



ANGLICAN DIOCESAN
SERVICES

2024

ANNUAL REPORT





St Saviour's Cathedral, Goulburn NSW



FOREWORD from the Bishop

As I write these words our Diocese, together with the rest of the Anglican Church of Australia, has just completed Hope25, a season of engaging our communities with the lasting hope Jesus offers to an uncertain world.

We are still collating the stories of what God has done through this time of mission but already there is much reason for rejoicing. However in Luke 10 Jesus gives His followers an even more profound reason for joy - *“do not rejoice at this, that the spirits submit to you, but rejoice that your names are written in heaven.”* Before we are people who work for God, we are sisters and brothers who receive from God. Grace underpins everything.

Grace empowers us to fulfil God's call in our time and place. However, none of us can do this alone. Anglican Diocesan Services (ADS) is the vehicle through which we are equipped and enabled to share God's grace. The Executive, Asset Management, Finance, HR & Payroll, Education, Risk & Compliance and IT directorates provide a range of shared services that equip and enable these different aspects of our Diocesan mission.

I give thanks to God for the diligent and professional service of all ADS staff, including our Interim General Manager, Mr Rohan Smith.

We have been richly blessed through them.

The Right Reverend Dr Mark Short

Bishop - Diocese of Canberra & Goulburn

Cover images:

Top left-The Great Cross at St Mark's National Theological Centre, Barton ACT.

Top right-Burgmann Anglican School.

Bottom-St Mary in the Valley displaying their Hope25 banner.



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INTRODUCTION

from the General Manager

It is my privilege to present the 2024 Annual Report for Anglican Diocesan Services (ADS), reflecting a year of strategic growth, operational excellence, and faithful service across our Diocese. Having been appointed as Interim General Manager in March 2025, I would like to acknowledge the tremendous service of our former General Manager, Mr Trevor Ament, who oversaw the ADS throughout the 2024 reporting period, and indeed, from inception of the organisation in 2013 to the present day. Mr Ament leaves a legacy through the ADS, that will ensure our Diocese is able to sustainability share the good news of Jesus with our future generations, into the many years that lay ahead.

I am thankful to our Lord, that in 2024, ADS continued to strengthen its role as a trusted advisor and provider of shared services, supporting our ministry units, schools, and agencies to deliver on their missional objectives. Our work was guided by a commitment to stewardship, collaboration, and innovation—values that underpin every aspect of our service delivery.

A key highlight was our support for the *Hope25* initiative, which inspired thousands to engage with the hope of Jesus in creative and transformative ways. From visual communications to strategic logistics, ADS played a vital role in amplifying the preparation for this mission in 2024.

Strategically, we advanced several major projects, such as:

- Finalising a \$200 million PGIM loan facility for the AIDF, transitioning Diocesan school loans from Westpac.
- Launching the Diocesan Climate Change Action Plan, piloted across eight ministry units and endorsed at Synod in September 2024.
- Opening St Luke’s Early Learning Centre in Chapman, whilst construction commenced at our St Luke’s Deakin site.
- Continuing to support the establishment of Stromlo Forest Anglican College, through planning, development and construction activities.



ADS Directors at the Anglicare Leadership Forum, 2024

Our directorates delivered exceptional outcomes:



Asset Management replaced 48 fossil fuel vehicles with battery electric vehicles, reducing emissions by 265 tonnes and cutting Fringe Benefits Tax by 80%.



Finance assisted heavily with a strategic repositioning of Anglicare’s finances.



HR implemented new pay agreements and transitioned staff to updated awards.



Risk & Compliance completed an extensive review of open incidents and made major enhancements to our risk frameworks.



ICT achieved 99% uptime across critical systems and maintained a 4.8/5 customer satisfaction score, whilst continuing to implement new and improved systems.

