicare

During the past year ADS has assisted Anglicare with its transition to new funding models for Foster Care and Intensive Therapeutic Care (residential care). This is a significant contract worth almost \$100m over five years.

Ongoing changes in pricing and codes used for the National Disability Insurance Scheme has proved a challenge for Anglicare and has resulted in significant assistance required from ADS finance throughout 2018 to ensure claiming of money for work carried out via the NDIS online portal was possible.

ADS have assisted Anglicare with an ongoing Community Housing registration by providing financial data.

### Accounting Standards and reporting obligations

ADS Finance ensures all entities are meeting their various financial reporting obligations. Finance staff recently attended seminars on changes to accounting standards that will affect some Diocesan entities. ADS Finance will ensure any impacts related to accounting standards changes are well understood and communicated to relevant agencies.

Significant changes in accounting standards that will impact all the entities in the Diocese from 2020 onwards are:

#### AASB 15 Revenue from Contracts with Customer

Income recognition will need to be deferred in some circumstances, particularly where there is a performance obligation attached to a funding agreement. In addition, certain components in an arrangement such as donations, may be separated from other obligations, and recognised immediately.

#### AASB 1058 Income of Not-for-Profit Entities

Rather than accounting for all contribution transactions under AASB 1004, NFPs will now need to determine whether a transaction is a genuine donation or actually a contract with a customer. This means that Diocesan entities will need to decide whether the transaction falls within this standard or within AASB 15: Revenue from Contracts with Customers.

#### AASB 16 Leases

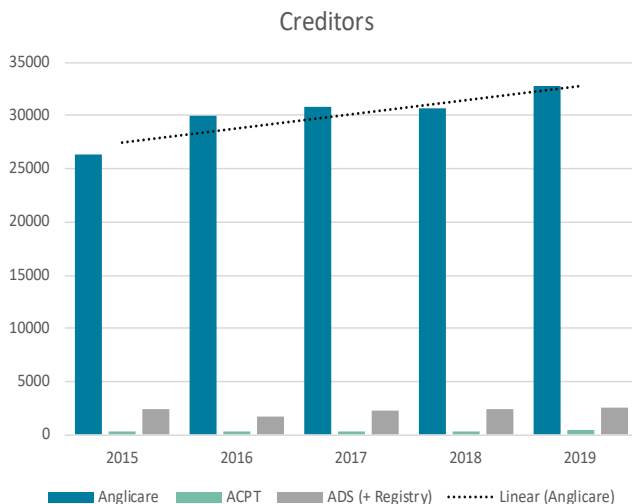
Represents a significant change for lessees of operating leases. With the exception of low value and short-term leases, all leases must be recognised on the lessee's balance sheet. The lessee will recognise an asset, reflecting its right to use the underlying asset, and a liability, in respect of its obligation to make lease payments.

### Increase in workload

Since 2015 ADS Finance FTE has fallen slightly from 11.85 FTE in 2015 to 11.69 FTE in 2019. During this time, the core workload of finance has increased significantly year on year. This demonstrates the value for money ADS Finance provides to the Diocese and its agencies who utilise ADS finance services through Service Level Agreements. An overview of where the growth in workload has occurred is provided below.

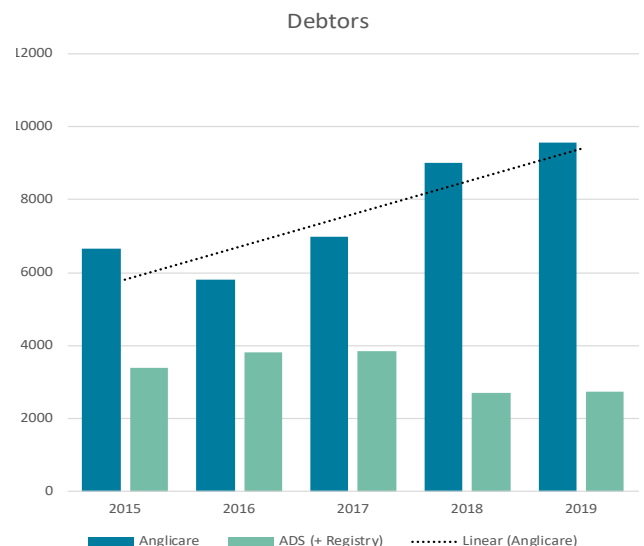
#### Creditor processing

Over the past five (5) years on an annualised basis, creditor processing volumes have increased 5.13% per annum. This is made up of: Anglicare 5.56%, ADS 0.64% and ACPT 1.54% per annum.



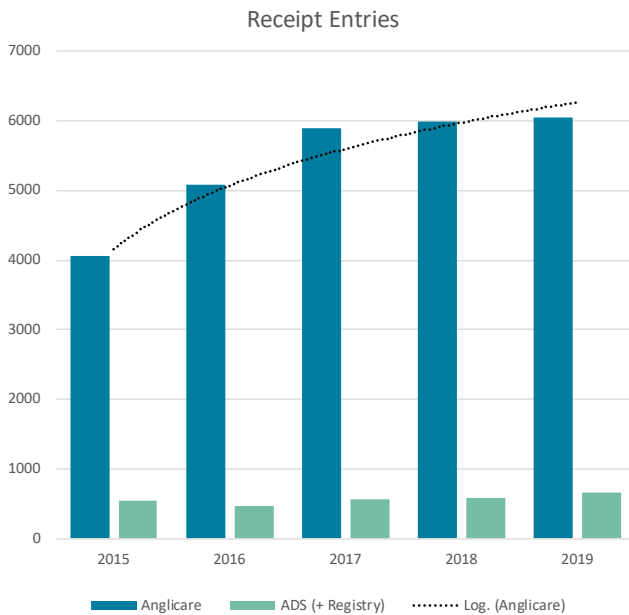
#### Debtor invoices processing

Over the past five (5) years on an annualised basis, debtor-processing volumes have increased 5.16% per annum. This is made up of: Anglicare 5.16% and ADS (including Registry) has reduced -5.09% per annum.



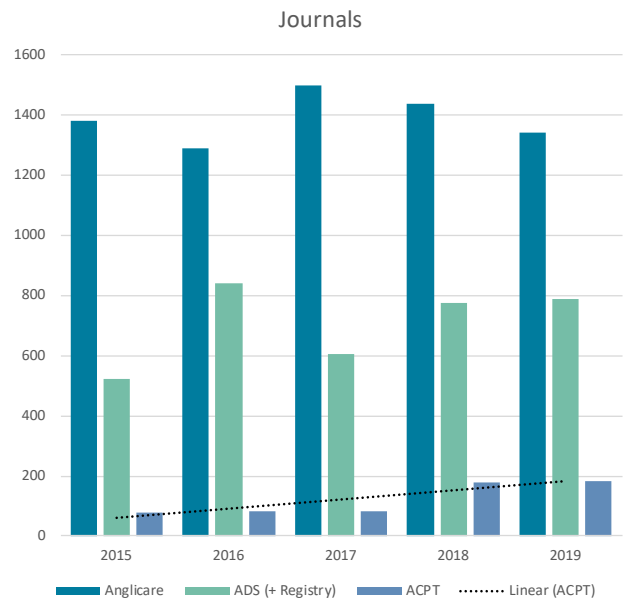
### Receipt entries

Over the past five (5) years on an annualised basis, receipt entry processing volumes have increased 9.82% per annum. This is made up of: Anglicare 10.48% and ADS (including Registry) has grown 4.52% per annum.



### Journal Entries

Over the past five (5) years on an annualised basis, journal entry processing volumes have remained stable. Anglicare volumes have reduced by 0.71% per annum and ACPT has increased by 23.15%. The ACPT increase is related the investment portfolio becoming more complex and has involved a significant increase in workload.



Church of the Good Shepherd, Tumbarumba

## Fleet Management

### Personnel

Position	Staff Member Name
Fleet Manager	Joshua Faith (resigned May 2019)
Fleet Manager	Mark Trainor (commenced June 2019)
Admin Assistant (Part-Time)	Emily Robertson

### Functions

The Fleet Management functions provide a service to all Anglican agencies within the Diocese and to Anglicare NSW South, NSW West, and ACT. This includes applying where appropriate, standard policies and procedures and gaining efficiencies with economies of scale. The following outline the functions provided and the service offered within each function.

