

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

**SYDNEY ANGLICAN SERVICES**

**ANNUAL  
REPORT  
2024**



# Our Mission

To advance the purposes of the Anglican Church in the Diocese of Sydney by providing the Synod with the corporate capacity to regulate and support the central governance and administration of the affairs of the Diocese under the oversight of the Standing Committee.

# Our Vision

To see the purpose and priorities of the Diocese fulfilled in collaboration with others.



# Our Values



## RESPECT

**Inspired by Christ's humility, we always treat people with the dignity and care that is due to them as image-bearers of God.**

*Show proper respect to everyone, love the family of believers, fear God – 1 Pet 2:17*



## INNOVATE

**We continually look for better ways to serve with the resources God has given us.**

*Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms – 1 Pet 4:10*



## COLLABORATE

**We seek and value the input of others to better meet the needs of those we serve.**

*God has placed the parts in the body, every one of them, just as he wanted them to be [for] there are many parts but one body – 1 Cor 12:18 & 20*



## CELEBRATE

**We reflect on our achievements and efforts with a spirit of joy and thankfulness to God.**

*I thank my God every time I remember you [and] I always pray with joy because of your partnership in the gospel – Phil 1:3-5*



## DELIVER

**We are focused on providing outcomes that meet the expectations of our stakeholders.**

*Always give yourselves fully to the work of the Lord, because you know that your labour in the Lord is not in vain – 1 Cor 15:58*

The Synod gave Sydney Anglican Services (SAS) the above Mission (or purpose) upon its reconstitution as SAS from 1 January 2025. The SAS Board subsequently adopted the above Vision under a Strategic Plan for 2025-2029. Our previous Mission was "To advance the purposes of the Anglican Church of Australia in the Diocese of Sydney through the regulation of the central administration of the affairs of the Diocese". Our Vision under the previous Strategic Plan for 2022-2024 was "Enhancing Capacity for Mission".

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## Report of the Chair and CEO

Welcome to the SAS Annual Report for 2024. We trust it gives you a helpful insight into our work and the role we play in contributing to the broader mission of the Anglican Church in the Diocese of Sydney.

Our primary role is to provide professional and administrative support to parishes and central diocesan organisations. This year we delivered this support against the backdrop of the reconstitution of Sydney Diocesan Services (SDS) as Sydney Anglican Services (SAS) which took place from 1 January 2025. The formation of SAS is the second stage of a broader restructure and consolidation of central diocesan operations which started with the formation of Sydney Anglican Property (SAP) on 1 January 2024. The key elements of the reconstituted SAS are –

- A refreshed purpose (or mission) to give the Synod the corporate capacity to govern and administer the Diocese under the oversight of the Standing Committee

- A board membership with a strong alignment to the Standing Committee - achieved through the inclusion of at least five members who are also members of the Standing Committee
- An explicit recognition of our role as the central employer for, and provider of shared services to, central diocesan bodies and as a corporate member of companies with which the Diocese is associated
- New responsibilities for formulating group governance policies for central diocesan bodies and recommending to the Standing Committee changes to the organisational structure of the Diocese

More broadly, the central diocesan restructure means that –

- the members of the SAS board are now also the members, ex officio, of the Sydney Anglican Loans (SAL) and SDS Legal boards
- SAS is now responsible for appointing the members of the Glebe Administration Board (GAB)
- SAS is now responsible for reporting to the Standing Committee about the affairs of the SAS Group (comprising SAS, SAL, SDS Legal and GAB)

These changes have taken a significant amount of board and staff time, both in their preparation and implementation. We want to thank the outgoing members of the SAL and SDS Legal boards for their faithful service to these organisations and their diligence in ensuring a smooth handover to the common board membership. We also want to thank SAS staff for their tireless work during this period of change to ensure we are ready to serve the Diocese in accordance with our refreshed purpose and new responsibilities.

During the year we farewellled the Rev Lily Strachan as a member of the board and thanked her for her service on the board since April 2019.

We welcomed three Standing Committee members to the SAS Board – Dr Laurie Scandrett who previously served as a member from 1990 to 2011, Mr Greg Hammond OAM who previously served as a member from 2014 to 2022, and the Rev Roger Cunningham who joined the board in October as a continuing member of the previous SAL Board.

Strategically, 2024 was the final year of our current Strategic Plan for 2022-2024. The final 2024 targets for each of our strategic objectives under the plan were achieved and, by derivation, we concluded that the vision under our plan

of “Enhancing capacity for mission” had also been achieved. We subsequently adopted a new Strategic Plan for 2025-2029 with a new vision “To see the purpose and priorities of the Diocese fulfilled in collaboration with others”. Further information about our strategy can be found in the body of this annual report.

Financially, we remain in a sound position, having achieved a modest surplus in 2024 (\$28,000) against a break-even budget.

