



Mark Payne with swimming stars Jessica, Andrew and Emma.

Fancy getting up early for swimming training or spending your weekend driving kids to and from sporting events?

This is a normal part of life for some of the dads at SDS, but the effort has all been worth it!

Mark Payne's three children excelled in the pool over the summer. Andrew is the state

13 years boys champion in the Christian Schools system and is off to the national titles in Brisbane in May. Emma is school and zone champion and state runner up for 11 years' girls and Jessica is school, zone and state champion for 9 years' girls.

Ian Sharpe has also been cheering his two children on in the pool and on the field. His daughter, Edwina, 10, swam in the JSHAA zone swimming championships in the 50m free-style for her year, and Nathan, 14, went to the NSW Little Athletics State Championships for 400m running.

At the same Little Athletics event, Peter Peters, watched his daughter, Paulina, 10 compete in

the 1500 metres, his son Andrew, 12, competed in the CSC State Trails for cross-country running. While driving kids to and from training and events takes up a lot of time, Peter says there are worthwhile rewards. "It's great to see them enjoying themselves and constantly trying to improve by beating their best times," he says. "They're doing something healthy, rather than being at home in front of the Playstation or the TV."

Brian Connelly's son Scott, 16, excels in a different kind of sport. A star player on the Canterbury Eagles Ice Hockey team, he flew to Lithuania in February as part of the Australian team competing in the International Ice Hock-

ey Federation World Under-18 Championships, returning with a bronze medal. Other feathers in Scott's cap include being part of the Australian team 2 years ago in the US and being named the Most Valuable Player in the state last year.



Brian Connelly's son, Scott, in his Aussie ice hockey uniform.

Our New Additions



Jo joined SDS on March 13th as the new PA to David Cannings in the Administration and Treasury area. The administrative support Jo gives to David and the Banking Operations and Investor Centre teams, will be valuable as David's role becomes established and as the area plays a major part in the establishment of a new investment structure.

She says coming to SDS from a secular and more corporate environment has been a good change. "It's been fantastic so far," she says. "It's great knowing that I am helping the team, and that the end result has kingdom benefits."

Jo says she had a good feeling about the job, even after the first interview. "It feels like a good fit," she says. Jo is married to Richard, a former minister, and has two children, Deborah, 19, and Daniel, 17.

She is an active member of Hillsong Church.

Steve is our new Business Analyst, reporting to Lesley Lim in the IT Department. Steve's main role will be to ensure our financial services systems run smoothly. A committed Christian, Steve is excited about using his gifts to contribute to the Diocesan mission.

Steve has never worked for a Christian organisation before and he says it has been a big difference so far. "The key thing for me is to bring glory to God through obedience to His word, and working for the church is a good way to do this," he says. "It's also great to be able to do business with a common reference point."

Steve and his wife Maggie are members of St Alban's Multicultural Bible Ministry, Rooty Hill and are expecting their first child in October. Steve hosts a bible study group and is also involved in promoting ministry events.



William Tan joined us on 3 April in the role of Analyst Programmer. Also reporting to Lesley Lim, William will be looking after our existing web-based applications, including maintenance and enhancements.

William joins us from St George Bank, which has an office of around 400 IT staff, and says he enjoys the smaller office setting. He has especially appreciated the help he has received from his colleagues while settling in.

William and his wife Sooti attend West Sydney Chinese Christian Church, where he helps to maintain the church website and plays bass guitar in the band.

Welcome to the world!

SDS staff waited with anticipation for the arrival of Legal Officer, Steve Lucas' baby. He and his wife Katie are delighted to announce the birth of Hannah Joy on 26 March, who was a week overdue. Steve says, of all the things he has experienced so far, "the joy of hearing Hannah's first cry was undoubtedly the most incredible". Steve's elation and thankfulness to God is evident and SDS staff are looking forward to seeing this joy grow as he gets used to being a dad! "The Lord is amazing and we are eager to see what He has in store for Hannah," he says.