This report is a mere snapshot of the many activities undertaken by our ADS team across the year. There are many achievements that could, or even should, be acknowledged. However, the reality is, that this list is likely too great to list, with many of these outcomes delivered without fuss, behind the scenes each and every day. To this end, I extend my heartfelt thanks to our Executive Team, our dedicated Staff, our Ministry Partners, our Chair – Bishop Mark Short and the Board of ADS for their unwavering support and commitment to our mission.

As we look ahead, ADS remains committed to equipping our Diocese with the tools, systems, and support needed to thrive in an ever-changing ministry landscape.

Together, we will continue to make the love and truth of Jesus known throughout the communities that we serve.

Yours in Christ,

Rohan Smith
Interim General Manager - Anglican Diocesan Services

OUR MISSION

The Anglican Diocesan Services (ADS) was established on 1 July 2013 as a strategic initiative of Bishop-in-Council (BiC), for the purpose of embracing shared services. ADS provides the framework that enables continuous services improvements and efficiency benefits from consolidating corporate and administrative services.

Shared services in the business of engaging our world with the love and truth of Jesus.

ADS Mission Statement

ADS's mission is to provide high quality, mission-critical services to the Diocese and its partner agencies. Through delivering core administrative services, ADS enables entities to focus on missional outcomes and their own core business. The work of ADS through the growth of mission partnerships, ensures that Bishop-in-Council has confidence and assurance in challenging financial and complex regulatory environments.

Our purpose is to facilitate missional alignment across the Diocese whilst encompassing three (3) critical areas, as outlined in the below infographic.



SHARED SERVICE PROVISION

Provide high quality technical and professional advice, services, support and infrastructure to enable our clients agencies to meet their core business and missional objectives.

CUSTOMER DRIVEN QUALITY

Provide consistency and standardisation within all areas of ADS and foster a culture of continuous improvement in the provision of service standards.

COST & PROCESS

Continuous improvement of business services and standards whilst maximising efficiencies and reducing infrastructure costs for all Diocesan agencies.

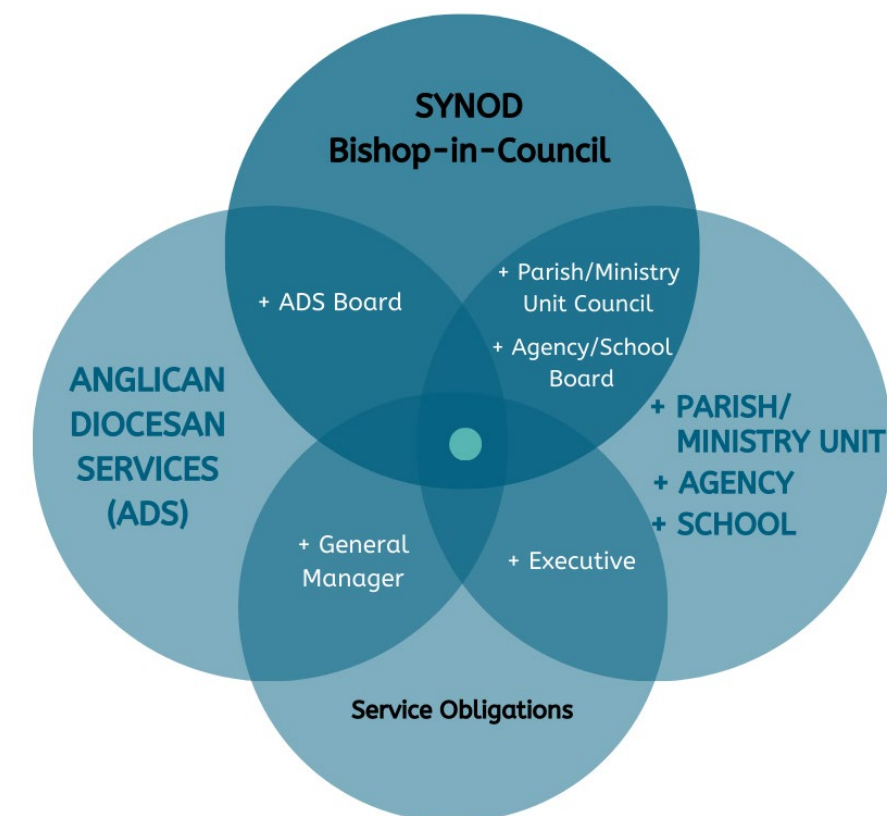
GOVERNANCE

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

The General Manager reports to the Board on key governance, risk and internal control issues at each meeting. The General Manager is also the Secretary to the ADS Board and provides policy, operational and business management support and advice. The Board can be contacted via the Interim General Manager, Rohan Smith.