We continue to thank God for the many ways he has blessed us and enabled us to contribute to his mission. We look forward to continuing to serve the Lord and his people in our new capacity as SAS.



**John Pascoe, Chair**



**Robert Wicks, CEO**

# Highlights for 2024

- Reconstituted Sydney Diocesan Services (SDS) as Sydney Anglican Services (SAS)
- Implemented the requirements of the new Diocesan Governance Policy for SAS, Sydney Anglican Loans (SAL) and Glebe Administration Board (GAB)
- Achieved the final targets for all four of the objectives under our Strategic Plan for 2022-2024 (and, by derivation, fulfilled our strategic vision of “Enhancing capacity for mission”)
- Achieved a modest end of year surplus against a break-even budget
- For SAS staff –
  - ▷ 97% indicated that, overall, they were satisfied working at SAS
  - ▷ 97% indicated that SAS has an authentic Christian culture
  - ▷ 97% indicated they felt respected as they went about their work
  - ▷ 100% indicated they felt the SAS workplace was safe
- 92% of rectors, wardens and treasurers indicated they experienced a positive engagement with SAS in support of their mission in the last 12 months
- 91% of members and executive officers of central diocesan organisations indicated that overall the services delivered under service agreements with SAS were satisfactory
- Hosted a three day AICD governance training course for members of diocesan boards
- Participated in a “Collaborative Conversation” with the Archbishop’s Office about the ways SAS contributes to the broader disciple-making purpose and priorities of the Diocese
- Launched a Shared Services Framework to replace our service level standards arrangements with central diocesan organisations
- Commenced WHS risk and compliance reporting for boards responsible for line managing seconded SAS employees

*“Very, very satisfied customer.”*

*“SDS has hired great people; and those peoples’ good work is a wonderful support to us.”*

*“I have experienced a willingness and cheerfulness – a ‘can do’, ‘above and beyond’ attitude in the work from SDS.”*

*“SDS has a very high calibre of person.”*

*“I am very grateful for both the hard work of SDS staff and also the calibre/skill/competence of those who serve us.”*

*“The services of SDS have been extremely efficient and very helpful.”*

*“I am very thankful to God for the professionalism, wisdom and kindness of the SDS staff.”*

# 2024

- at a glance -

In 2024, our mission was to advance the purpose of the Anglican Church in the Diocese of Sydney through the regulation of the central administrative affairs of the Diocese.



## Service Delivery

We pursued our mission by providing 19 distinct lines of services to the Synod, the Standing Committee and nine other central organisations, and through them, to our 250 parishes.



## Corporate Values

We undertook our work through the prism of organisational values adopted under our strategic plan RESPECT, INNOVATE, COLLABORATE, CELEBRATE, DELIVER



## Quality People and Governance

Our governance arrangements reflect our desire to ensure the highest standards of corporate governance are adopted and maintained.



## Vision, Objectives and Targets

We achieved the final targets for all four objectives under our Strategic Plan for 2022-2024.



## Strategic Actions & Measurements

We made the strategic changes required to achieve our objectives under our plan through targeted actions, including a range of initiatives taken during 2024. The changes were measured using a number of leading indicators of the value we provide to our key stakeholders.



## Sound Financial Management

We delivered a modest surplus for 2024 (after reserves) against a break-even budget.

# Service Delivery

## Organisations Served

During 2024, we served the following 10 central diocesan organisations –

- Synod and the Standing Committee
- Anglican Aid
- Endowment of the See Corporation
- Glebe Administration Board
- Ministry Training & Development
- Safe Ministry Board
- Sydney Anglican Loans
- Sydney Anglican Property
- Sydney Anglican National Redress Scheme Corporation
- SDS Legal

We have written service level agreements with each of the central diocesan organisations we serve which specify the types of services we are to provide, the standard of those services, and the terms on which they are provided. The service level agreements for a calendar year are usually finalised before the start of that calendar year.

We operate on a cost recovery model for the delivery of our services. This means that the amount we charge for our services generally reflects the costs we incur in delivering those services. The amounts charged are therefore set with each organisation once the services are agreed. In 2024 we continued a five year process started in 2021 of transitioning to a new and more accurate method of calculating the cost recovery charge for the organisations we serve.

Members of our staff are effectively the executive managers of many of the organisations we serve since, generally, those organisations do not themselves employ any staff. Acting in that executive capacity, our staff are accountable to the board of each organisation for the achievement of the organisation's objectives, compliance with board policies and processes and the implementation of other board decisions.

Feedback from the organisations provided during the year enables us to monitor the services we provide on an ongoing basis. Additionally, each organisation has an opportunity to review our performance under the relevant service level agreement as part of the process of negotiating the services required by the organisation for the following year. No material issue of non-performance of our service obligations was identified during 2024.

### Other organisations

We also provide services to a number of organisations from the broader diocesan network and beyond, including Youthworks and Freedom for Faith.