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Investing in a New Era

Where are we heading in investments in 2006? And what does this mean for the future? This issue, we hear from those who are responsible for driving the changes we are seeing around us, and steering SDS towards a profitable future.

Q: Why are we changing our investment structure?

A: Rodney Dredge, CEO: The Glebe Administration Board (GAB) needs to assess investment markets regularly for opportunities that will improve the investment performance of the Diocesan Endowment. It is important that we move from being totally reliant on internal resources to using the expertise of external service providers. This will force us to stay abreast of modern investment thinking, it opens a range of opportunities for performance improvement and it provides an excellent platform for growth in our people.

Q: How do we steer GAB through this restructure?

A: David Cannings, General Manager, Investment Services:

The key to successfully us-

ing external investment managers lies in the relationship between our investment objectives and our strategy for investment. We're taking a two-phase approach to this change.

While we are closing Glebe Asset Management (GAM), we are limiting the risks inherent in changing this major management discipline through the use of index management.

We move onto phase 2 once the GAM closure is behind us. By then, we will have completed an intense technical assessment of our investment strategy. We must reduce our exposure to a downturn in the market, while retaining as much of our earning capacity as we can. Developing and adopting this new strategy will be a very testing experience.

Q: How will this restructure affect our accounting procedures?

A: Michael Blaxland, Chief Financial Officer: We expect major changes in the administration and accounting procedures for our investment activities in the next 1 to 2 years. We have to demonstrate that



General Manager, Investment Services, David Cannings discusses investment strategies with Portfolio Manager, Fixed Interest & Banking, Laura Tees and Assistant Treasurer and Dealer, Money Market, Chris Burrows.

we can correctly account the new structure and that we know where it is at all times. We have to establish routines to keep the management team, operations staff and, of course the GAB, fully informed of performance at all levels.

Q: When will these changes take place?

A: Rodney Dredge, CEO: Most of the changes will happen this year. By December, GAM should be fully closed and the GAB's funds should be fully reinvested, with the majority

managed externally. We will also be well advanced in developing a lower risk investment strategy and in understanding what that means for our business operations. By year end, we expect to have resolved exactly how the GAB can use its great strength to support other church entities in investing their funds.

We can look forward to 2007 as a year of less major change, with a focus on continually shaping our strategy and so moving towards the optimum structure for the GAB.

Paying our Parishes a Visit

Manager, Clergy & Church Support Services, Michael Newman and Parish Relationship Manager, Warren Stanley shared one key New Year's resolution for 2006: to get to know our parishes better. They have already taken a big step towards achieving this goal by visiting around 20% of the 50 parishes on their list for this year throughout March.

The 'Parish Visitation Program' is a key part of our Parish Services strategy. Through the visits, Michael and Warren aim to ensure that clergy and volunteers know about all the services SDS currently provides. They also want a parish perspective on these services, on SDS as a

whole and on possible services SDS could provide in the future. Says Warren, "we're trying to remind parishes that we exist for their benefit."

Warren says meeting face-to-face is crucial to building relationships with parishes and helping them to understand that SDS has a tangible interest in their situation. "Rather than speaking to a voice at the end of the phone, they know they're dealing with a human being who's a Christian and who's involved in parish ministry."

Michael and Warren predict that hearing any negative experiences parishes have had with SDS will help us to identify patterns and areas that need to be

changed so we can better serve our parishes.

The response has been positive so far. "Generally, people have been pleased to see us and more than happy to talk about their ministry and parish life," says Michael. He especially wants to make life easier for parishes whose volunteers often have little time and resources available but whose work is vital to the parish they serve. He acknowledges that this will be hard work and he hopes to have a list of short-term and long-term initiatives by the end of this year.

"There are many important issues to address in the area of parish administration and



Michael Newman and Warren Stanley step out to talk to parishes.

implementing the services and strategies we can offer to parishes to overcome them is a key challenge for us all," says Michael.