### Fleet responsibilities

1. Provision of fleet vehicles to ADS mission partners;
2. Provision of fuel cards as requested ( these are also provided for parishes and other entities as a service, even if they do not lease a car)
3. Managing the procurement and sale of fleet vehicles; and
4. Provision of a 'vehicle needs analysis' for mission partners.

### Activities

The ADS offers a Fleet Management service. The fleet currently comprises of 219 motor vehicles being utilised by The Diocese, Anglicare, Parishes, St Mark's Theological College, Burgmann Anglican School, St Peter's Anglican College, Sapphire Coast Anglican College and the ADS.

The Fleet can also re-allocate vehicles across mission partners. For example, a vehicle that may no-longer be required by one mission partner can be transferred and placed with another partner where it is suitable for their needs. Thereby significantly reducing the cost to the mission partner.

### Leasing

The ADS provides flexible leasing arrangements to suit the needs of Diocesan agencies (including Parishes). Vehicle leases include new or second-hand vehicles with registration and insurance, and may also include servicing, tyres, roadside assistance and/or a fuel card. This service is offered at a competitive price.

Mission partners can benefit from our buying power and economies of scale as well as saving time in searching for a suitable vehicle and mitigate potential risk.

Fleet sources the vehicles, arranges registration and insurance, and the lease fee is a set monthly amount across the life of the vehicle, which makes 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 need to be eventually replaced. Another benefit for Parishes, when moving to a lease with the ADS, is that existing vehicles may be sold with the sale proceeds available to the Parish.

### Purchasing

ADS Fleet supports local business and the local communities, by offering local car dealerships an opportunity to compete for new vehicle purchases; and by utilising local service centres and repairers. ADS has purchased new vehicles from dealerships in Bega, Wagga Wagga, Orange, Canberra and Sydney this year.

Vehicles are purchased through our network of vehicle dealerships. Due to our buying power and established relationships, we are able to source vehicles with generous discounts. The savings on the purchase price and servicing costs, mean we can lease a new vehicle at a very competitive price.



## Current Fleet

ADS Fleet currently has 219 vehicles and has experienced growth for the past three years. This growth has come from Anglicare, Parishes and Schools. Of the 219 vehicles, 165 are leased to Anglicare, 24 are leased to the ADS, 15 are leased to the Diocese, 8 to Parishes, 5 to schools, 1 to St Mark's Theological College and 1 to the AIDF.

The current value of the fleet is \$2.9m with vehicles typically replaced every three to five (5) years. The average age of the fleet is two years old, with the exception of special vehicles like buses. The ADS plans to replace more than 50 vehicles each year, with sales totalling \$500,000 and purchases totalling \$1.25m.

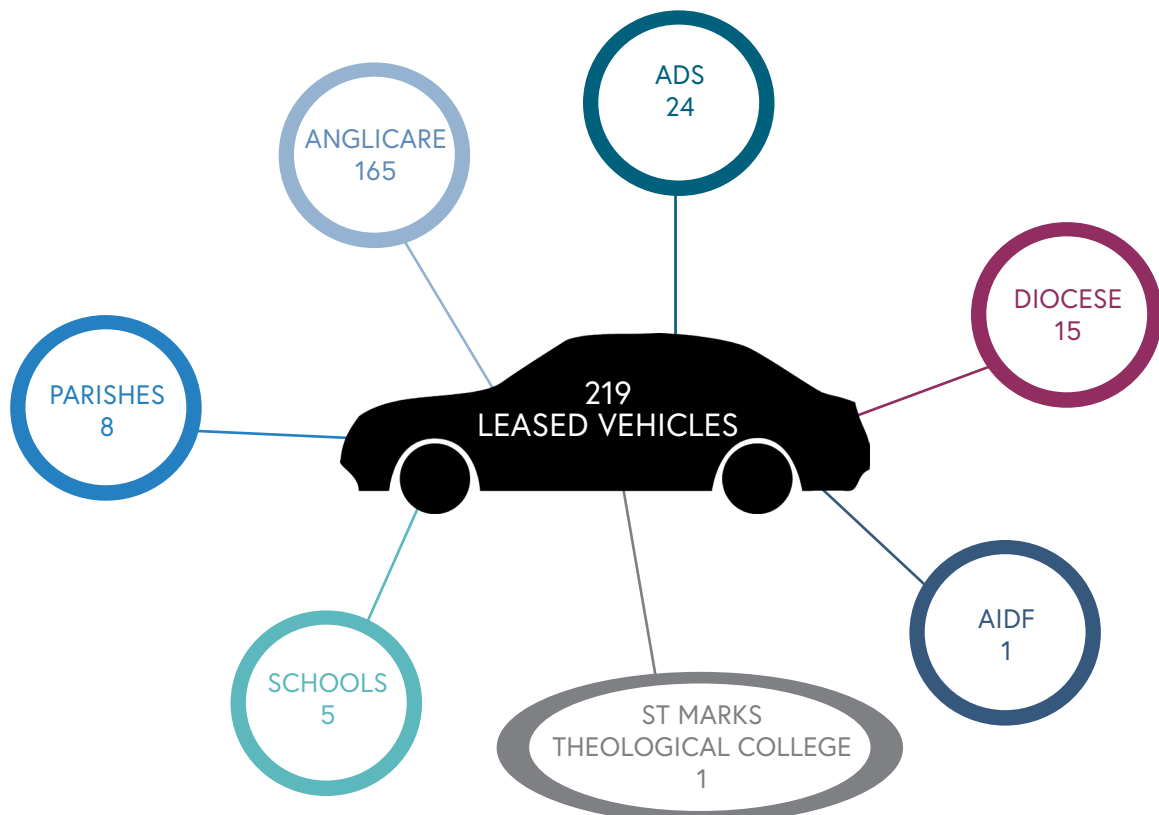
The fleet is made up of light cars, small cars, medium cars, large cars, SUV's, people movers and special vehicles. Special vehicles include buses, 4WDs and modified vehicles. ADS Fleet can purchase any vehicle to suit individual mission partners' needs.

All newly purchased vehicles receive high 'green' ratings and comply with strict emissions standards; efficiency helps guide our purchasing. All vehicles purchased comply with Australian Design Rules 79/04 and the Diocese's Sustainable Vehicle Policy in an effort to 'shrink our environmental footprint'.

More than 35% of the fleet is comprised of highly efficient vehicles, including turbo-diesels, hybrids and LPG and this continues to grow.

Some of our mission partners are missing out on the benefits of the ADS Fleet. The ADS estimates that there are up to 100 vehicles across parishes and agencies that are procured individually (not through ADS Fleet) and may not be receiving the benefits available, such as discounts and the simplicity of a lease.

If you would like any further information, have any questions or would like a reference from a current lessee, please email Mark Trainor at [mark.trainor@anglicands.org.au](mailto:mark.trainor@anglicands.org.au).



## Risk and Compliance

### Personnel

Position	Staff Member Name
Director Risk and Compliance	Andrew Guile
Senior Manager Investigations/Policy	Luke Vardenaga (commenced 1 August 2018)
Senior Adviser Injury Management	Delene Mason-Waugh
Senior Adviser, Risk	Chrissy Watson
Legal Services Manager	Daniel Simon (commenced 3 September 2018)
Insurance Manager	Nienke Lucas

### Protecting people and communities from harm

The agencies and ministry units across the Diocese operate in uncertain times where the outcome of future events cannot be predicted with complete accuracy.

The six staff in ADS Risk and Compliance cover the major functions of insurance, risk management and reporting, legal services, injury management and reportable conduct investigations.

Ministry units and agencies that work with the Risk and Compliance Directorate discover that the processes for risk management are as much about maximising opportunities as they are about minimising negative consequences. For these groups, risk management practised in a strategic context is an opportunity enabler.

### Adding Legal Services

The addition of a Legal Services Manager to the Directorate has allowed 'in house' consideration of many legal matters and has improved our liaison with external counsel. The position was filled in September 2018 by Daniel Simon, who works with Nienke Lucas, Insurance Manager, in providing supervision and due diligence on contracts and agreements; as well as liaising with law firms, the Chancellor and the Legal Committee to provide legal advice.

There were 93 documents executed through the Directorate in 2018. These include commercial leases, residential leases, service level agreements, facility agreements, memorandums of understanding, licenses, Deeds of Release, Powers of Attorney, and any other legal document requiring a due diligence analysis.