Service delivery to organisations from the broader diocesan network usually involves discrete areas of work, often performed over specific periods of time. While we still operate on a cost recovery model, such services are usually delivered under standalone agreements.

# Services Provided

During 2024, we provided the following distinct lines of services –

**Corporate and Governance Services**

- Corporate secretarial support – boards
- Risk management and compliance
- Board membership support

**Office Services**

- Provision of meeting rooms and meeting room catering
- Reception, mail, office supplies, level 2 and other services

**Diocesan and General Administrative Services**

- Secretarial support – Synod and Standing Committee
- Manage events – Synod and Standing Committee
- Parish HR support
- Administer Diocesan Archives
- General administration

**Financial Services**

- Investment and cash management
- Loan management
- Financial management and reporting

**Other Professional Services**

- Executive and strategic support
- Legal support
- IT services
- Human resources and payroll
- Corporate communications
- Research and reporting on social and other issues



# Strategy

## Strategic Plan for 2022-2024

An important focus during 2024 has been the implementation of the final year of our strategic plan for 2022-2024. The plan has been developed around our four key stakeholders being –

- Synod Group
- Central Diocesan Organisations
- Parishes
- Staff

The plan comprised the following elements –



### Mission

Our mission (or purpose) is determined for us by the Synod as our “owner” and is set out in our constituting ordinance. Our Strategic Plan for 2022-2024 was developed in the context of our previous mission to advance the purposes of the Anglican Church of Australia in the Diocese of Sydney through the regulation of the central administration of the affairs of the Diocese.



## Vision and Objectives

The vision under our Strategic Plan for 2022-2024 was “Enhancing Capacity for Mission”. Our vision operated within the scope of our mission as a high level and concise statement of what we wanted to be at the conclusion of the strategic plan. Our vision recognised that while we may not be at the front line of mission, we aspired to provide professional services and administrative support to enable parishes and others who are at the front line to increase their focus on mission. That is, we wanted to enhance their capacity for mission.

Our objectives described what we wanted to achieve for each of our four key stakeholders over the course of the plan. We measured progress in achieving the objectives using suitable key performance indicators (KPIs), measured against 2021 baselines and targets for 2022, 2023 and 2024. In 2024, we met the final targets for all four objectives and, by derivation, concluded that we had realised our vision under the plan.

A summary of the KPIs, the 2021 baselines and the final 2024 targets for the objectives are set out in the following table.

	Objective	KPI	2021 Baseline	2024 Target	2024 Measure	Target Met
SYNOD GROUP	To increase the capacity of diocesan organisations to engage with the broader purposes of the Diocese	Increase # of diocesan organisations whose constituting ordinance has been amended to expressly enable the broader purposes of the Diocese to be taken into account in their decision-making	0	9	9	✓ Target met <sup>1</sup>
CENTRAL DIOCESAN ORGANISATIONS (CDOs)	To increase CDO satisfaction with SAS's services	Increase (and maintain at an appropriate level) the % of CDO members and EOs who agree that overall the services delivered under their service level agreement with SAS are satisfactory	75	80	91	✓ Target met
PARISHES	To increase parish engagement with SAS as a valued partner in mission	Increase (and maintain at an appropriate level) the % of rectors, wardens and treasurers who report a positive engagement with SAS in support of their mission in the last 12 months	N/A	90	92	✓ Target met
STAFF	To increase staff contribution to innovative solutions for increased productivity and improved service delivery	Increase % SAS staff actively involved in implementing one or more projects during the year for productivity and/or service delivery gains	35	45	60	✓ Target met

1. The nine diocesan organisations whose constituting ordinances have been amended are: Anglican Church Property Trust Diocese of Sydney, Sydney Anglican Services, Glebe Administration Board, St Andrew's House Corporation, Anglican Church Growth Corporation, Endowment of the See Corporation, Anglican Community Services t/as Anglicare, Evangelism and New Churches, and Sydney Anglican Loans.

## Strategy

To achieve the objectives under our strategic plan it was necessary to determine the changes we needed to make to maximise our value to our key stakeholders. These changes, or strategies, were implemented through specific actions undertaken on a prioritised basis during the course of the plan.

Described below are some of the more significant actions taken under our strategic plan during 2024.

### Shared Services Framework

In order to better reflect the collaborative nature of the relationships being sought in the Archbishop's *Purpose and Priorities of the Diocesan Fellowship* document, we recast the arrangements by which we provide services to central diocesan organisations as a Shared Services Framework. A key feature of this framework is the inclusion of a number of Partnership Principles which we will use to guide the way we deliver our services.

