



Mark Payne (back right) with parishioners from St Laurence's, Barraba.

If you thought General Manager, Parish Services, Mark Payne wasn't serious about mission, think again! In October, he was team leader of Cherrybrook Anglican's week-long mission to Barraba, a small country town north of Tamworth. The 28-member team ran a series of activities in the town, with the theme of "A Fresh Start", reflecting a call on people to think about the gospel.

Mark's wife, Sue, and children Andrew, Emma, Jessica and Hannah also played an active part in the mission.

He recalls being encouraged by two significant outcomes. "The first was the way the team worked together. The relationships were superb – it was like a glimpse of heaven. Our mobile phones didn't work there so we were focused on the mission with a common purpose and unity. The second was how encouraged the church in Barraba was by our visit. The town was genuinely happy we were there."

The mission also stretched people to try ministry activities they didn't know they could do. "There were people, especially from our team, who went far beyond their comfort zones," he says. "They showed they could do things they've never done before and I could really see the power of the Holy Spirit working in people's hearts."

Mark says the mission was especially meaningful for him, given his role here at SDS. "It reinforced to me the importance of the local church and of encouraging our staff here to get beside people at the coalface. You go to a place like Barraba and you see what Christian people are doing, especially when the drought has sapped so much of the town's energy."

## Star of SDS



If you happen to turn on the TV early next year, you may see a familiar face on your screen! Performance Analyst Isaac Kuruvilla will be starring in a documentary showing on SBS, entitled *Here Comes the Neighbourhood*.

A production crew visited the Secretariat in November

to film Isaac in his work environment. He will also be shown having dinner with his family (including his identical twin brother, Thomas), playing touch football, at his fiancée, Chrissy's house and at the two churches Isaac attends: Bethel Mar Thoma Church of Sydney (an Indian fellowship) and at St Anne's Anglican Church, Merrylands.

The focus of the program however will show Isaac at Westmead Children's Hospital, where he faithfully spends almost every Saturday from 9am til 3pm, visiting sick children, putting on a magic show and making balloon animals and figures.

After all the filming, Isaac says he is looking forward to seeing the finished product on television. While the program is focused on how Isaac marries his Australian life with his Indian heritage, he says he hopes the impact of his Christian faith comes through clearly. "I want people to get the motive behind what I do at Westmead, which is spreading God's love," he says. Isaac is keen for people to be inspired to make the most of the opportunities they have to make a difference. "No matter who you are, you can spread God's love. I'm not anybody special – anyone can do it."

## Stop Press: Isaac engaged!



On 8 December, Performance Analyst Isaac Kuruvilla proposed to his girlfriend, Chrissy – and she said 'Yes!' The couple met at an Ecom meeting at St Andrew's Cathedral and are planning to marry in August 2007. All staff at SDS warmly congratulate Isaac and his new fiancée.

## Welcome!



### Andrew Frankling

Andrew Frankling has come on board to assist David Cannings with investment issues surrounding the endowments. In fact, he moved from his home state of Tasmania to Sydney – along with his wife Jen, and young children Isaac and Amelie – to take up the position.

He is enjoying the opportunity to discuss investment ideas and strategies with David. "I think of Solomon's dream at Gibeon, and the wisdom in what he asked of God, and I'm challenged to make sure our priorities are right," he says.

Andrew brings with him a diverse investment background, as well as former roles in IT and credit control. He also spent 8 years in Jersey, in the Channel Islands. Andrew and his family are still settling in to Sydney life and attend St Anne's Anglican Church, Ryde.



### Greg Ellem

Greg started with the Parish Services team on 13 November in the newly created role of Manager, Anglican Church Property Trust (Diocese of Sydney), and is looking forward to his role of overseeing the insurance, heritage and building management (leasing and licencing) and construction for the Trust. "I'd like to see the ACPPT become a respected partner

with our parishes in all things relating to property, so that our people will be called early and often, because the parishes know we will help them," he says.

Greg joins us from Commonwealth Bank, where he spent many years heading up the bank's Property Finance Risk Management team. "I really believe that my job there was used by God to prepare me for my 'real' job here," he says. "It's really rewarding coming in each day, knowing that I'm working with people who are committed to doing kingdom work."

Greg is a member of St John's Beecroft, along with his wife, Louise, and 3 daughters Sarah, Claire and Olivia. In fact, one of his ancestors, a "C-of-E" convict on the First Fleet, could well have been one of the original Sydney Anglicans!