Clear governance arrangements are critical to the ongoing success of the relationship between the ADS, the Diocese and agencies. The arrangements must demonstrate transparency, inclusiveness, accountability and an appropriate level of support for the core business of the Diocese and agencies.

The following diagram illustrates the governance, accountability and service obligations:



MEMBERSHIP

The ADS Ordinance provides that the members of the ADS Board are the same persons who are the members of the Ministry Executive.

In 2024, Archdeacon Tom Henderson-Brooks resigned as Diocesan Archdeacon, effective from July after a period of Long Service Leave. The Board wishes to place on record its thanks to Archdeacon Tom for his service and contribution in 2024.

In October, Bishop Vanessa Bennett was appointed to the Board.

The **current membership** of the ADS Board is as shown below, with the current term being from October 2023 to September 2026.



**The Right Reverend
Dr Mark Short**

CHAIR Appointed: 6 April 2019



**The Right Reverend
Vanessa Bennett**

Appointed: 18 October 2024



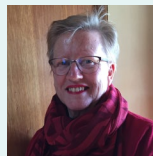
Hon. Richard Refshauge SC AM

Appointed: September 2011



Mr Wayne Harris

Appointed: September 2011



Mrs Margaret Wheelwright

Appointed: October 2014



Mr Mark Le Couteur

Appointed: August 2017



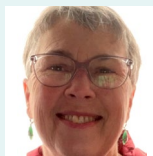
Mr Tim McGhie

Appointed: April 2020



**The Venerable
Dr Neil Percival**

Appointed: June 2021



Ms Robyn Wall

Appointed: October 2023



Mr Trevor Ament at Bishop Mark Short's consecration, 2019



Mr Trevor Ament at Bishop Stuart Robinson's farewell, 2018

Subsequent Events

In March 2025, Mr Trevor Ament resigned as ADS General Manager and Mr Rohan Smith was appointed as Interim General Manager.

The Board wishes to express its profound gratitude for Mr Trevor Ament's service during his tenure as ADS General Manager since its inception in July 2013. During this time he has led with skill and diligence, navigating the ADS team through seasons of challenge and opportunity.



Mr Trevor Ament

MEETINGS

Meetings of the ADS Board are scheduled every second month. A total of six (6) regular meetings and three (3) electronic votes were held in 2024.

The table below outlines meeting attendance (excluding electronic votes) during 2024, including attendance online via Zoom or Microsoft Teams.

	MEETING DATES					
	02 Feb	04 Apr	30 May	01 Aug	03 Oct	07 Nov
The Right Reverend Dr Mark Short <i>Chair / Bishop</i>	●	●	●	●	●	A
The Right Reverend Vanessa Bennett	~	~	~	~	Observer	●
The Venerable Dr Neil Percival OAM	●	●	A	●	⊙	●
Hon. Richard Refshauge SC AM	●	●	A	●	●	●
Mr Wayne Harris	●	Leave of Absence	Leave of Absence	●	A	●
Mr Mark Le Couteur	●	●	⊙	●	⊙	●
Mrs Margaret Wheelwright	●	●	⊙	●	A	●
Mr Tim McGhie	●	A	⊙	●	⊙	●
The Venerable Tom Henderson-Brooks	●	Leave of Absence	Leave of Absence	~	~	~
Ms Robyn Wall	●	●	●	●	A	●
Mr Trevor Ament <i>Board Secretary</i>	●	●	●	●	●	●