The Anglican School Googong

### Applied Governance and Risk Focus for AIDF

Substantial Risk and Compliance resources are allocated to the governance and operation of the AIDF. The regulatory framework overseen by Australian Prudential Regulation Authority (APRA) and Australian Securities and Investments Commission (ASIC) for Charitable investment fundraisers continues to place high compliance expectations on organisations dealing in financial products.

The Director, Andrew Guile, serves as AIDF Board Secretary and further supports the Risk Committee and the newly established Audit Committee.

Extension and revision of the policy and compliance framework for the AIDF has continued throughout 2018. New policies and procedures include cash handling and the recruitment of fit and proper persons.

All policies are mapped back to regulatory standards of the APRA, ASIC or Standards Australia to ensure that the AIDF's policies are robust and in accordance with best practice.

### Establishing an Effective Risk Framework in Anglicare

Anglicare is a large and complex welfare arm of the Diocese that receives risk management services from the Directorate in support of the Anglicare Board Risk and Governance Committee.

Risk and Compliance has further developed the risk framework and reporting for Anglicare now that Care and Clinical Governance advisory groups are functioning and reporting their own risk registers. Risk and Compliance Director, Andrew Guile, is now a part of the Anglicare Executive Management.

With the coordination of Senior Risk Adviser, Chrissy Watson, Risk and Compliance actively manages major regulatory and compliance matters that included Worksafe NSW improvement notices and Early Childhood standards breaches during 2018.

Risk and Compliance has provided assistance with the development of policies and procedures on whistle blowers, complaints, commercial property, staff as carers, fraud and corruption, insurance, security, mobile phone use, animals, client rights, and elder abuse. These are mapped to the latest regulatory standards and are consistent with other similar Diocesan policies.

### Delivering Best-Value Insurance

Anglican Diocesan Services is a key contributor to the Anglican National Insurance Program (ANIP) with the ADS General Manager serving on the Management Committee.

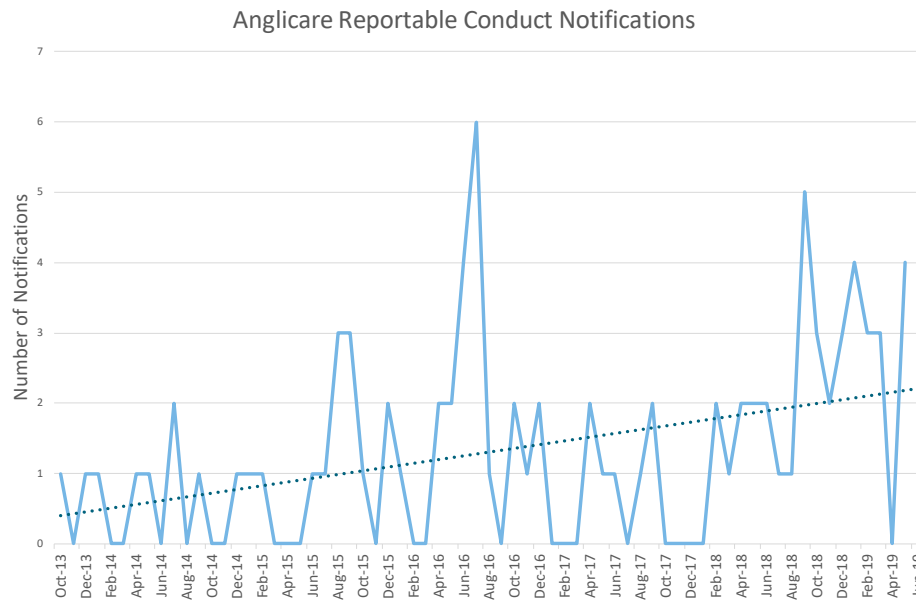
Insurance returns are managed by the Risk and Compliance Directorate to provide ministry units and agencies with comprehensive insurance coverage. The combined buying power of Anglican organisations continues to deliver insurance at competitive rates and improved risk management services.

There were 21 successful insurance claims in 2018 – 11 for parishes; 2 for Anglicare; 4 for schools and 4 for other agencies. Most claims were for property damage from events such as vandalism, fire, storm, and from motor vehicle collisions. There was one travel claim. One public liability claim was settled and another is proceeding.

### Supporting Injured Workers & Reportable Conduct Investigations

The transfer of Injury Management (Delene Mason-Waugh) and Reportable Conduct Investigations (Luke Vardanega) from Human Resources into the Risk and Compliance Directorate has enabled ADS to more clearly assure agencies of the effectiveness and monitoring of treatment plans around these significant areas of risk. There are always likely to be higher order risks in the welfare and services sector.

Regulatory changes around allegations of reportable conduct in Anglicare, have seen a significant increase in the number of investigations during 2018.



While the function is typically referred to as 'investigations' there are four distinct components:

- Policy development, advice and training
- Incident response including risk assessment
- Notifications to and liaison with statutory agencies and partner organisations
- Investigation of allegations

### Serving the compliance needs of the Diocese

Risk and Compliance, with the guidance of the Diocesan Audit and Risk Management Committee, is committed to forming strong relationships with ministry units to assist them in implementing robust risk management strategies. Tools and resources that equip ministry units include:

- Regular WHS updates that assist principal officers comply with requirements under legislation;
- Policy and procedure templates, guidelines and links to key information;
- WHS auditing to support ministry units with hazard identification; and
- Consultations with, and development of, Parish Council risk officers.

Online tools assist parishes and agencies meet their WHS regulatory obligations along with online incident, critical incident and hazard reporting which is now available to all ministry units and agencies (by agreement). These procedures link ministry units and agencies with insurance claims support and also identify further risks, injury management and any other regulatory reporting that may be required.

These systems allow for continuous improvement across ADS supported agencies with the inclusion of document tracking for reporting and acquittals, as well as online processing of travel declarations.

## Schools Operations, Property and Property Developments

### Personnel

Position	Staff Member Name
Director	Heather Walsh
Schools Accountant	Yuping Chen
Property Manager	Michael Stallard



### Functions

#### The Anglican School Googong

The Schools Operations, Property and Property Development directorate supports the ongoing delivery of services provided by the ADS to Diocesan schools, consistent with the requirements of Service Level Agreements (SLAs). The Directorate provides Secretariat and business management services and administration for the Anglican Schools Commission of the Diocese of Canberra and Goulburn and the Property Development Commission. The Directorate also has responsibility for the development, management and review of the property assets of the Diocese.

### Activities

#### 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 Broulee, Sapphire Coast Anglican College Bega and The Anglican School Googong. The services provided to these schools include the following:

#### 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
  - Cash management reports
- Continued implementation of Synergetic (learning management system)
- Preparation of development plans and building works reports, in consultation with the Principal



The Anglican School Googong

### 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
- School registrations:
  - 5 year registration of St Peter's Anglican College under the National Education Assessment Standards (NEAS) guidelines
- Continued implementation of Synergetic (learning management system).



Sapphire Coast Anglican College, Bega



St Peter's Anglican College, Broulee

### The Riverina Anglican College

- Assistance with the implementation of Synergetic (learning management system)
- Negotiations regarding the SLA
- Possible new opportunities and land releases.

The Director is also the Secretary for the Anglican Schools Commission of the Diocese of Canberra and Goulburn (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 report contained in the Bishop-in-Council annual report to Synod.



The Riverina Anglican College

## Strategic Goals

### *Strategic Planning and Performance*

- Implementation of the strategic priorities of ADS and the Anglican Schools Commission CG, 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 meet's 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, Property and Property Development 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, Property & Property Development directorate's performance and financial targets.
- Foster staff training and development opportunities and ensure succession planning for key positions.



Bishop Mark with students across the Diocese in Wagga Wagga for a student leadership forum in May 2019.



Bishop Mark dedicating the new Science, Technology, Engineering & Maths (STEM) building at The Riverina Anglican College, Wagga Wagga

### Property and Property Projects

A number of Agency and Parish property matters and projects have been attended to by both the Director and ADS Property Manager over 2018-19 – please refer to the ACPT annual report for further details.

The Property Manager also attends 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*

The sale of the remaining apartments continues.