## Passion in Profile: Brenda Sheppard



### PA to the Chief Financial Officer

*What does your job involve?*

My job consists of secretarial support for Michael Blaxland and administration, which ranges from organising meetings to purchasing cars, mobile phones and business cards, and taking minutes at meetings. It's also looking after the Finance team, making sure

everything flows and organising some of the more light-hearted events such as morning teas.

*How does your Christian faith motivate you at work?*

I believe that administration is one of the gifts God has given me – it's something I really love. I like helping people, it gives me great pleasure to see how my role in assisting others hopefully makes a difference to their everyday work.

*How does your Christian faith influence your life outside work?*

I've just moved to Glenmore Park Anglican Church with my husband Greg. It's a really exciting time in the church's life. It's a lively church and in 2007 we're looking at expanding our building to accommodate the growing population. I've enlisted to help with catering at the church and we've recently joined a Friday night bible study. I'm looking forward to becoming more a part of the church and reaching out to people in Glenmore Park.



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## Giving to the Mission

For over 5 years now, SDS has run the Planned Giving system with one goal: to help Anglican parishes and Christian organisations to streamline their income. A growing number of Sydney parishes are using the system. "Our estimate is that churches who actively use the system tend to receive a higher level of offertories," says General Manager, Investment Services, David Cannings.

How does the system work? Team Leader, Banking Operations, Romina Camilleri explains: Parishes register with SDS, distribute Planned Giving forms among their different congregations

and can set up payments on the system themselves. SDS collects the payments from direct debit or credit card accounts and then pays parishes fortnightly into their nominated Glebe Income Account(s).

At the vibrant South Sydney parish of St George North, just over 70 per cent of offertories are received electronically from 5 congregations. "Planned Giving helps us enormously, because it gives us a much steadier cash flow through the year without having great big dips when people have gone on holiday," says Senior Minister, Zac Veron. He adds that the system takes the burden off parishioners too, as they don't have to worry about organising their giving every week. "This means there's money constantly coming in, which supports the church in its mission." Zac says the system also takes away the security issue of transporting weekly offertories to the bank.

Ministry Assistant, Jana Koulouris adds that, in her busy

job that involves both ministry and administration, the Planned Giving system is a simple way of collecting funds. "It's really easy to use and we also use it for conferences, camps and dinners." One of the main benefits for Jana is that she can take the load off the parish treasurer by doing much of the administrative work herself. "You don't need to be hi-tech to use the system – you just need basic computing skills."

St Paul's, Castle Hill is one of the biggest users of Planned Giving, with around 65 per cent of offertories collected through the system. Senior Minister, John Gray says the system helps a large parish to plan for ministry. "With the history we are developing on giving through the system, we're better able to project our offertory in the



Senior Minister, Zac Veron and Ministry Assistant, Jana Koulouris, of St George North parish say Planned Giving helps to streamline parish income and makes collecting offertories easier.

coming year, which means we're better able to budget."

Parish Administrator, Peter Gallagher says another of the system's benefits is being able to "set and forget". "We can load a member's financial commitment onto the system ourselves, so we know it's done right." Peter says reliability is the system's most attractive feature. "Cash may be erratic, but Planned Giving is consistent."

## A new beginning...



In the past few months, the view of St Andrew's House from Sydney Square has changed considerably. The St Andrew's Cathedral School now has a dedicated entrance and St Andrew's House has a new official entry for Diocesan staff and commercial office tenants. And for months now, SDS staff have greeted builders on their morning rides in the lift, and heard the rumblings of construction work, sometimes seemingly beneath our very desks!

Here are some developments we can look forward to in 2007:

- Investment Services, Property Services and Technology Services will be moved to their new areas on Level 1 in late March.
- SDS staff who are still on Level

- 2 (the CEO, Corporate Services, Banking Operations, Finance, Investment Accounting) will be moved to the Ground Floor North Staging Area in late March.
- Work will continue on the St Andrew's House lifts, and is set to finish in July.
- The CEO, Corporate Services, Parish Services, Finance and Secretarial will move into their new offices on Level 2 on 11 August.
- The Archbishop and Endowment of the See staff will move to their new tenancy on Level 2 on 18 August.
- The 'Cowper Room' and new Diocesan offices on the Ground Floor North will then open progressively from 9 November.

Already, the roof has been re-waterproofed, the new server room on Level 1 has been completed and the entrance to the new 'Cowper Room' on the Ground Floor North has been finished. Work is continuing on the new SDS and Anglican Youthworks areas on Level One. An exciting year awaits us!