KEY Attended in Person ● Apology A
Attended Online ⊙ N/A ~

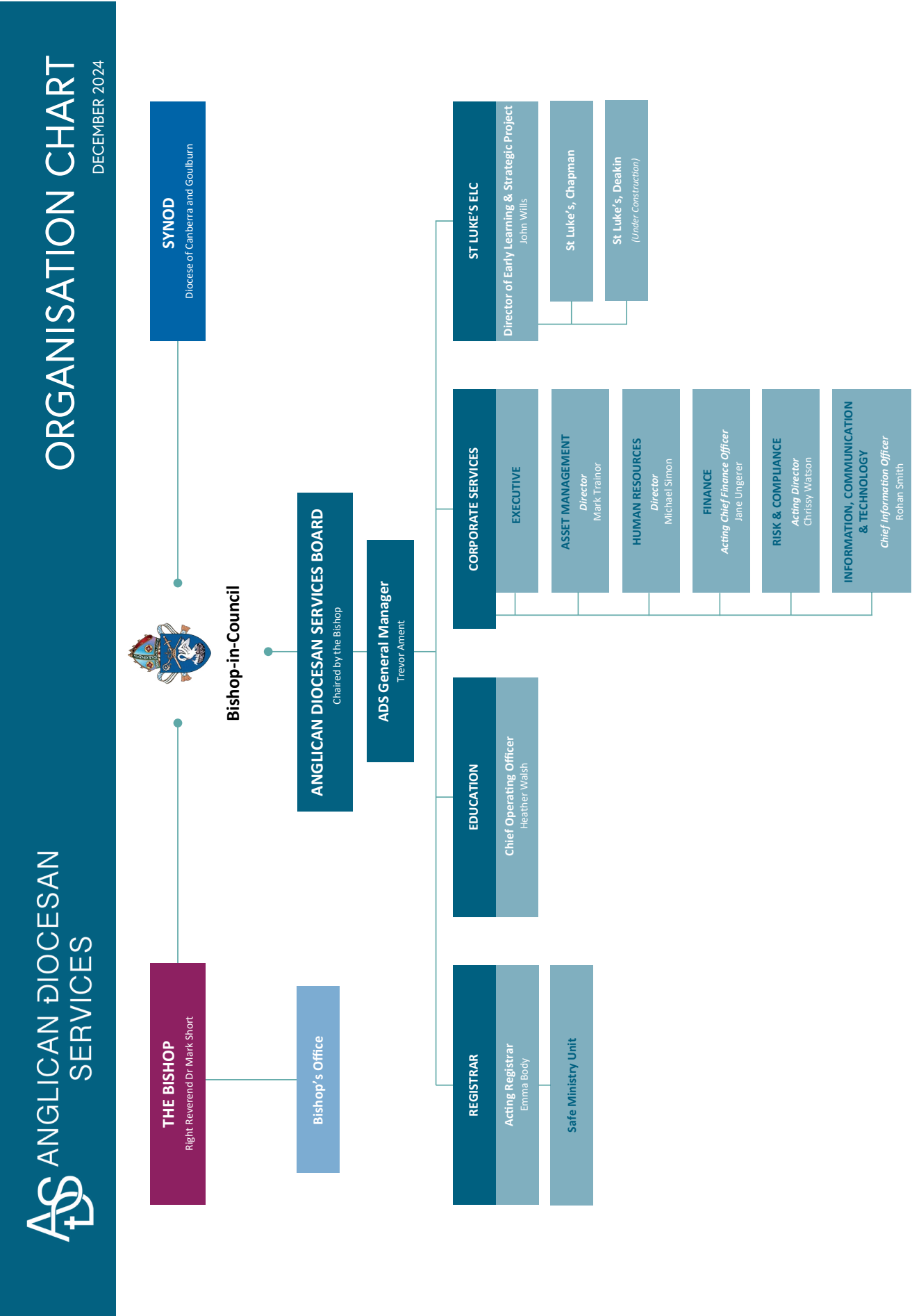
OUR PEOPLE

The ADS office at 31 December 2024, has 113 employees, comprising of permanent full-time and permanent part-time staff. The ADS head office is located alongside the Bishop’s Office in Canberra. The ADS also operates from Goulburn and has on-site employees in several schools across the Diocese. This enables ADS to provide efficient and effective services to its partner agencies.