### AICD governance training

As in previous years, we hosted the Australian Institute of Company Directors' *Foundations of Directorship* course over three days in October and November 2024 at our offices at St Andrew's House. The course content covers strategy and risk, finance, and governance for directors. Places on this course are offered at cost to diocesan boards and councils and are in high demand, with the 25 available places often filled within weeks of organisations being made aware of the course dates each year. In 2024, the course was fully subscribed with participants from a range of diocesan schools and boards. Feedback received was overwhelmingly positive, both in terms of the value of the information received and the networking potential it offers to participants.

### Implementation of Diligent

During the year, we introduced a new platform for delivering board and committee papers, called Diligent. This project involved over 150 end users from almost 30 boards and committees.

A collaborative approach was taken throughout the project, including involving a small group of users from different boards in the procurement phase, to test and evaluate various products and select the preferred provider.

With Diligent, we took a significant step forward in enhancing the security, governance and efficiency of our board and committee operations. The platform is a cloud-based solution which will improve reliability and allow for secure handling of materials.

### Website refresh

During 2024, we undertook a thorough refresh of our website. The refresh involved moving platforms from Drupal to Salesforce in order to address data security needs and provide for content flexibility. It also involved re-orienting our website content to provide access to 8,000+ publicly available documents (including Synod records and ordinances). Importantly, the refresh sought to address problems of navigability and searchability which existed under our previous website.

### Cost recovery methodology review

During the year we completed a review of the methodology used to calculate the cost recovery charges payable by the central diocesan organisations we serve. We determined that the existing cost recovery methodology should continue until the end of the cost recovery transition plan in 2026. These arrangements were endorsed by the Standing Committee.

### Group governance policies

In December 2023, the Standing Committee amended our constituting ordinance to give us responsibility for developing, in consultation with the boards of central diocesan organisations, group governance policies for adoption by those organisations. This change was made as part of the restructure of central diocesan operations to streamline the governance of those operations. Work commenced on the development of group governance policies during the year. It is expected that the first tranche of group policies will be adopted by central diocesan boards in mid-2025.

# Governance

## Constitution and Charter

Prior to 1 January 2025, SAS was constituted as SDS under the Sydney Diocesan Services Ordinance 2017 (2017 Ordinance). From 1 January 2025, the name of the constituting ordinance was changed to the Sydney Anglican Services Ordinance 2017 to reflect SDS's reconstitution as SAS. SAS continues as a body incorporated under the *Anglican Church of Australia (Bodies Corporate) Act 1938, (NSW)*.

Prior to 1 January 2025, the 2017 Ordinance provided that the purpose of SDS was to advance the purposes of the Anglican Church in the Diocese of Sydney through the regulation of the central administration of the affairs of the Diocese. From 1 January 2025, the purpose of SAS is to advance the purposes of the Anglican Church in the Diocese of Sydney by providing the Synod with the corporate capacity to regulate and support the central governance and administration of the affairs of the Diocese under the oversight of the Standing Committee.

## “Stapling” of SAS, SAL and SDS Legal Boards

During the year, the SDS Legal board was “stapled” to the SAS board through a common board membership, with the addition of Robert Wicks who serves on the SDS Legal board as its Authorised Principal. The SAS board members became the members of Sydney Anglican Loans (SAL), ex officio, from 1 January 2025 as part of a broader restructure of the central operations of the Diocese approved by the Synod in September 2024.



## Charity Group Status

Sydney Anglican Services (ABN 69 266 342 710) is registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC). The Annual Information Statement for 2024 will be completed and lodged with the ACNC by 30 June 2025.

SAS is a Basic Religious Charity under the ACNC Act which means it is exempt from the financial reporting requirements under the ACNC Act.

## Engaging with the broader charitable purposes of the Diocese

SAS recognises that it is part of a broader network and is committed to pursuing its purpose in a manner which, as far as possible, facilitates the broader charitable purposes of the Diocese. These broader charitable purposes, recognised by the Synod in 2023, are currently expressed in the Archbishop's document *Purpose and Priorities for the Diocesan Fellowship*.

## Conformity with Synod's Governance Policy

At its 2024 session, the Synod requested all diocesan schools and organisations to implement the requirements of its new Diocesan Governance Policy by July 2026. In conjunction with the reconstitution of SDS as SAS, the Standing Committee made amendments to the constituting ordinances for SAS, GAB, and SAL which gave effect to the requirements of the policy for those organisations with effect from 1 January 2025.