## and a temporary home

A walk past the old Secretarial area on Level 2 can be a lonely experience – where once there was action, now there is an empty space. On 24 November, the Parish Services and Legal Services teams took the plunge and moved down to the Ground Floor North staging area. Says General Manager, Parish Services, Mark Payne: "The move will mean we have to get used to a different work environment, but this is a small price to pay for being together."

Mark said the move, which occurred over a weekend, went very smoothly and that his team were able to settle back into their work with minimal fuss. The team were packed by 5pm on the Thursday and Mark says that by 9am on Monday, everyone had moved downstairs and was able to start unpacking their boxes. "The move went very smoothly – Property Services and Technology Services did a good job." Legal Officer Steve Lucas adds that the move has come at a good time, as the expansion of both teams had



James Cartwright and Robyn Manning find their niche on Ground Floor North.

meant people were a little scattered. "The move has allowed us to sit together and has improved our team dynamics and increased our capacity to share information and work processes."

At the moment, the departments have more space than they expected, as well as a small meeting area and kitchen. The move is not without its challenges, but Mark is confident these will be overcome quickly. "The move to open plan will take some getting used to, but we're together and quite a few of us were in an open plan situation already," he says.



## The Road to Succession



(l to r) Robert Forsyth, Bruce Ballantine-Jones, Phil Shirriff and Peter Berkley (along with Donald McDonald) form the Succession Planning Committee for our new CEO.

Rodney Dredge will retire in September 2007. When asked how a replacement would be found, the Chairman, Phil Shirriff

said: "The Board has appointed a selection committee tasked with running the recruitment process and, in due course, presenting a short list of candidates to the Board".

Speaking at the staff '300 Days to Go' morning tea, Mr Shirriff said that recent press advertisements and the article in the current edition of *Southern Cross* had begun to encourage potential candidates to explore whether God may be calling them to this role and to come forward for assessment.

The Board has engaged Judy Wong-See of Credence International to assist in the process. Judy will initially screen candidates against a carefully prepared specification and, on the basis of that, will arrange interviews with the committee.

Mr Shirriff told *Southern Cross*: "We are looking for a business generalist with the leadership skills to drive a team of strong senior staff, each in turn running diverse business units. We are also looking for a committed Anglican who understands the Church's Mission." An early appointment would provide for a handover period of at least 3 months and that need is, in part, driving the timing and process of recruitment.



### From the CEO

#### From structure to strategy

Last year at this time, I said that 2006 would see a change in emphasis from structure to strategy. Having made all the structural changes, we needed to implement plans for investment management and Secretariat services.

It is tremendously encouraging to see how much progress has been made and the level of strategic thinking now driving us. We are genuinely taking on the new shape needed by the Mission of our Diocese.

Well done to those working on external investment management. Well done to those working on the website, on Synod, on the new GL and on a myriad of other projects. Well done to those who have had their heads down working on all those things that just go on day after day. 2006 has been a good year.

#### Christmas greetings

Where has the year gone? Christmas is upon us, bringing relief for some (the Secretariat division, for instance) and hard work for others (financial accounting, for example). For me it brings opportunity. I will take a short break, then return to focus on some major tasks that have been so difficult to deal with on a day-to-day basis during the year.

Let me say a big 'thank you' to you all for another wonderful year. The next phase of our life has already begun and has begun well. 2007 will be another great year - I can feel the excitement already. Have a great Christmas, may your faith be strengthened by the graciousness of our Heavenly Father in sending us a saviour. God bless you all.

Rodney Dredge



Archbishop Peter Jensen, Presidential Address, Synod 2006

My call today is for us to develop leadership through change. I give you this challenge: to fulfil our Mission we need leaders; we need leaders who are able to lead in the midst of change, and leaders who will themselves create necessary change.

The Archbishop calls for "leadership through change". How will SDS respond to this vital challenge?

In 2007, we will continue to build on our training and development strategy, of which leadership is a critical component. Three groups of our 18-month-long Management Development Program, which is run by

Integro Learning Company, will finish in the first quarter. A new intake of 12 staff will also commence MDP in the first quarter of the year.

A key element of our personal development program for next year will be to focus on those resources we have acquired through Willow Creek and other well-known institutions. We will also be far more intentional in our structure, with many of our staff working to personalised training and development plans. This disciplined approach will help staff members to plan their year's development, using a mix of structured and unstructured learning techniques.

SDS is continuing its significant investment in our people. We do this to ensure our organisation is effective and efficient. As our organisation improves, so does our opportunity to support the Mission in reaching Sydney for Jesus. An enormous by-product of our leadership development is that individuals can be built to their full potential.



