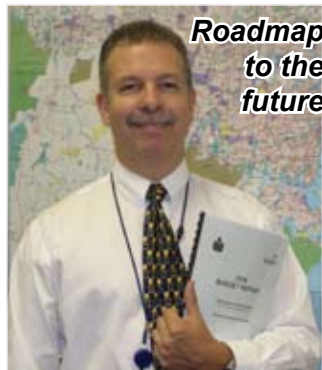


Driving SDS forward

Have you ever set out on a car trip to a new holiday destination without a map? According to Chief Financial Officer Michael Blaxland, running our organisation without a budget would be a similar experience. "The budget is a financial map showing how we plan to achieve our stated objective," he says. Budgets have long been a standard financial discipline for SDS and the Glebe Administration Board and the entities it manages. They have been crucial for planning how to achieve our goals and tracking our progress as we move forward.

In particular, Michael says our budget helps us to monitor our spending, so that we can avoid the disaster of spending too much – or even sometimes too little. "Our budget helps us to know whether we need to put



Roadmap to the future

our feet on the financial brake, or perhaps the accelerator, if we're underspending".

Management Accountant Ian Sharpe is the man behind SDS's budget. Preparing budgets is nothing new for Ian, but he says the fact that we serve numerous organisations means tracking our costs for each client through timesheets would be accurate but impractical.

Instead, he uses an allocation method based on our expectations of the cost in time and money for each client. This year's budget has continued to improve the process so that charges to clients more clearly reflect the costs of the services we provide to them.

As SDS and the GAB curtail some of our activities, such as GAM and the superannuation fund, other areas, such as technology and the services we provide to parishes, are expanding. Michael Blaxland says the work done this year will help us to navigate the cost side of all the big changes that are happening here. "Ian Sharpe has done a great job on the budget this year. It gives us a much better understanding of the cost-drivers of our business and enables us to identify challenges we will face in 2006."



From the CEO

Last year at this time, I talked about how 2004 shaped the Secretariat for our role in the mission of the Diocese. The big change we observed was in the commitment and focus of our people. Someone called it "the power of middle management". The truth of that showed again this year when, following an unusually difficult Synod, we regrouped, restated the objectives and got on with what we had to do. A splendid effort by everyone – well done!

The reshaping process will slow in the second half of 2006 and the emphasis will shift from *structure* to *strategy*. That means we continue to exploit technology, to sharpen performance and to develop our service potential, but we do so in a carefully planned manner which looks for the best way to do business. There will be more precision and more technical input to our work. We will test what we do by asking how every activity will assist front line mission. I expect 2006 to be another busy but exceptional year.

Over Christmas, many of us will be taking a well-earned holiday. Spare a thought and a prayer for those who will be working through. Our accounting staff finalising year end, those associated with the St Andrew's House refurbishment and those managing the sale of GAM will be very much on the job. I am breaking a lifetime habit and will be away for two weeks over Christmas. As I rest, be assured of my prayers for you all. It is a joy to work with you.

Rodney Dredge

Wedding Belle

2005 has been an exciting year for Banking Operations Administrator Cherry Cruz, who joined SDS in May. On September 24, she married Dom De Guia in a small ceremony



in Waitara. Both Cherry and Dom come from the Philippines and have plans for a large celebration when they return home to visit next year. Cherry arrived fashionably late to the ceremony, to find her groom was even later! Nevertheless, Cherry says it was a hectic but truly wonderful day. Cherry's colleagues Millie Lytton, Robert Turner, and Romina Camilleri attended the ceremony. "I couldn't imagine anyone else in any other company doing what my colleagues have done," she says. "Romina and Millie were very patient and understanding and their excitement for me helped me to remember that it's not just a wedding – it's a very big event of your life."

SDS lightens up!



Look mum, no hands!



Being CEO is child's play!



Corporate Services Manager ecstatic about post-refurb lunchroom.

Meeting expectations



The hard-working team behind our Corporate Services initiative: (l to r) Josephine Long, Jennifer Sillar, Linda McLean and Uruange Pitomaki.

It may seem hard to believe, but last year, approximately 1550 meetings were held in the meeting rooms run by SDS's Corporate Services department, with over half of these meetings including catering. These rooms are used not only by staff from SDS and the

Archbishop's team, but also by other Diocesan and external organisations. This figure will grow as our Corporate Services develop and as the refurbishment yields new and better equipped meeting rooms.