During 2024, ADS welcomed 17 new starters and farewelled 14 employees. St Luke’s Early Learning Communities had a headcount of 33 during 2024. They welcomed 35 new starters and farewelled 11 employees.

Office Location	Staff Members
ADS Head Office - Canberra	67
Goulburn	4
The Riverina Anglican College	3
The Anglican School Googong	1
Sapphire Coast Anglican College	1
St Peter’s Anglican College, Broulee	1
Early Learning Communities	33
Sydney	3
Total	113

Chaplaincy Region	Chaplains
Canberra	<ul style="list-style-type: none">Alexander Maconochie Centre (AMC)HospitalParliamentary TrianglePoliceDefence ForceDisability
Goulburn	<ul style="list-style-type: none">HospitalPrison



SERVICE PROVISION

The ADS provides services through its ordinance obligations and Service Level Agreement (SLA) as follows:

ADS Ordinance - Section 5.1	Commencement	Current Term
Bishop’s Office	1 July 2013	On-going
Bishop-in-Council	1 July 2013	On-going
Ministry Executive	1 July 2013	On-going
Anglican Church Property Trust	1 July 2013	On-going
Committees of the Diocese	1 July 2013	On-going
Parishes & Ministry Units	1 July 2013	On-going



“

‘Work’ has various purposes or ‘ends’ –

primary outcomes to do with communities,

with creation, and with God.

– Andrew Cameron, St Mark’s National Theological Centre

ADS Ordinance - Section 5.2	Commencement	Renewed	Current Term
Anglicare NSW South, NSW West and ACT	October 2013	- July 2018 - June 2021 <i>(extension)</i> - December 2022 <i>(further extension)</i> - April 2024	April 2024 – March 2029
South Coast Anglican Schools (St Peter’s Anglican College & Sapphire Coast Anglican College)	July 2014	- January 2016 <i>Extended until December 2021 due to the COVID-19 pandemic.</i> - January 2022	January 2025 – December 2029
Anglican Investment & Development Fund (AIDF)	February 2016	- July 2019 - July 2022	July 2022 – June 2025
The Anglican School Googong	January 2016	- September 2018 - December 2021 - January 2025	January 2025 – December 2029
Burgmann Anglican School <i>(Leased equipment)</i>	January 2017		Ongoing
The Riverina Anglican College	January 2017 <i>(ICT/Leased equipment only)</i>	- July 2019 <i>(expanded service provisions)</i> - January 2025	January 2025 – December 2027
St Mark’s National Theological Centre	July 2019	- January 2023	January 2023 – December 2025
Anglican Insurance & Risk Services (AIRS)	July 2020		July 2020 – June 2023 <i>(renewal in progress)</i>
Radford College <i>(Managed ICT services)</i>	July 2024		July 2024 – June 2029