Brad Jobe of Integro Learning Company Pty Ltd leads Client Manager, Evelyn Beaver and Legal Officer, Steve Lucas through the Management Development Program.

So be encouraged: participate where you can and see how God will work through you and SDS as you demonstrate your "leadership through change".

Andrew Tilsley  
Manager, HR & Corporate Services

## Have you checked out the new SDS website?



## www.sds.asn.au

**Synod and Standing Committee** - Information from present and past Synods, administration of Synod, details about and reports from Standing Committee etc

**Other Committees, Boards & Organisations** - Information about other diocesan boards and committees, how to contact them, when they meet, who the members are etc

**SDS** - General information about us, our board, our management and our other services - accounting services, technology, Glebe Income Accounts, Planned Giving, St Andrew's House room hire & catering

**AND DON'T WORRY** - the website still features Circulars, Acts & Ordinances and Reports & Resources.

Any questions?

Contact Manager, Online Business Services, Matthew Smith on 9265 1622 or at mas@sydney.anglican.asn.au

Our new website gives you a comprehensive guide to:  
**Parish clergy** - Parish administration, clergy appointment and responsibilities, clergy remuneration etc  
**Churchwardens and Parish Councillors** - Parish administration, property, accounting and tax issues, risk management, stipends etc

## SDS Lightens Up!



The Property Trust team have their eyes on the goal.

Robert Turner and David Cannings in the running for Office Athlete of the Month.



Staff react to the announcement that the refurb will be finished by Christmas.



Move aside Rodney, girls rule!

## Answering the Call



The Parish Services team are the pioneers of a new focus on phone and email training for 2007.

Customer service and phone and email etiquette were on the agenda at full-day workshops attended by Parish Services staff in November. The course was run by Graeme Marks, who, through his involvement on Standing Committee and his presence at Synod over a number of years, is well-known to many SDS staff.

The course outlined a number of aspects to phone and email communication, namely the attitude behind customer service, sensitive wording, hold and transfer techniques, managing challenging moments and email etiquette. Staff discussed existing issues and new ideas about phone and email policies and practices.

General Manager, Parish Services, Mark Payne, embarked on the training because he believes it is crucial to the function of his department. "We're always dealing with people and we need to ensure we're doing that appropriately, and we want to do it better."

The training was well received and there is a strong sense among members that it was a good use of a valuable working day. Client Manager, Evelyn Beaver, says she hopes others can benefit from the training. "The course was very practical and fun and I think it's a definite must for all SDS staff." Mark adds that the training may pay off most when challenging moments arise. "I got a real sense that our people have difficult situations from time to time, so if we can equip them for those situations when they do arise, that's a good thing."

Mark says he found the content very helpful and he is confident the benefits of the course will continue for SDS as a whole. "I want to give our people skills and confidence that will help us to identify where, as an organisation, we need to be developing policies or focusing attention."

The challenge now is to reinforce what staff have learnt and make changes where needed. This might involve developing policies, incorporating new technical practices (such as call transfer procedures) or sharing ideas and experiences in focus groups.

### Training to Serve

A key objective of our culture change program has been to improve our communication skills. This is a complex task, incorporating personal skills development, cross-departmental communications, top-down, lateral and bottom-up feedback. Developing skills in how we communicate through email, face-to-face and by telephone is part of our overall communications challenge. In 2007, we will build a couple of modules around these interfaces.

## From the Chairman



This Christmas, as I observe the community in which I live, I have a real sense that people are more aware of Christmas, and of what we celebrate as Christians.

The Christmas music we hear around us at this time, as well as the celebrations in Sydney churches, small groups and homes, reflect a growing awareness of our nation's Christian roots and values and an acknowledgement of God.

This is not to suggest that the commerciality of Christmas has ceased, but to recognise that more people are understanding the true Christmas message: that "a Saviour is born, who is Christ the Lord".

My wife bought a large bear at Target, which proudly sits in our home near our entry, with moving jaws and glowing cheeks. Touch his paw and you hear, from the Gospel of Luke Chapter 2, an unedited account of the birth of Jesus. Any folk visiting us now receive this complete Christmas message and the bear even visits other homes. In fact, this bear

speaks unashamedly, where sometimes we may falter in sharing the Christmas message of God's love for us.

I truly hope all of us can share the joy of Christmas and the Saviour we love in every place we go during this Christmas season.

On behalf of the Board, I wish you all the blessings of Christmas. May God enrich your lives and those of your families and friends in 2007.

Phil Shirriff