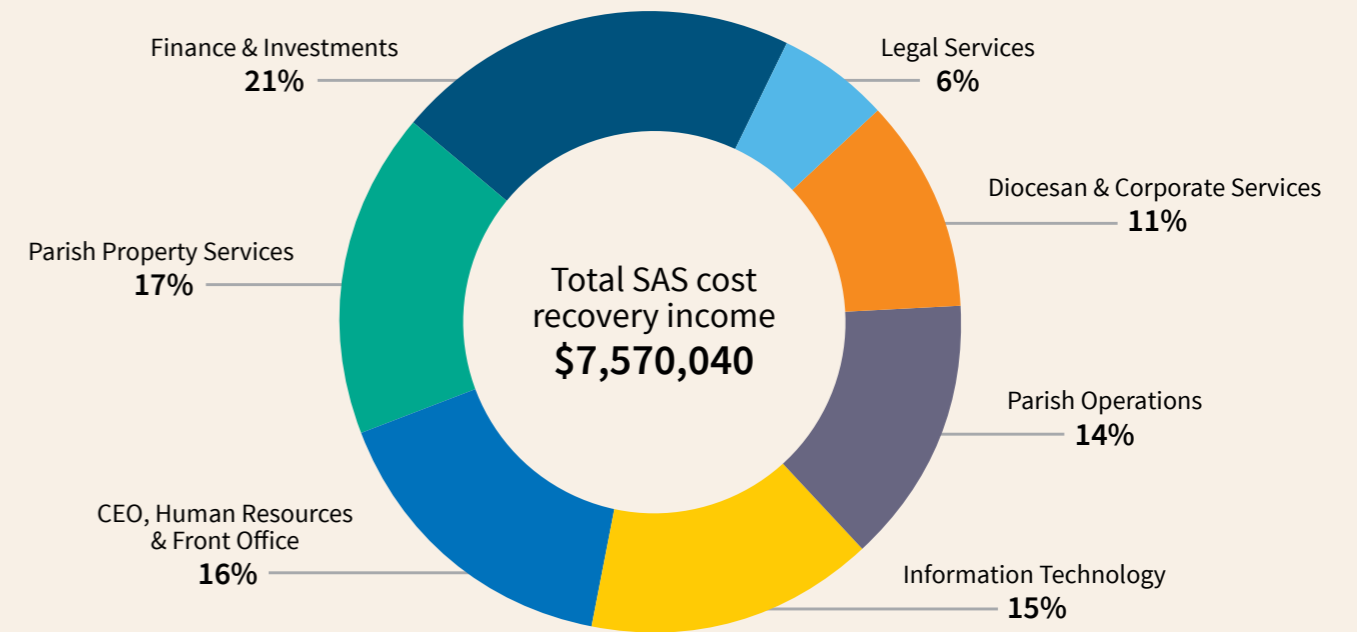
# Financials

## Funding of SAS

We operate on a cost recovery pricing model for the delivery of our services. This means that the charge for our services seeks to reflect the costs we incur in delivering those services with no profit margin applied. The principle of SAS recovering its costs was initially approved by the Standing Committee in December 2010 and affirmed under a revised cost recovery model in October 2020.

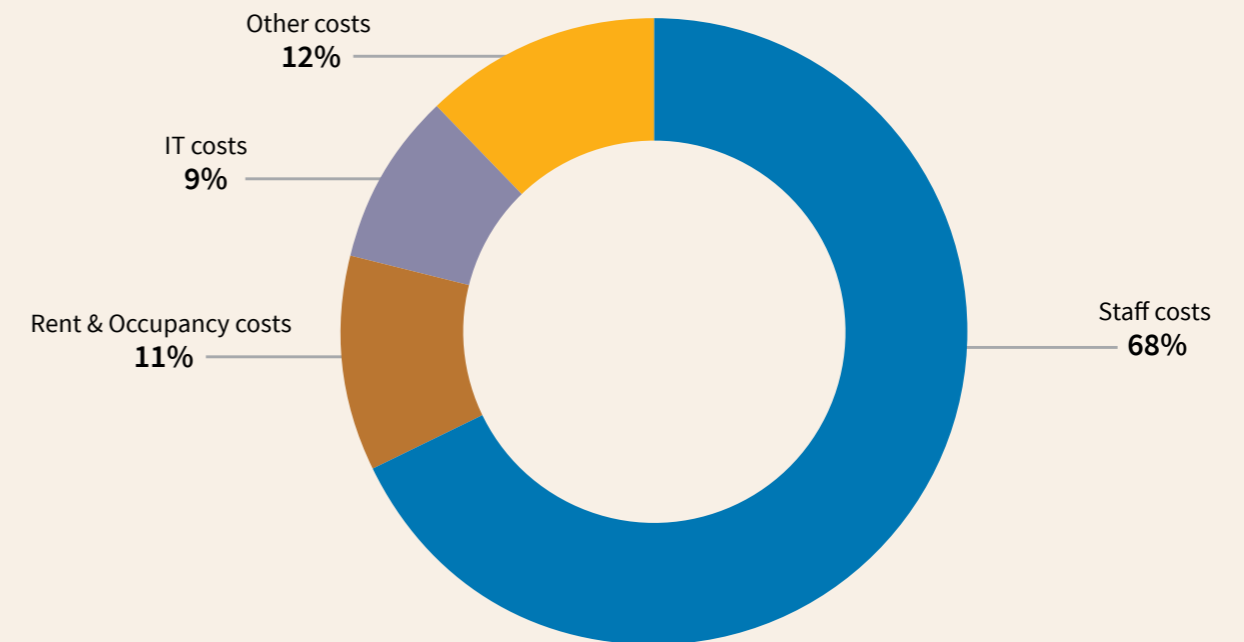
The total revenue of SAS during 2024 was \$9.3 million, compared to \$8.1 million in 2023. Of that amount \$7.6 million comprised the cost recovery charges to diocesan organisations served by SAS, and \$1.7 million was income from other sources (such as rent and interest). The following chart shows a breakdown of SAS cost recovery charges.