As these figures demonstrate, the meetings form an

Organisation	No of meetings	Catered
SDS	543	339 (62%)
EOS	114	109 (96%)
Diocesan & others	94	45 (48%)
TOTALS	751	493 (66%)

Room bookings for January - June 2005

essential part of our everyday office life. Corporate Services Manager Andrew Tilsley says his aim for our meeting rooms is to deliver the best services possible, so all who use them can experience the benefits.

"Our aim is to deliver an appropriate and professional level of service, especially to the large audience of those within the Diocese who serve on committees and boards," Andrew says. "We want to honour and support them in their ministry by making their events run smoothly and efficiently."

enhanced. They will be more technologically equipped to meet our clients' need, with added features such as multiple data access points and video conferencing as well as electronic whiteboards, data projectors and screens.

Also in the pipeline is the possibility of viewing and booking rooms online, with published pricing and consistent menu packages on offer. This is set to make room bookings easier for clients and more efficient for catering staff.

"Our objective is to make booking a room easy and quick for all concerned," says Supervisor, Catering and Office Services, Linda McLean.

As our technology offering expands, our meeting rooms will be

International lunch feeds our fellowship

The past few months have been challenging for everyone in the Investment Accounting Team, which has been directly affected by the restructuring of Glebe Asset Management. In the months after the announcement that the team would be reduced to half its size with the restructure, Joseph Tam, Manager, Investment Accounting says that, although the emotions experienced have been varied, he has seen a common thread of peace. "Each

team member arrived at the point where they could say that God was in control, they trusted in Him and were at peace with the whole situation."

Each member of the team comes from a different cultural background: Joseph Tam (Hong Kong), Christine Kim (Korea), Irene Lam (China), Isaac Kuruvilla (India), Helena Zugec (Croatia) and Steven Holm (South Africa).

The team decided to hold an international lunch for the senior management team as a gesture of goodwill after these recent events. Each member contributed food from their countries of origin and planned guessing games to encourage fellowship on a more personal level. "The team wanted to respond to the situation in a positive, tangible and meaningful way," Joseph says.



Teaming culture with community: the Investment Accounting team.

Top security!

Aldo Maestrale is a familiar face to everyone at SDS, although some of us may not know him by name. Aldo patrols the arcade and square at Town Hall, keeping potential risks at bay. "My job is to maintain a presence in order to prevent crime," Aldo says. As the Town Hall area has a high flow of pedestrian traffic, this job is very important and often requires long hours, especially for events such as Standing Committee.

Since Aldo started in 1999, he has had the aim of 'cleaning up' the atmosphere of the Town Hall area, which had a high level of crime and a high population of vagrants. Property Manager Sharyn Miller praises Aldo for his ability to maintain order with politeness, professionalism and initiative. "He's a genius," she laughs. "He does the right thing all the



time and you just know, when he's here, everything's under control." As security becomes more and more crucial to the way businesses operate, Aldo says being alert and calm are crucial qualities to possess. "You have to know your environment well and be tolerant of different types of people," he says.



On with the Refurb!

SDS staff and visitors to St Andrew's House will have noticed all the sounds and sights of the refurbishment that has been happening over the past few months. This major project, which will transform St Andrew's House, is well underway. Perhaps the most noticeable sign has been the closure of the Town Hall Square entrance with its "golden staircase", which has since been demolished.

Work is currently underway on the lifts that will service our new offices and a staircase is being installed between the Arcade and the



Ground Floor for St Andrew's Cathedral school. Work has begun on the Arcade level to accommodate the food court, which will be relocating from

the ground level early next year. The second stage of new lighting has been installed in the Arcade and new toilets, telephones and ATMs are set

to be operating soon.

The space for the ground floor office staging area has been prepared and will be painted, carpeted and set up with computer cabling at the beginning of 2006. This will be the temporary office for Level 1 and 2 staff as their work areas are being refurbished.

Key steps for January and February of 2006 will be the upgrade of the ground floor electrical switchboard, the final round of relocation of food court tenants to the Arcade level, and the commencement of work on the new Cowper Room and on the office and school foyers. The first lot of work on Level 1 is set to begin early in the year.

Wrapping it up for 2005

2005 has certainly been a busy year for training! SDS staff undertook close to a week of workshop learning for our communications program, along with some from Anglican Youthworks. Corporate Services Manager Andrew Tilsley says the course has provided the basics for staff to be able to engage better with their peers.

"This basic grounding is not the end point though," says Andrew. "Through further training, we can hone and further enhance our basic learnings." The possibility for further training is being discussed in the form of an abridged version that will help us to consolidate and develop what we learnt in 2005.