Budgeting for GROWTH



Michael Blaxland and Ian Sharpe keep a close eye on our spending and resources

This year, there are plenty of exciting things happening here at SDS as our services expand to aid the Diocesan mission. Behind the scenes, our budget is crucial in ensuring we have the resources to fund these initiatives, and allowing us to monitor our spending.

Apart from formulating the budget for 2006, Management

Accountant, Ian Sharpe, has also been designing a methodology to track the progress of this year's major projects, including the refurbishment of Levels 1 and 2 of St Andrew's House, the lift works, Disaster Recovery, Business Continuity, and

DAWN projects. This includes looking at the timing and dollars required to make these initiatives happen, so we can make necessary changes and ensure we have adequate and appropriate resources.

Consequently, Ian has spent a lot of time with different departments to get a better idea of what will be involved in roll-

ing out their services. "It is critical that SDS is able to price its new initiatives in IT and catering services to achieve full recovery of its costs in providing them," he says.

Chief Financial Officer, Michael Blaxland, says the key to staying on track is regular monitoring and reporting actual results against the budget.

The work that Michael, Ian and others in the Finance area do to prepare their budget reports is essential to the Board's task of making crucial decisions, with reliable financial information at their fingertips.

Michael says without the budget and its accompanying processes, the achievement of SDS's overall objectives would be seriously jeopardised. "Without a budget, it's very difficult to forecast your cash needs and your chances of getting where you want to go are very slim."



From the CEO

The year has started well financially. GAB stood at +\$7.7 million at the end of February and March is shaping up to be another very strong result. How long can this bull run continue? Be comforted by the fact that several of us are closely focused on being ready for the time when a severe market correction eventually occurs. All the indicators point to continuing solid returns for the remainder of 2006, but forecasters are not so bullish about 2007. This is a matter that needs to occupy a lot of my time as we plan now for the next several years.

The point is that the organisational restructuring we are going through right now is well timed from the perspective of our need to prepare for the probability of another 2002 style market fall. Having said that, I sense that the closure of GAM, the pace of change in investment operations and the rapid emergence of major initiatives in Parish Services and in Technology is leaving some of you mystified as to where all this is heading and as to where you fit in.

A well known US church planter once said, "cast your vision until everyone is sick of hearing it - then cast it again!" We are going to take his advice and focus the next few SDS News issues and the next two (at least) quarterly briefings on our vision - that is our shape and direction and how we contribute to the mission of this great Diocese. Keep listening and tell anyone, tell me, when you are sick of hearing the story.

Rodney Dredge

Towards the DAWN

Now more than ever, technology is playing a significant part in ministry and administration as parishes try to 'keep up' with the advances in technology. At SDS, the Diocesan Area Wide Network (DAWN) concept is continuing to take shape and our IT department is working hard to push the project forward, with the goal of reducing costs for the Diocese and improving technology services for parishes.

DAWN will be a secure and high-speed private network that will connect parishes, regional offices, Diocesan organisations and SDS with benefits such as high-speed broadband, VoIP telephony services and robust virus protection, at a reduced cost.

Over the next few months, the DAWN pilot will extend to a mix of 20 small, medium and

large parishes in the Diocese. Throughout July and August and into September, pilot sites will be monitored for quality of service, costs and supplier response times. By the end of September, SDS will have a strong idea as to whether or not it will be cost-effective to begin a rollout for those parishes who are interested and able to be a part of DAWN.

Project Manager, Peter Sharland has been visiting parishes who are interested in being a part of the pilot project, with the aim of better understanding their current technology arrangements and exploring the possibilities for DAWN in individual parishes. Concord Community Anglican Church is looking forward to seeing the project move forward and experiencing the benefits for their parish. The DAWN would allow



The Rev. Chris Braga, Assistant Minister, Concord Community Anglican Church is looking forward to the benefits of DAWN.

a three-way broadband connection - including VoIP - between their church office, rectory and assistant minister's house. The Rev Chris Braga, Assistant Minister at Concord says, "I'm excited about the possibility

of being able to use VoIP and reducing our communication costs, and as we don't have a centralised office structure, having increased flexibility in how we do our admin will be a plus."