## Breakdown of Cost Recovery Charges by Business Function



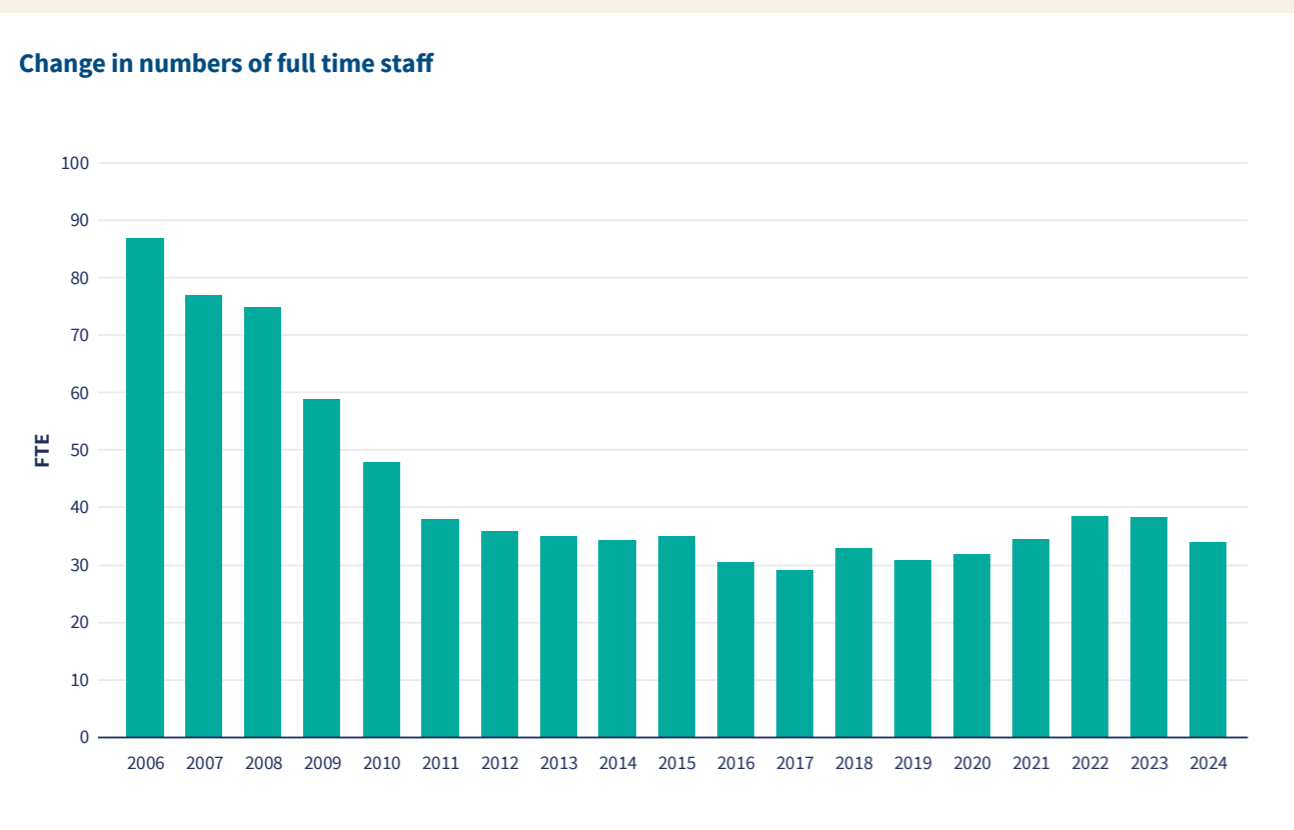
## Breakdown of Operating Expenses

The graph below shows the breakdown of the operating expenses of SAS in 2024. All SAS's expenses are periodically reviewed to ensure they are appropriate.



## Staff Numbers

The change in staff numbers in recent years on a full time equivalent (FTE) basis is shown in the following graph.



## 5 Year Financial Summary

The income and expenses of SAS for 2024 were as follows (with comparatives for 2020-2023). Further information about income and expenses can be found in the Annual Financial Report of SAS for 2024.