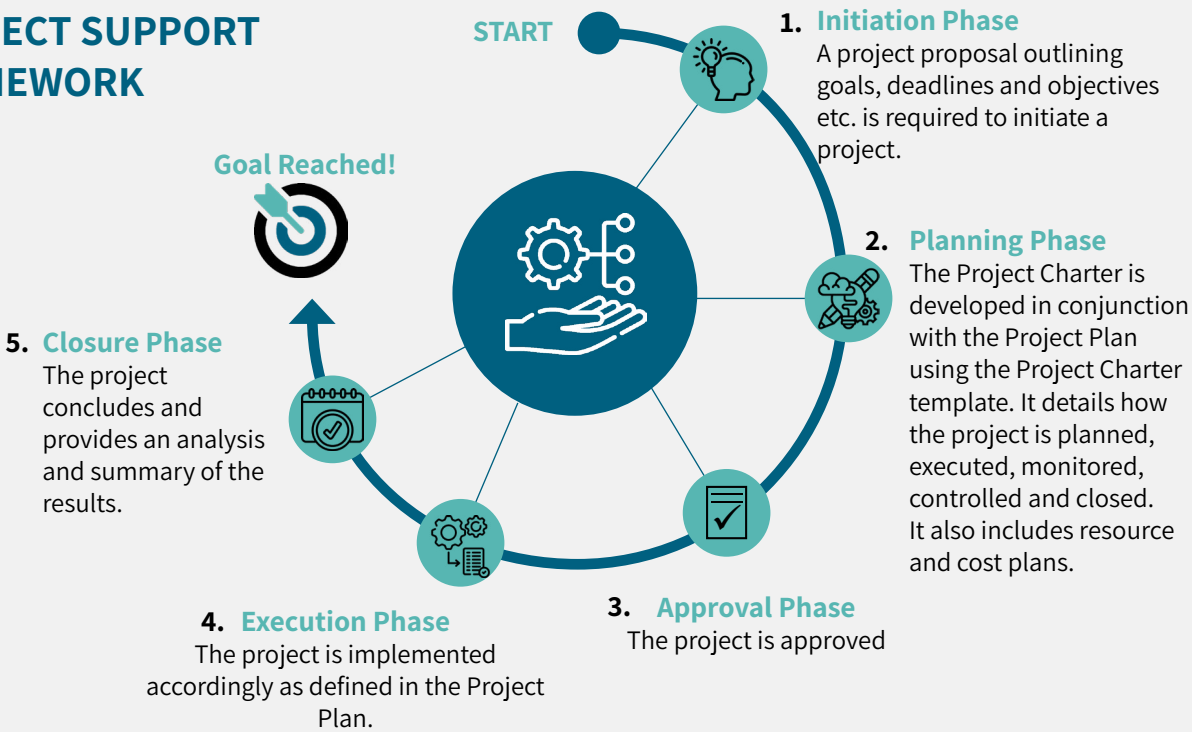
CORPORATE FUNCTIONS

The corporate functions undertaken in the ADS relate to four (4) key categories.

With these four (4) key categories established, the corporate functions provided by the ADS then form the basis of the SLA and are costed within a cost-recovery budget framework.



PROJECT SUPPORT FRAMEWORK



In order to allow some flexibility for additional services beyond those identified and agreed to, a Project Support Framework has been developed (as shown above). This framework enables additional service provision to be negotiated and articulated, and ensures appropriate reviews, approvals and costings are undertaken. It was Bishop-in-Council’s strategic intent that agencies of the Diocese would utilise the ADS rather than contract out to external suppliers or re-engage or re-develop their own in-house capacity.

The corporate functions provided through our SLAs include:

	Project Support Framework
	Procurement, and Fleet & Property Management
	Finance
	Human Resources & Payroll
	Risk & Compliance including, Injury & Investigation Management & Legal Services
	Information, Communications & Technology (ICT) & provision of equipment (leasing)

An overview of each directorate is provided on the following pages.

BISHOP’S OFFICE

Guiding ministry through thoughtful leadership and faithful service.

The Bishop is the chief shepherd, or the spiritual, pastoral and executive head of the Diocese. In overseeing the clergy and ministry units the Bishop operates in close consultation with Assistant Bishops, the Dean of the Cathedral, the Registrar, the General Manager of ADS, Archdeacons, Area Deans other clergy and lay leaders.



Bishop Carol with her retirement gift – a Juniper Bonsai Tree

On 12 March 2024 Bishop Carol retired as Assistant Bishop, after almost five (5) years in the role. She then continued a Director of Vocations working one day a week until 23 February 2025.

Vanessa Bennett was consecrated and installed on 24 August 2024 at St Saviour’s Cathedral and joined the Bishop’s Office as Assistant Bishop and Vicar General. She has been working with Bishop Mark, assisting him in his oversight of the Diocese. Vanessa and her husband, Paul, have enjoyed travelling to visit parishes across the Diocese to share in worship with them. She has been encouraged by the stories of those whom she has confirmed.