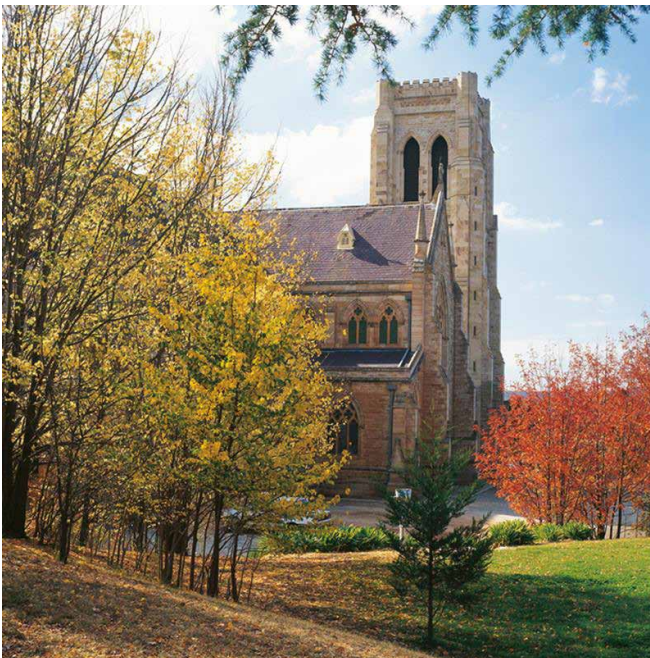
The Director and Property Manager continues to work closely with the marketing agents in relation to:

- sale of residential units and commercial units; and
- property management of leased units.

Please refer to the Bishop-in-Council and ACPT Synod Reports for an overview of sales during 2018-19.

#### *Property Developments*

The Director is the Secretary of the Property Development Commission (PDC) – please refer to the PDC report in the Bishop-in-Council report for further details on the work of the PDC.



St Saviour's Cathedral, Goulburn



Restored font at St Saviour's Cathedral, Goulburn

## Manna Park



Manna Park is situated just outside of Merimbula on the South Coast of NSW. It caters for families and groups of 45 to 50 people. The hostel-style accommodation has two wings, with each containing a large sitting room with a kitchen, table & chairs and a wood fire place. Manna Park is situated in a clearing, surrounded by bushland and is an Eco-Reserve, which is inhabited by an abundance of native Australian flora and fauna. There is a solar heated swimming pool, a 6km walking track and a 7.5km cross country bike trail which is widely used on a daily basis. The Park focuses on environment and environmental sustainability.

Regular accommodation bookings have continued during 2018-19 and have included: a large family group who have used the facilities for the past ten years, Camp Pelican, Workability Local Government Agency from Bega, Coastlife Adventure (local provider of educational recreation activities), Tathra Primary School, Wanniasa High School, Penrith High School, Far South Coast Birdwatchers, the Rural Fire Service for drills and training, the Astronomy Club, the Marine Society, the local Mountain Bike Club and the Senior Merimbula Bush Walkers Club, as well as a number of conservation associations.

In 2018, Mr Salah Romane, retired from his role as caretaker at Manna Park. Salah had served in this role for over a decade and we are immensely grateful for his contribution and oversight of Manna Park. The ADS Property Manager has since assumed caretaker responsibility.

2018 also saw the upgrade of the catering facilities at Manna Park, with the commercial kitchen and equipment being transferred from Wambiri to Manna Park following the Tathra bushfires. This has meant that large groups have been able to be accommodated at Manna Park whilst Wambiri remains closed.



## Wambiri



Wambiri is located at Tathra on the South Coast of NSW within walking distance of the beach and comprises sleeping facilities for 80 people in bunk style rooms, a caravan site, a commercial kitchen and a recreation hall.

Wambiri was built to serve the mission of providing for our young people. This year we celebrate 40 years since, Jim Fraser put forward a motion at the annual synod that our Diocese would develop a youth camping program and call it 'Camp Pelican'.

During January 2018, the site accommodated Camp Pelican for its annual summer camp. However, in March 2018, the site and facilities sustained significant damage during the Tathra bushfires, rendering the property uninhabitable and necessitating its closure.

Damage to the kitchen was limited to south east corner and rear north west floor and wall areas. However, the damage underneath the kitchen affected the building sub-flooring, flooring, electricity wiring and wall areas.

The damaged flooring and walls contained asbestos, which was compromised and required removal by a licensed asbestos removal company. This encompassed removing all the metal cladding on the building to remove asbestos sheeting as well as having all the timber flooring removed and replaced.



The fire damage led to the electricity supply being cut off to all buildings and main meter box being isolated and locked by Energy Australia for safety reasons.

The extensive heat damage to some buildings has impacted the integrity and safety of windows and the metal exterior walls and framing. The toilet/shower block also sustained damage to the glass windows, guttering, roof and all painted surfaces inside.

In addition to the building damage, all the surrounding fences on north and west boundaries were severely damaged and had to be replaced.



Half the trees on the property were also severely damaged necessitating their removal for safety reasons.

Since the fires, all the bedding and furnishings (which were undamaged), along with the commercial kitchen stainless steel benching and fixtures, have been relocated to Manna Park in order to be able to use that facility for groups that are still wishing to have their bookings in the area, utilising an Anglican church facility.

Insurance assessments have been undertaken and currently the Property Manager is working with the insurance company on the claim for damage that was sustained by the fires. This event has enabled an opportunity to consider the longer term strategy, including possible redevelopment options, given the significance of the site. The Property Development Commission are progressing this work in consultation with the Parish of Bega, Synergy Youth and Children's Ministry and other key stakeholders.

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 freehold title. At the time of this report the application is still being processed by the NSW Government.



## Information and Communications Technology (ICT)

### Personnel

Position	Staff Member Name
Chief Information Officer	Vince Dove
IT Manager	Neil Perrie
Senior Technician	Russel Rahman
Senior Technician	Simon Brewster
Senior Technician	Tony Pawar
IT Support Officer <i>St Peter's Anglican College Broulee</i>	Craig Daniells

Position	Staff Member Name
IT Support Officer	John Gower
IT Support Officer	Ryan Quinn
IT Support Officer	Alaine Cohen
IT Support Officer	Joshua Wood
ICT Trainee	Vacant
IT Support Officer <i>Sapphire Coast Anglican College Bega</i>	David Smith

### Introduction

The ADS ICT Directorate is located at 221 London Cct Canberra and has additional offices co-located with Anglicare NSW South, NSW West and ACT at Wagga Wagga and Goulburn. Technical staff are also located at The Riverina Anglican College in Wagga Wagga, St Peters Anglican College in Broulee and Sapphire Coast Anglican College in Bega. In response to a request for additional support at The Anglican School Googong, the ADS has a part time technician based on site.

Staff numbers within the ICT directorate have remained static over the past 18 months however, technical functions of the individuals within the directorate have changed to meet the needs of our clients.

### General ICT services

The ICT directorate provides a range of services to its clients including but not limited to:

- A permanently serviced Helpdesk;
- A sophisticated data center supported by high quality technical staff;
- On site desktop support where necessary;
- Backup and Disaster Recovery;
- A desktop hardware replacement schedule;
- Informatics support;
- ICT on-boarding and clearance including data archiving;
- Communications support to all PABX telephone systems installed at Client sites;
- Migration of PABX connectivity from Integrated Services Digital Network (ISDN) technology to Session Initiation Protocol (SIP);
- Wide Area Network (WAN) implementation and support;
- Combined ICT procurement;
- Access to shared internally hosted ICT resources;
- ICT Project Management; and
- ICT services managed to an ITIL framework.