\$000s	2020	2021	2022	2023	2024
<b>INCOME</b>					
Total Income	7,372	7,080	7,810	8,104	9,253
<b>EXPENSES</b>					
Staff Expenses	4,833	4,893	5,454	6,082	6,314
Other Expenses	1,927	2,142	1,948	2,733	2,911
<b>NET SURPLUS/(DEFICIT)</b>	<b>592</b>	<b>45</b>	<b>408</b>	<b>(711)</b>	<b>28</b>

The balance sheet of SAS as at 31 December 2024 can be summarised as follows (with comparatives for 2020-2023).

\$000s	2020	2021	2022	2023	2024
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash & Short Term Financial Assets	7,506	7,875	3,765	4,206	1,560
Other	755	475	995	347	2,571
<b>NON-CURRENT ASSETS</b>					
Fixed Assets	485	430	2,412	2,370	2,221
Other	793	226	287	157	41
<b>TOAL ASSETS</b>	<b>9,539</b>	<b>9,006</b>	<b>7,459</b>	<b>7,080</b>	<b>6,393</b>
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>					
Payables	1,228	645	298	295	216
Funds held*	1,320	1,822	141	683	-
Provisions	964	1,412	1,184	944	910
<b>NON-CURRENT LIABILITIES</b>					
Payables	544	-	-	-	-
Provisions	470	68	369	402	483
<b>TOTAL LIABILITIES</b>	<b>4,526</b>	<b>3,947</b>	<b>1,992</b>	<b>2,324</b>	<b>1,609</b>
<b>NET ASSETS</b>	<b>5,013</b>	<b>5,059</b>	<b>5,467</b>	<b>4,756</b>	<b>4,784</b>
<b>FUNDS</b>					
Capital	2,062	2,062	2,062	2,062	2,062
Reserves	2,839	2,883	3,320	3,199	3,222
Accumulated Surplus/(Deficit)	112	114	85	(505)	(500)
<b>TOTAL FUNDS</b>	<b>5,013</b>	<b>5,059</b>	<b>5,467</b>	<b>4,756</b>	<b>4,784</b>

\* Funds held in trust for client entities.

# Membership

## Membership of Sydney Anglican Services

In July 2023 the Standing Committee passed the *Sydney Diocesan Services Ordinance (Interim Membership Arrangements) Ordinance 2023*, which provided for a reduction of the number of members of SDS appointed by the Standing Committee, from nine to six, until a date to be determined by the Standing Committee. The reduction was a temporary measure pending clarification regarding the future of SDS within the central diocesan organisational restructure. The ordinance also temporarily suspended the maximum tenure requirements for the current Chair of SDS and reduced the quorum for a meeting from five to four.

In October 2024, Standing Committee resolved to cease the interim membership arrangements, with the view to revised membership arrangements being implemented in January 2025 with the commencement of Sydney Anglican Services.



**Mrs Michele Carpenter, B.Com, B.Acc CA(South Africa)**

Chartered Accountant employed by KPMG from 1999 to 2006. Currently working for a boutique firm helping small businesses with tax and accounting needs. Came to faith in 2006 as a new mum. Passionate about encouraging women to study the Bible and serves as a substitute teaching leader at Bible Study Fellowship. Attends Cherrybrook Anglican Church, and is a General Synod Representative. Board member since 2020.



**The Rev Roger Cunningham, BEng (Elec) (Hons), BD (Hons), DipMin**

Rector, Emu Plains Anglican Church. Member of the Synod and Standing Committee of the Diocese of Sydney as well as the General Synod. Previously served on Sydney Anglican Loans Board and Western Sydney Regional Council. Prior to ordination, worked as an Engineer for Alcatel from 1993-1997. Board member since 2024.



**Mr Greg Hammond OAM, BA (Hons), LLB (Hons), ThA (Hons)**

Non-executive director and consultant. He has over 30 years' experience as a commercial lawyer, including over 27 years as a partner of King & Wood Mallesons, and has served on the boards of financial institutions, mutuals and Anglican and other not-for-profit organisations for more than 30 years. Current chair of Olive Tree Media and director of the Australian College of Theology. Member of the Synod and Standing Committee of the Diocese of Sydney, and a member the General Synod. Board member 2014-2022; reappointed to the Board in 2024.



**The Rev Mike Paget, BSc, BEd, BD(Hons1)**

On staff at St Barnabas Anglican Church, Broadway, since 2003, and rector since 2010. He is the Anglican Chaplain at the University of Sydney and the University of Technology. Mike is married to Fiona and they have four teenage children. Board member since 2021.



**Mr John Pascoe, FCA, BEC**

Partner, Pascoe Whittle Chartered Accountants; Member of Standing Committee, Finance Committee, St Andrew's Cathedral Chapter and Mission Priorities Funding Committee. He attends St Andrew's Cathedral. Board member since 2009.