Vanessa also has particular responsibility for the discernment and formation process of ordination candidates, the ongoing professional development of clergy, including the organisation of clergy conferences and retreats, and the implementation of recommendations from the Royal Commission with regards to professional supervision and ministry reviews. More details about these areas of ministry and development are found in a separate report for Synod.

Following a 2024 Synod motion, the Women in Leadership was established which Bishop Vanessa chairs. A separate report on the work of the Commission to date will be brought to this Synod.

Archdeacon Tom Henderson-Brooks resigned on 8 July 2024 after a period of Long Service Leave. The Venerable Emma Street commenced as Archdeacon for Chaplaincy on 15 July 2024 taking up that portfolio, which includes paid chaplains in correctional centres, hospitals, the police force, Australian Defence Force (ADF), schools, university residences, aged care facilities, retirement villages and disability, both within the ACT and in NSW.

The Senior Leadership Group, comprised of Bishops, Archdeacons, the Dean, Director of St Mark’s National Theological Centre and Director of Safe Ministries, continues to gather every other month on the Friday before Bishop-in-Council, where they read the bible, receive other input and support, as well as updates from the Diocese, and share what has been happening in their Archdeaconries.



Bishop Vanessa’s consecration, 24 Aug 2024 at St Saviour’s Cathedral



Baptism at the foot of The Great Cross, St Mark’s NTC, Easter Sunday, April 2025

One of the big initiatives in the Anglican Church in Australia, beginning in 2024 in preparation for 2025, was *Hope25*. Bishops Mark and Vanessa contributed to a Lenten Studies Book used Australia Wide during this season.

In September 2024, Luke Midena joined the Bishop’s Office as part-time *Hope25 Coordinator* to focus on this initiative in the Diocese. Luke liaised with all ministry units to support their participating in *Hope25*, arranging the preparation and distribution of resources, as well as Luke’s gospel. Luke shares his reflection on *Hope25*.

Hope25: Sharing the Hope of Jesus

Between Easter and Pentecost this year, Anglican churches across the country participated in *Hope25*, a national initiative encouraging Christians to share the hope we have in Jesus in an uncertain world. It has been deeply encouraging to witness such a unified response from the national church, and our own diocese has been no exception.

Nearly every ministry unit in our diocese participated in *Hope25* in some way. While most initiatives were sparked by local parishes, what emerged was a powerful, Spirit-led wave of prayer, witness, and creativity. From widespread distribution of Luke’s Gospel to community barbecues, casual dinners with neighbours, and one-to-one gospel conversations; from meaningful discussions in aged care to faith exploration courses and an exhibition on hope, the good news that forgiveness of sins and eternal life through faith in Jesus’ death and resurrection has been proclaimed anew across our communities. We give thanks especially for those who encountered this hope for the first time and were baptised as a result.

Such a response was sustained by prayer, which permeated this season of mission. Over 3,000 *Hope25* bookmarks were distributed throughout the diocese to encourage focused prayer during Lent. Regional prayer gatherings took place, including a Canberra Day morning of prayer in Canberra’s south, and our senior diocesan leadership committed to praying for *Hope25* at every meeting. Young adults gathered at St Saviour’s for a retreat centred on the theme of gospel hope, while other parishes expressed this hope creatively, including the writing and recording of God of Hope, an original worship song based on the *Hope25* Collect. A particular highlight of the season was the *Hope25* gospel concert, where local composer Michael Dooley vividly conveyed the significance of hope in Jesus by narrating the story of history—from creation to new creation—through original music, readings, and testimony.

This is just a glimpse of what has been happening across our diocese as the hope of Jesus is shared in word and deed.

ADS + Anglicare Prayer

Every Thursday morning for half an hour staff within the ADS and Anglicare are invited to participate in a prayer meeting. It is a weekly opportunity to read the bible together and to pray for each other and all the ministries across our Diocese.