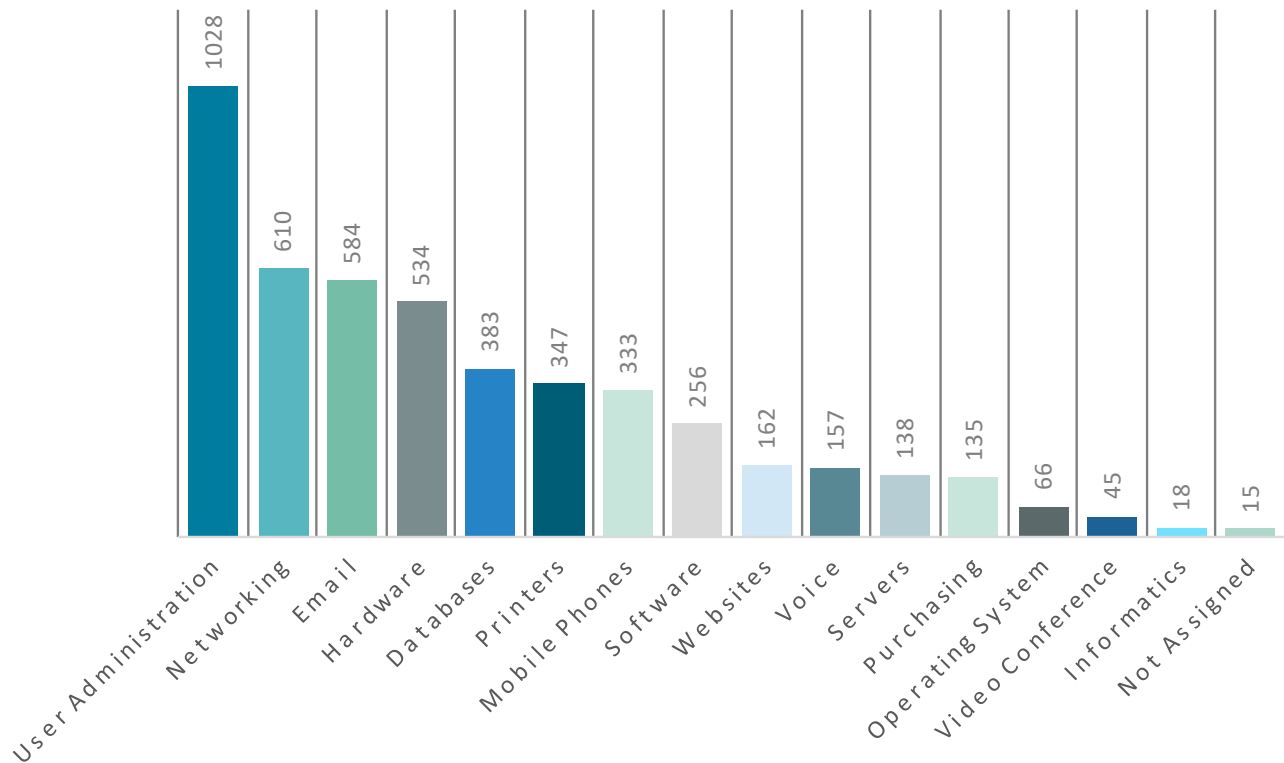


## Helpdesk

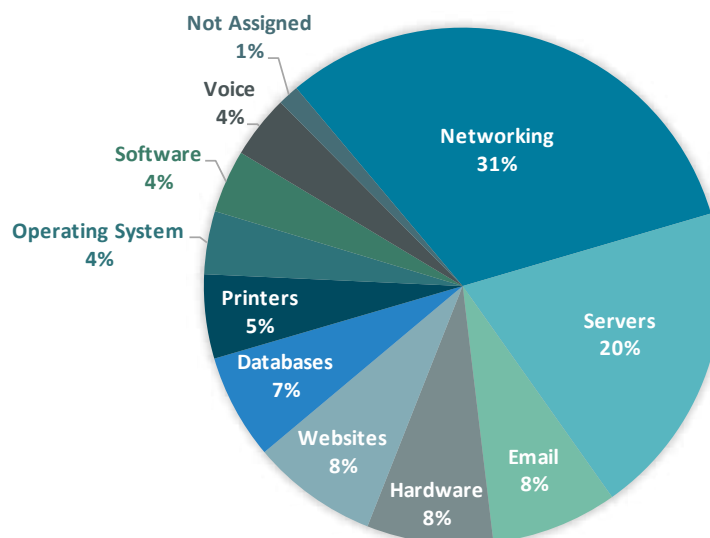
The ADS employs 3.6 FTE helpdesk technicians. These staff support business as usual (BAU) requests. Requests are logged and triaged with our ITIL compatible service desk database and attended to or escalated to specialist technicians for resolution.

2018 – 2019 has been a very busy year for the ADS helpdesk. With 4,900 separate requests for assistance being attended to. In addition, around 420 change requests and over 32 ICT projects have been instigated.

### Support Requests closed during 2018-2019 report period



### Change requests by category during 2018-2019 report period



Communication services and technologies

The ADS has installed a centrally managed Voice Over Internet Protocol (VOIP) PABX at its head office and are migrating telephone services located at our client sites to our centrally hosted site. As each site's existing technology becomes ex-support or no longer fit to purpose, the ADS can offer a service at a fraction of the price of conventional carriers.

The ADS is concurrently performing the upgrade of four (4) PABX telephone systems to be compliant with the NBN.

The ADS continues to expand and manage its WAN. We now have over 50 separate sites connected to our data center and DR site by over 100 VPN's.

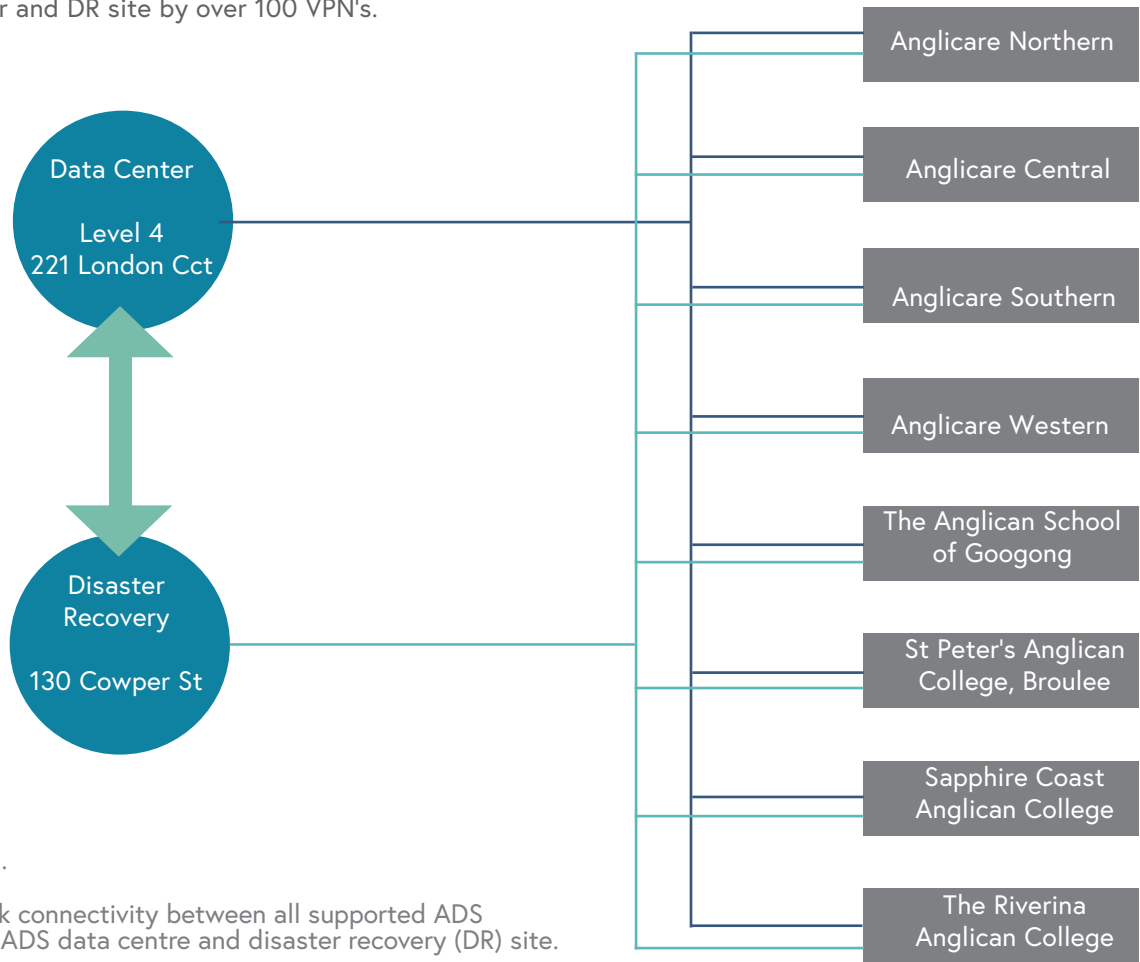


Figure 1.  
Network connectivity between all supported ADS clients, ADS data centre and disaster recovery (DR) site.

Redundancy and Security

The ADS is working to strengthen our core infrastructure. The latest project involves upgrading firewall and core switching with auto fail over features, implementing dual electrical supply lines with dual redundant Uninterruptable Power Supplies (UPS).

Site Relocations

The ADS ICT directorate during the report period has assisted with the relocation of six (6) large office spaces and eleven (11) small sites. It is currently managing four (4) concurrent relocations.