Andrew acknowledges that the investment in time has been difficult for some, but insists the hard work will be worth it. "Good communication skills take time and practice and communicating in our organisation is too important not to be given time for training and development."

Three staff groups have now completed two modules of the five-module Management Development Process (MDP) course, along with Bishop Robert Forsyth, two senior staff from Sydney Anglican Schools Corporation and two from Anglican Youthworks. So far, the course has focused on self-assessment through behaviour and listening profiles and challenging each others' views through feedback and training exercises.

Andrew says the fact that staff are in these workshops for two days at a time makes for high levels of engagement and even vulnerability. "That's what delivers the most effective learning and this is reflected by how the team members learn to better trust and understand each other."

Some of our staff have also benefitted from desktop/IT training courses through New Horizons. "I know that those who have done it do speak

Learning together: (l - r) Isaac Kuruvilla, Ian Sharpe and Carmen Titterton work through a communications training activity.



highly of it and so we will continue it next year," Andrew says. He is keen for staff to consider courses which work well together, such as PowerPoint and presentation skills, or to progress onto the next level of any course they have begun with New Horizons. If nothing else, Andrew concludes, this training is beneficial for individuals on a personal level as they consider their future career and

he encourages all staff to use the full extent of the training resources available to them in the coming year.

"The training has been very interesting, especially when my colleagues at MDP shared how they put their learning into practice and their positive results," says Team Leader, Banking Operations Romina Camilleri.



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Sharing a vision for Mission

As Liverpool Parish looks forward to the next 6 years of the Diocesan Mission, property will play an important part in its strategy to reach the local community with the gospel. As the parish considers the best use of its resources, the work of volunteers like David Mowat, Project Coordinator at St Luke's Liverpool, is vital. Not only do David and the parish team have the maintenance of their historic 186-year-old building to consider, but also the property changes needed to reach parish goals: local church plants and the expansion of existing congregations.

Enter Client Services Manager Evelyn Beaver, who has given David and the churchwardens helpful advice in meeting council requirements for the licencing of car spaces, and helped them to prepare a funding application to the NSW Heritage Office for a new perimeter fence. This fence will protect the property from intruders and lawn-destroying dust from the nearby shopping area. "The interaction between us is a big plus for me," David explains. "The questions Evelyn asks help me to know what information

we need to send in." Evelyn says she too feels the benefit of working with parishes like Liverpool. "I am encouraged by the faithfulness of God's people, who so cheerfully give to gospel ministry."

As the parish considered its future ministry goals, Evelyn and Diocesan Property Manager Hovel Hovhanesian were asked to join David, the churchwardens and Minister Stuart Pearson in a vision planning meeting. The main conclusion was the need to bolster facilities in the parish so that ministry staff could concentrate more fully on the Mission. Some practical components of this plan include a new car park, additional meeting space and a multi-purpose administration centre.

Hovel helped the parish to map out a property action plan and put the parish in touch with an architect who understands ministry needs and how to meet government requirements. "The rewarding thing here is the way the parish openheartedly accepted our service and advice," Hovel says. "The proposed new development on the site of one of Australia's oldest Anglican churches is a prime example of resurrecting



Joining forces: Diocesan Property Manager, Hovel Hovhanesian, Client Services Manager, Evelyn Beaver, and St Luke's Project Coordinator, David Mowat.

new life into ministry for the Diocesan Mission."

David is grateful for the expertise of Hovel and Evelyn. "We need to plan and develop facilities to bring people in, and they have helped us to get this on the road," he says. "They have been terrific. Nothing is too much trouble and if

I have anything to sort out, I just ring and get the answer straight away."

As her work with Liverpool parish continues, Evelyn says she too is excited about the future. "We continue to pray with our parish friends at Liverpool regarding the outcome of their vision for mission."

from the chairman



I am pleased to confirm that in view of all the comment and controversy about new Industrial Relations legislation, the Secretariat has not banned Christmas nor will it require staff to work at their desk on that day.

For a country coping with diversity, jealous of our freedoms and democracy and

without values and ethics grounded on Christian principles generally, it is sad to think that Christmas can be seen as just another day.

For those of us who love the Lord, despite all the challenges of our work and private lives, Christmas is still a special time to remember God's love for us in the birth of His son.

With such assurance of God's love and Christ's ultimate sacrifice, we can

enjoy Christmas and all the joy, celebration and family experiences that go with it.

Please accept the greetings of myself and the Board for a wonderful and blessed Christmas time with your families and our thanks for your great contribution in 2005.

**Phil Shirriff
Chairman**