SDS Lightens Up!



Robert Turner blows his own trumpet.

If you're happy and you know it...



Happy Anniversary!



strength and guidance in adapting to the various changes that have come her way. "She's been faithful at a time of very significant change in the Finance Division and the corporate memory she has retained has been invaluable in solving problems," says Chief Financial

Officer, Michael Blaxland. Jenny's current role often sees her involved in walking around to different departments with accounts and invoices, and she particularly loves this 'people' aspect of her work. She says she can see the benefits in taking care of payments for parishes and making sure accounts are given to the correct people, as well settling accounts promptly and maintaining the filing systems to help streamline our work here. "Jenny's ministry is her work at SDS and this is demonstrated in her dedication and commitment to accuracy and timeliness," Michael says.

Jenny initially served on Reception, until she moved into the Accounts Receivable/Payable area 15 years later. In her time with SDS, she has worked under 4 Archbishops, 4 CEOs and seen St Andrew's House go through 4 refurbishments! Through it all, she has particularly felt God's



Friday managers meeting moved during refurb.

From Malta With Love



ceived their certificate, and a native plant as gifts commemorating their citizenship. "The ceremony reminded us to not forget our home country, but to leave the bad part behind and bring the good part to Australia."

Romina is elated at this new stage of her life. "We couldn't wait to become citizens - we

Team Leader, Banking Operations, Romina Camilleri grew up savouring the delights of her home country, Malta, but on 27 February, she adopted the land of the lamington and the meat pie as her own. Romina took on citizenship, along with her husband William, as part of a group of about 60 new Australians. "The ceremony was a very exciting event," she recalls. Romina says there was a choice of two pledges - one that mentioned God and one that did not. Romina and William took the former, then re-

did it as soon as we could," she says. "I'm honoured and proud and now that I've settled into the lifestyle, this makes it official."

For obvious reasons, Romina still has strong ties with Malta - her parents and some of her siblings are still there. "But Australia has given me good things too - my husband, my current job, and my workmates at SDS, who are like my second family," she smiles. Romina and William attend Waitara Catholic Church.

Learning for our Leaders

In March, some of our extended management team attended seminars run by top business consultant, David Maister.

Senior Financial Accountant Velysia Mock attended a day-long seminar on managing in professional practice. She says

the focus of the seminar was to understand what makes a good manager, to understand the individual working styles of staff in the team and constantly push them forward to achieve their goals with encouragement, support and

The Graduates



Sharyn Miller, Isaac Kuruvilla & Evelyn Beaver.

like leading Bible Studies," he says.

Portfolio Manager, Property, Sharyn Miller graduated recently from the Property Council of Australia with a Commercial Property Asset Management Diploma, this marks the end of 2 years of study, and Sharyn says she's looking forward to a break for a while, which will help

Congratulations to our graduates! Performance Analyst Isaac Kuruvilla graduated from the Financial Services Institute of Australia with a Graduate Diploma of Applied Finance & Investment, majoring in Investment Management.

Isaac is grateful to SDS for subsidising his study and says his study and work have been mutually beneficial. While a Masters degree is a possibility for the future, having the weight of study lifted from his shoulders has been a welcome relief. "It means I'm more free to do other activities

her as she manages the Town Hall arcade.

Client Manager Evelyn Beaver received her Associate Degree in Law (Paralegal Studies), the only degree of its type in Australia. This course involved 4 years of study by correspondence and she says her studies will help her to understand the legal side of leases, licences and heritage matters. She is happy to be free of study for a while, but plans to study again next year to complete a full law degree.

reward. Maister emphasised that a good manager also knows how to retain a strong focus on their central objectives and reshapes their strategy as appropriate in a changing market.

Velysia says the seminar will help her as she heads up her

team in the Finance Department. "It has definitely helped to shape some of my thinking about strategy and reminded me that, as a manager, your people are important," she says.