## ICT system implementations

The ADS has installed and commissioned a password reset portal to better serve password reset requests for our clients. The ADS responds to around 80 reset requests per month, this portal gives our supported individuals the opportunity to reset a forgotten password without the need to call the ADS Helpdesk.

### Intranet

The ADS is working with its preferred supplier to implement an intranet to serve ADS clients and client Boards.

### Video conferencing

The ADS continues to expand its video conferencing network using the hosted service Zoom. We have upgraded our accounts to an enterprise grade and continue to install new upgraded systems as existing hardware becomes ex-support.

## Schools Update

### *The Riverina Anglican College*

The ADS continues to support the College by the provision of onsite support as well as hosting services from our data center at 221 London Cct.

### *St Peter's Anglican College Broulee*

The ADS supports St Peter's via its SLA. Over the past 18 months, the ADS has:

- Supplied and installed 125 donated Dell All-In-One PC's.
- Supplied installed and commissioned new Core Infrastructure to the school to replace old servers. The new core infrastructure supports the latest technologies to enable system virtualisation and resource management.

### *Sapphire Coast Anglican College*

The ADS supports the Sapphire Coast Anglican College via its SLA. Over the past 18 months, the ADS has:

- Supplied and installed 125 donated Dell All-In-One PC's.
- Commissioned a redundant NBN data link.

### *The Anglican School Googong*

The following services are provided to the Anglican School of Googong:

- Install and setup ICT resources for the new building including telephony, wireless access points, large screen video display units with Via Connect and mini PC's attached.
- Supply and installation of 10 donated Dell-All-In-One PC's
- Supply and installation of five (5) donated staff laptops.
- Placement of a part time technician on-site to attend to business as usual requests.

## ICT Procurement

The ADS continues to work with its vendor partners to promote the Anglican Charities ICT procurement group. During the report period, the ADS has purchased on behalf of its client networks,

- Approximately 700 laptops and work stations.
- Approximately 400 Tablets.
- Approximately 70 large screen Video Panels.
- Core Infrastructure including Servers, Firewalls and switches.

The ADS recognises the value of these arrangements and actively looks to promote and expand this service to the Anglican community.

## Provision of business support and strategic advice

The General Manager and Chief Information Officer have provided input and advice on current operations including

- Informatics
- Procurement
- Security
- Development of ICT policies.



Burgmann Anglican School



## 20 Years' Service for Alaine Cohen

Alaine Cohen started working for Anglicare Youth and Family Services in 1999 as a program co-ordinator. She moved to a corporate role in Finance in 2001. In 2006, Alaine was the first technician recruited to the ICT department. Her duties ranged from Server support, helpdesk support, desktop support and procurement. She is currently an ICT support officer for the ADS, a role she has held since its inception.

Alaine's excellent service record was honoured at a recent morning tea where she was presented with a certificate of service and flowers by Bishop Mark Short. In accepting the offerings, she stated that the time with the Anglican Family has been great, the ADS was an exciting organisation to be a part of, and that her role and the ICT team were fantastic.

We would all like to thank Alaine for her dedication and service and look forward to the next twenty years.

## Safe Ministry Unit (SMU)

### Personnel

Position	Staff Member Name
Safe Ministry Consultant (SMR)	Peter Barnett Josie Barnett
Safe Ministry Administrator	Gaynor Elder



Celia Irving & Gaynor Elder

The retirement of Mrs Celia Irving in November 2018 as the Director of Safe Communities, the adoption of the Safe Ministry to Children Canon and the changing legislative landscape due to the recommendations of the Royal Commission into Institutional responses to child sexual abuse (the Royal Commission) has led to a review and re-structure of our Safe Communities Directorate, and the recent formation (November 2018) of a Safe Ministry Unit (SMU) under the ADS.

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.

### Staffing Functions

The Diocesan Safe Ministry Administrator is responsible for implementation of the Screening and Training standards of the Safe Ministry to Children Canon and other Safe Ministry requirements, retrieval of records in relation to the National Redress Scheme, administration and authorisation of Special Religious Education (SRE) Teachers, and participates in our Professional Standards Reference Group (PSRG).

In 2018-2019 Safe Ministry Resources (Peter and Josie Barnett) have provided additional external consultation in Safe Ministry implementation, to assist with a review of the Diocese's current Ordinances, Policies, Protocols, Guidelines and processes in the light of the recommendations from the Royal Commission and the adoption of General Synod Canons pertaining to safe ministry.

The Office of the Professional Standards Director operates alongside the SMU, but is linked to the Diocese as opposed to ADS.

### Functions

The functions of the Safe Ministry Unit are to:

- to ensure that all ministry units and entities commit to Safe Ministry
- to be a resource to ministry units and entities towards Safe Ministry
- to assist with compliance of legal and Diocesan requirements including the Safe Ministry to Children Canon and other Ordinances, Policies, Protocols, Guidelines and processes.

The SMU operates as a "front line" consultancy, training and resource hub for Safe Ministries within our Diocese. The SMU staff interact with: Bishops, the Bishop's Office, Archdeacons, Registrar, Legal Team, ADS Director of Risk and Compliance, ADS Director of HR, Clergy and Ministry Unit paid staff and volunteers in relation to implementing Legislation, Diocesan Ordinances, Policies, Protocols, Guidelines and Processes.

## 2018 Overview of activities

### Creating Safe Ministries Training

During 2018 the SMU conducted 7 Awareness/Induction workshops with 128 Participants and 10 Refresher workshops with 157 participants. Across the year, 14 parishes were involved in hosting workshops. Of the 14 parishes, 10 were rural parishes and 4 were Canberra parishes. In 2018, 239 people completed the Online Awareness/Induction Course. That equates to a total of 524 people trained in safe ministry throughout the year.

#### Other Activities Included:

- Addressing of (non-serious) breaches of the Code of Good Practice through the implementation of the Protocol for Addressing Grievances and Protocol for Addressing Church Worker performance concerns.
- Reporting to Statutory bodies in relation to concerns or disclosures of abuse. It is to be noted that the 1800 Reporting Concerns Helpline number is now hosted by a SMR (Safe Ministry Resources consultancy), who report to the Professional Standards Director. This means that reports to Statutory Bodies, where required by a Diocesan representative, are undertaken by the Professional Standards Director.

The inclusion of religious bodies in the ACT Reportable Conduct scheme (July 2018) has also seen the Diocese involved in our first reportable conduct matter in the ACT.

Provision of Safe Ministry consultancy services, either directly to parishes or by supporting and resourcing Archdeacons where Recovery Plans are required. These services may be required as a result of Professional Standards Ordinance process, Misconduct in a Ministry Unit or Entity, Addressing Grievances, Protocol for Safe Ministry to Person of Concern, Reporting Abuse, Work Health & Safety Issue or Church/Workplace Health issue.

### January - June 2019 Overview of activities

In 2019, the focus of the SMU has been on the re implementation of Safe Ministry Policy, Protocols and Guideline as mandated by Bishop-in-Council resolution (April 2019):

#### Resolved 9257/19: Bishop in Council notes:

- the Report on the progress of implementation of the requirements of the Safe Ministry to Children Canon 2017 as adopted by the Diocese;*
- that the Diocese shall implement the additional screening requirements required by the Safe Ministry to Children Canon 2017 as soon as practicable;*
- that the revised Due Diligence Protocol for screening of persons seeking relevant appointments in the Diocese is being prepared and expected to be presented to the next meeting of Bishop-in-Council for approval; and*
- that the co-operation of Ministry Units will be sought in the implementation of appropriate screening standards and processes in the meantime and Bishop-in-Council, encourages Ministry units to engage actively and co-operatively with the process.*

To this end the SMU has been working towards an online Safe Ministry Records System which will provide accurate and secure records for the Diocese in relation to the Screening standard in the Safe Ministry to Children Canon and also assist with our legislative requirements (e.g. changes to the Wrongs ACT in the ACT and Civil Liability Amendments in NSW).



Ceila Irving Farewell



### National Redress Scheme (NRS)

In September 2018 Synod unanimously endorsed the decision to join the National Redress Scheme (NRS) via the Anglican Representative Ltd, the Anglican Company established by General Synod to provide one easy access point for survivors of child sexual abuse perpetrated by Anglican institutions.