**Dr Laurie Scandrett, ME (UNSW), PhD (Cantab), MAICD, JP**

Company Director, previously CEO of the Anglican Schools Corporation (1999 to 2016), Interim CEO of Anglican Youthworks (2017) and COO of Moore Theological College (2019 to 2023). Member of the Synod and Standing Committee of the Diocese of Sydney, the Synod and Standing Committee of the NSW Provincial Synod as well as being a member of the General Synod. He currently serves on the Boards of Two Ways Ministries Limited, Gafcon Australia Limited and The Global Fellowship of Confessing Anglicans. Laurie is married to Claire and they have four adult children and seven grandchildren. Laurie and Claire attend St Matthias Anglican Church, Centennial Park, where Laurie leads a men's Bible study as well as being a Warden, the Hon. Treasurer and a Parish Nominator. Board member since 2024.



**Bishop Michael Stead**, BCom(Acc), BD(Hons), DipMin, PhD

Bishop of South Sydney; Member of Standing Committee Diocese of Sydney; Diocesan Representative on General Synod; Member of General Synod Standing Committee; Chair of the General Synod Doctrine Commission; Deputy Chair of St Andrews Cathedral Chapter; Chair of Freedom for Faith; Chair of Living Faith; Chair of the NSW Faith Affairs Council; member of the Mission Priorities Funding Committee. Prior to ordination, worked for PricewaterhouseCoopers from 1990-1996. Board member since 2015.

**Resignation**

The Rev Lily Strachan resigned at the conclusion of her term with effect 31 December 2024.



**The Rev Lily Strachan**, BEc(Soc sc), LLB (Hons), B Div

Chaplain to Robert Menzies College and Senior Residential Advisor. Assistant Anglican chaplain to Macquarie University. Prior to ordination, worked as a corporate lawyer at Blake Dawson (2005-2008, now Ashurst) and Prolegis (2011). Board member since 2019.

**Chief Executive Officer**

**Mr Robert Wicks**, BSc LLB (Hons), GAICD



Mr Wicks was appointed as Chief Executive Officer on 4 October 2017, after serving in an acting capacity as CEO since 19 November 2016. Prior to this he held the positions of Diocesan Secretary and Head of Diocesan and Corporate Services of the SDS. Previously he worked as a legal practitioner at the Commonwealth Bank of Australia. He is not a Board member. He attends All Saints' Anglican Church, West Lindfield.

**Secretary**

**Ms Irene Kim**, BMus, LLB, GIA(Affiliated)



Ms Kim was appointed as Secretary to the Board in June 2024. She previously worked as an immigration lawyer at Fragomen. She is not a Board member. Ms Kim attends Marrickville Road Church.

**Committees**

In 2024, SAS had an Audit, Finance and Risk Committee and a Nomination and Remuneration Committee to assist it in fulfilling its responsibilities. The charters of each committee are reviewed periodically by SAS.

The overall purposes of the Audit, Finance and Risk Committee are to monitor, report, and make recommendations to SAS about –

- the financial reporting processes of SAS to ensure the balance, transparency and integrity of published financial information
- the internal compliance and control systems of SAS
- the risk management systems of SAS
- the independent audit process of SAS

The overall purposes of the Nomination and Remuneration Committee are –

- to recommend to the SAS Board, for its advice to Standing Committee, the desired skills and experience of a potential candidate to fill a vacancy in the membership of SAS
- to develop and implement induction programs for new members of the SAS Board
- to recommend to the Board for approval the Remuneration Policy for SAS, including overseeing the remuneration of the Chief Executive Officer (CEO) and the CEO's recommendations for senior manager remuneration
- to manage the CEO appointment process and review the performance and succession plans for this position

**Resignation**

In 2024, the Rev Lily Strachan resigned from the SAS Board, effective 31 December 2024.

**Meeting attendance**

Year ended 31 Dec 2024	SDS Board meetings			SDS Audit, Finance & Risk Committee meetings		SDS Nomination & Remuneration Committee meetings	
	Members	Eligible to attend	Attended	Leave of absence	Eligible to attend	Attended	Eligible to attend
Mrs Michele Carpenter	5	5	-	2	2		
Mr John Pascoe	5	5	-	2	2	2	2
The Rev Mike Paget	5	3	-				
Dr Laurie Scandrett	5	5	-			2	2
Bishop Michael Stead	5	3	1	2	2	2	2
The Rev Roger Cunningham	1	1	-				
Mr Gregory Hammond OAM	1	1	-				
The Rev Lily Strachan	5	4	-				

# sydneyanglicans<sup>+</sup>

**SYDNEY ANGLICAN SERVICES**

## **Access and Contact Details**

The principal office of SAS is  
Level 2, St Andrew's House, Sydney Square.

Hours of access are between 8:30am and 5:30pm

Mail: PO Box Q190, QVB Post Office, NSW 1230

Phone: (02) 9265 1555

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