At its meeting held on 8 February 2019 Bishop-in-Council considered and unanimously passed the National Redress Scheme Participation Ordinance 2019 ("the Ordinance") which enabled and required the Diocese of Canberra and Goulburn and all relevant bodies associated with the Diocese to participate in the Scheme through the Anglican Company. The participation of the Diocese in the Scheme also included representation of all ministry units in the Diocese.

Anglican Diocesan Services was the corporate entity appointed under the Ordinance to act on the Diocese's behalf in relation to the Scheme through membership of the Anglican company.

On 17 April 2019, the Minister for Families and Social Services formally declared Anglican Diocesan Services (on behalf of the Anglican Diocese of Canberra and Goulburn) as a participating institution in the National Redress Scheme (the Scheme) and a member of the Anglican Participating Group in accordance with the Scheme legislation.

A notifiable instrument confirming the declaration has been finalised and posted on the Commonwealth Legislation website here: <https://www.legislation.gov.au/Details/F2019N00043>.

Participation in the Scheme officially commenced on Thursday 18 April 2019 and since that date the Safe Ministry Unit has been able to receive and respond to Requests for Information under the Scheme.

## Farewell to Celia Irving

After sixteen years of involvement with the Diocese, from 2002, Celia Irving, our Director of Safe Communities, retired on 15 November 2018.

Since becoming involved with the Diocese, Celia has been a presenter for safe ministry training from 2002, an author of Diocesan safe ministry training materials from 2004, presenter at clergy conferences and clergy equipping workshops from 2009, Professional Standards Director from 2010-2015 and Director of Safe Communities Unit from 2015-2018. She has also been an Honorary Lay Canon of the Cathedral since 2006 and Diocesan representative on the Tri-Diocesan Interest Groups for Safe Ministry from 2008-2014.

In 2018, Celia presented an enormous amount of material, which served our Diocese well, in response to request from the Royal Commission into Institutional Responses to Child Abuse.

Celia and her husband, Peter, began their retirement by travelling around Tasmania. She hopes to spend more time with her 11 grandchildren, continue studies, consider some consulting work and have more time to grow vegetables and knit.

We wish Celia all the best in her retirement.

**AUDITED  
FINANCIAL  
STATEMENTS**

# ANGLICAN DIOCESAN SERVICES



## FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2018

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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 17, give a true and fair view of the financial position of Anglican Diocesan Services as at 31 December 2018 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:



MARK GRAHAM SHORT  
BISHOP, DIOCESE OF CANBERRA  
AND GOULBURN  
Canberra 28 June 2019



RICHARD CHRISTOPHER NEESHAM  
MEMBER, ADS BOARD  
Canberra 27 June 2019



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## Independent Auditor's Report to the Bishop-in-Council and Synod of the Anglican Diocese of Canberra and Goulburn

### Opinion

We have audited the financial report of Anglican Diocesan Services, which comprises the statement of financial position as at 31 December 2018, 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 2018 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.



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.



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  
28 June 2019

## STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2018

	Note	2018 \$	2017 \$
<b>Revenue</b>			
Service level revenue		6,071,158	6,463,418
Management fees		1,838,119	400,304
Fleet charges		1,688,381	1,630,554
Grant revenue		534,280	518,650
Other income		448,382	64,442
Gain on sale of assets		277,142	133,116
Interest income		189,105	9,247
<b>Total Revenue</b>		<b>11,046,567</b>	<b>9,219,731</b>
<b>Expenditure</b>			
Salaries and associated costs	3	6,201,111	5,695,434
Fleet management costs		669,413	631,394
Office expenses		799,656	444,787
Finance costs		240,831	68,783
Rent		318,161	287,144
Clergy, Ministry, Cathedral & Chaplaincy expenses		554,322	129,004
Consultancy costs		396,056	425,331
Depreciation expenses		1,537,383	1,206,168
Other expenditure	4	278,064	229,760
<b>Total Expenditure</b>		<b>10,994,997</b>	<b>9,117,805</b>
<b>Surplus for the year</b>		<b>51,570</b>	<b>101,926</b>
<b>Other comprehensive income for the year</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive income</b>		<b>51,570</b>	<b>101,926</b>

The accompanying notes form part of this financial report.

## STATEMENT OF FINANCIAL POSITION

As at 31 December 2018

	Note	2018 \$	2017 \$
<b>Current Assets</b>			
Cash and cash equivalents		943,269	1,468,433
Receivables	5	1,174,249	2,033,881
Prepayments		76,150	62,246
<b>Total Current Assets</b>		<b>2,193,668</b>	<b>3,564,560</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	6	9,013,359	4,525,500
<b>Total Non Current Assets</b>		<b>9,013,359</b>	<b>4,525,500</b>
<b>Total Assets</b>		<b>11,207,027</b>	<b>8,090,060</b>
<b>Current Liabilities</b>			
Trade and other payables		822,973	1,114,242
Provisions	8 (a)	1,364,442	1,270,692
<b>Total Current Liabilities</b>		<b>2,187,415</b>	<b>2,384,934</b>
<b>Non-Current Liabilities</b>			
Provisions	8 (b)	58,423	173,224
Interest bearing liabilities	7 (b)	4,706,527	2,239,582
<b>Total Non-Current Liabilities</b>		<b>4,764,950</b>	<b>2,412,806</b>
<b>Total Liabilities</b>		<b>6,952,365</b>	<b>4,797,740</b>
<b>Net Assets</b>		<b>4,254,662</b>	<b>3,292,320</b>
Accumulated funds		4,254,662	3,292,320
<b>Total Equity</b>		<b>4,254,662</b>	<b>3,292,320</b>

The accompanying notes form part of this financial report.

## STATEMENT OF CASH FLOWS

For the year ended 31 December 2018

	2018	2017
	\$	\$
<b>Cash Flows from Operating Activities</b>		
Receipts from operations	12,225,618	9,499,339
Payments to suppliers and employees	(11,732,982)	(7,605,690)
Cash on ADCG transfer	160,487	-
Interest received	189,105	9,247
Finance costs	(240,831)	(70,123)
<b>Net Cash from Operating Activities</b>	<b>601,397</b>	<b>1,832,773</b>
<b>Cash Flows used in Investing Activities</b>		
Payments for fixed asset purchases	(2,403,542)	(2,497,723)
Proceeds from the sale of fixed assets	913,898	203,586
<b>Net Cash Used in Investing Activities</b>	<b>(1,489,644)</b>	<b>(2,294,137)</b>
<b>Cash Flows from Financing Activities</b>		
Proceeds from borrowing	363,083	846,610
<b>Net Cash from Financing Activities</b>	<b>363,083</b>	<b>846,610</b>
Net (decrease)/ increase in cash held	(525,164)	385,246
Cash at the beginning of the period	1,468,433	1,083,187
<b>Cash at end of the year</b>	<b>943,269</b>	<b>1,468,433</b>

The accompanying notes form part of this financial report.

## STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2018

	Accumulated funds	Total
	\$	\$
<b>Balance at 1 January 2017</b>	3,190,394	3,190,394
Surplus for the year	101,926	101,926
<b>Balance at 31 December 2017</b>	3,292,320	3,292,320
<b>Changes in Equity for 2018</b>		
Gain on transfer ADCG as at 1 January 2018	910,772	910,772
Surplus for the year	51,570	51,570
<b>Balance at 31 December 2018</b>	4,254,662	4,254,662

The accompanying notes form part of this financial report.

## NOTES TO THE FINANCIAL STATEMENTS

**For the year ended 31 December 2018**

### 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, and the going concern assumption.

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

#### 2.2 Restructuring occurring during the period

Bishop-in-Council resolved in 2017 (8609/17), effective as at 1 January 2018, to streamline the operations of the Bishop's Office, by undertaking the following restructure:

1. Transfer the administration functions of the Anglican Diocese of Canberra and Goulburn (ADCG) to Anglican Diocesan Services (ADS), which now undertakes those functions.
2. Transfer all the assets and liabilities currently in the ADCG between the ADS and the Anglican Church Property Trust (ACPT).
3. The income currently received by the ADCG is split between the ADS and the ACPT, based on the allocation of the administration functions or the transfer of the relevant assets.

These 2018 Audited Financial Statements are therefore the first statements to be completed since this restructure. As outlined above, some of the operations (including Parish support; Clergy payroll; Diocesan insurances and property maintenance) previously undertaken by the ADCG will continue as they are being entirely reallocated to the ADS and the ACPT.

On 1 January 2018 assets, liabilities, interest bearing liabilities and provisions were brought onto the ADS balance sheet as a result of the restructure. A gain on acquisition of assets of \$910,772 was recognised at the same time as a change in equity. This is reflected in the following table:

## 2.2 Events during the reporting period (continued)

Balance sheet items	\$
Cash and cash equivalents	160,487
Trade debtors	72,166
Provision for bad debts	(10,000)
Accrued income	181,000
<b>Total current assets</b>	<b>403,653</b>
<b>Non current assets</b>	
Property, plant & equipment	4,666,844
<b>Total non current assets</b>	<b>4,666,844</b>
<b>Current liabilities</b>	
Payables	1,873,129
Accruals	30,900
Sundry creditors	2,965
<b>Total current liabilities</b>	<b>1,906,994</b>
<b>Interest bearing liabilities</b>	
Interest bearing liabilities	2,153,831
<b>Total interest bearing liabilities</b>	<b>2,153,831</b>
<b>Provisions</b>	
Provisions	98,900
<b>Total provisions</b>	<b>98,900</b>
Gain on transfer of assets	910,772
<b>Total equity</b>	<b>910,772</b>

## 2.3 New accounting standards and interpretations

ADS has adopted all the new, revised or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board, including AASB 9, that are mandatory for the current reporting period. The impact of the adoption of AASB 9 did not have a material impact on any financial statement line items.

## 2.4 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).

## 2.5 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*.

## 2.6 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**

Service Level Agreement charges are recognised when the service has been provided and is invoiced or when the right to receive payment is established.

### **Management fees**

Management fees are recognised when the services are provided or when the right to receive payment is established.

### **Grant revenue**

Grant revenue to fund chaplaincy services is recognised when the services have been received or when the right to receive payment is established.

### **Agency, parish and third party contributions**

Agency, parish and third party contributions are recognised when it is received or when the right to receive payment is established.

### **Donations, fundraising income and conference income**

Donations, fundraising income and conference income are recognised when it is received or when the right to receive payment is established.

### **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.

## 2.7 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
- 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 passthrough 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.

## 2.7 Financial instruments (continued)

**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 2018 is \$10,460 (2017: Nil).

**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.

## 2.8 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.

## 2.9 Property, plant and equipment

Property, plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any.

**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.

## 2.9 Property, plant and equipment (continued)

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. Assets transferred from Anglicare and the Anglican Diocese of Canberra and Goulburn to Anglican Diocesan Services were transferred by direction of Bishop in Council with nil encumbrances.

### Depreciation

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

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

## 2.10 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.

## 2.11 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.

## 2.12 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 2017. Management has performed an internal assessment in the current year which has determined no material change in fair value has occurred since the last independent valuation.

### 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 2018 is \$10,460 (2017: Nil).

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.

**Note 3: Salaries and associated costs**

	2018	2017
	\$	\$
Wages and salaries	5,139,240	4,629,446
Superannuation	537,152	449,826
Leave entitlements	374,345	465,457
Other associated costs	150,374	150,705
<b>Total salaries and associated costs</b>	<b>6,201,111</b>	<b>5,695,434</b>

**Note 4: Other expenditure**

Travel	105,643	49,328
Conferences and training	30,976	31,233
Information technology	141,445	149,199
<b>Total other expenditure</b>	<b>278,064</b>	<b>229,760</b>

**Note 5: Receivables**

Trade debtors	1,117,324	1,982,843
Expected credit loss provision	(10,460)	-
Accrued income	58,399	51,038
Accrued income - insurance premiums*	8,986	-
<b>Total receivables</b>	<b>1,174,249</b>	<b>2,033,881</b>

Trade receivables include amounts owed from parishes, Anglican schools and other Diocesan agencies. ADS management assesses the expected credit loss provision at \$10,460 (2017: nil)

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

	<b>Furniture and fittings \$</b>	<b>Computing equipment \$</b>	<b>Motor Vehicles \$</b>	<b>Plant and equipment \$</b>	<b>Land, Houses &amp; Buildings \$</b>	<b>Development Costs (WIP) \$</b>	<b>Total \$</b>
<b>Cost</b>							
Opening balance as at 1 January 2018	390,417	2,616,832	5,461,931	90,647	56,164	20,280	8,636,271
Additions	13,626	607,948	1,235,690	94,793	428,109	23,376	2,403,542
Transfer from ADCG *	71,274	-	5,727	836	4,965,895	-	5,043,732
Disposals at cost	-	-	(1,107,757)	-	(834,858)	-	(1,942,615)
<b>At 31 December 2018</b>	<b>475,317</b>	<b>3,224,780</b>	<b>5,595,591</b>	<b>186,276</b>	<b>4,615,310</b>	<b>43,656</b>	<b>14,140,930</b>
<b>Accumulated depreciation</b>							
At 1 January 2018	252,693	1,296,520	2,481,166	77,929	2,462	-	4,110,770
Transfer from ADCG *	65,891	-	5,727	558	304,712	-	376,888
Depreciation charge for the year	37,324	468,370	972,903	3,333	55,453	-	1,537,383
Depreciation on disposals	-	-	(870,734)	-	(26,736)	-	(897,470)
<b>At 31 December 2018</b>	<b>355,908</b>	<b>1,764,890</b>	<b>2,589,062</b>	<b>81,820</b>	<b>335,891</b>	<b>-</b>	<b>5,127,571</b>
<b>Net book value</b>							
<b>At 31 December 2018</b>	<b>119,409</b>	<b>1,459,890</b>	<b>3,006,529</b>	<b>104,456</b>	<b>4,279,419</b>	<b>43,656</b>	<b>9,013,359</b>

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

\* This relates to assets and operations previously undertaken by the ADCG which has continued within ADS due to the Bishop-in-Council restructure resolution in 2017 (8609/17), as outlined in Note 2.2.

**Note 7: Interest bearing liabilities**

	2018	2017
	\$	\$
Loans - AIDF - Super Wind Up Loans *	2,052,093	-
Loans - AIDF - MAFF	454,434	882,856
Loans - AIDF - Insurance Fundings	593,930	-
Loans - AIDF - Motor Vehicle	1,606,070	1,356,726
	<u>4,706,527</u>	<u>2,239,582</u>
<b>a) Current borrowings</b>	-	-
<b>b) Non-current borrowings</b>	<u>4,706,527</u>	<u>2,239,582</u>
<b>Total borrowings</b>	<u>4,706,527</u>	<u>2,239,582</u>

\* This relates to an operation previously undertaken by the ADCG which has continued within ADS due to the Bishop-in-Council restructure resolution in 2017 (8609/17), as outlined in Note 2.2. Super Wind Up Loans have terms remaining between 6 years and 21 years.

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

The Master Asset Finance Facility (MAFF) loans are used to purchase equipment leased to Diocesan entities.

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

**Note 8: Provisions**

<b>a) Current</b>		
Short term employee benefits	1,364,442	1,270,692
<b>b) Non Current</b>		
Long term employee benefits	58,423	173,224
<b>Total provision for employee benefits</b>	<u>1,422,865</u>	<u>1,443,916</u>

**Note 9: Commitments and contingencies**

There are no commitments or contingent liabilities at 31 December 2018 and 31 December 2017.

**Note 10: 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.

**Restructuring occurring during the period**

As noted in Note 2.2 *Restructuring occurring during the period*, the Bishop-in-Council resolved in 2017 (8609/17) to undertake a restructure as at 1 January 2018. This restructure involved ADS; the ADCG and the ACPT who are other Diocese related entities.

**Note 10: Related parties (continued)****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 \$1,652,339 (2017 \$1,664,743).

**Other related parties**

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

SLA charges received from Diocese entities	6,071,158
Management fees and fleet charges received	3,684,729
Interest received on AIDF deposits	28,758
Interest and bank charges paid to AIDF	240,831

**Note 11: Members 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 Stuart Robinson (ex officio) - resigned 31 March 2018  
 The Right Reverend Trevor Edwards  
 Archdeacon Dr Brian Douglas  
 The Honourable Justice Richard Refshauge  
 Bishop Stephen Pickard - appointed October 2018  
 Mr Mark Le Couteur  
 Mr Wayne Harris  
 Mrs Margaret Wheelwright  
 Mr Trevor Ament - General Manager/ Secretary -  
 not a member of the ADS Board

**Note 12: Events after the reporting period**

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

**Note 13: Economic Dependency**

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

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

**Anglican Diocesan Services**

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