Senior Leadership Praying



Hope25 congregation at St Paul’s, Adelong NSW



Rector, Reverend John Kuruvilla with their Hope25 banner at St Mary in the Valley, ACT

GENERAL MANAGER / EXECUTIVE

Leading operational oversight and strategic engagement.

The General Manager oversees the operations of the ADS and reports to the Board on key governance, risk and internal control issues at each meeting. With the approval and oversight of the Board, the General Manager engages with parishes and other Diocesan agencies to investigate ways in which the ADS can provide support and services to those parishes and agencies.

The Executive portfolio provides executive support, secretariat services and strategic advice via the General Manager, to Synod, Bishop-in-Council, Ministry Executive, the ADS Board, the Property Trust, the Finance Committee and the Pelican Foundation.

Other administrative functions overseen:

- Co-ordination of the annual Synod, in consultation with the Bishop’s Office.
- Clergy relocations.
- Annual Parish Returns.
- Production and distribution of the Administrative Circular.
- Visual Communications & Brand Design.
- Design and production of 5 Synod Reports.
- Design and production of Anglican News in consultation with the Bishop’s Office.
- Management of DioLog (ADS Intranet and Diocesan Board Portal).
- Property Trust matters.
- General administration and reception services for the Diocese and ADS;.
- Oversight of the services delivered by the various ADS directorates.
- Convening of regular Director’s meetings.
- Reviewing and co-ordinating processes within the ADS to better meet the needs of those we serve.

2024 Achievements

Governance & Strategic Planning

ADS Executive continued to meet our service obligations under Service Level Agreements (SLAs), supporting governance bodies and ministry units across the Diocese in 2024. Secretariat functions were delivered for the Diocesan Boards and Committees we serve.

As in previous years, the Executive team dedicated significant time in the lead-up to Synod 2024 to planning and coordination. This included detailed scheduling, preparation of business papers and reports, and logistical arrangements to ensure a smooth and successful event—an annual responsibility carried out with care and precision.

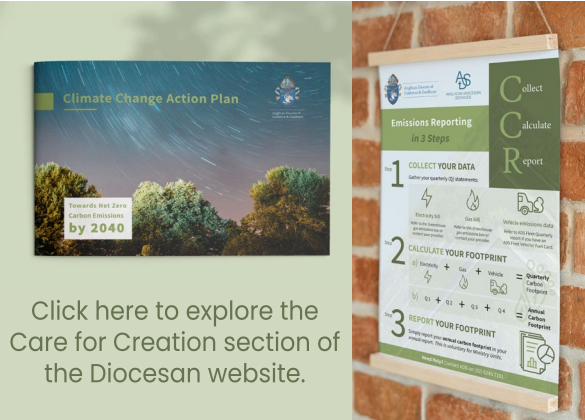
In consultation with Human Resources and Finance, the 2025 Administrative Circular for parishes and ministry units was finalised and distributed in December 2024.

Operational Partnerships & Strategic Support

During 2024, support was provided to the AIDF to navigate complex negotiations and successfully finalise a \$200 million PGIM ‘shelf’ loan facility. Following its establishment, the Diocesan school loan portfolio was transitioned from Westpac back to the AIDF.

In February 2024, former ADS General Manager, Trevor Ament, was appointed as Interim CEO of Anglicare which, also necessitated an increased effort across Directorates within the ADS to enable Anglicare to successfully reposition a number of key risks and issues throughout 2024.

Support was also provided to St Mark’s National Theological Centre in response to its financial challenges, with targeted assistance delivered to help navigate the situation.



Environmental Sustainability

In April 2024, Bishop-in-Council endorsed the draft Diocesan Climate Change Action Plan (CCAP) and supporting resources for our agencies and ministry units, which was developed, designed and distributed by the ADS Executive team. A new section on the Diocesan website—Care for Creation—was also developed. The draft CCAP and resources were piloted across a representative sample of eight ministry units—covering each region of the Diocese and a range of contexts—prior to Synod. Feedback was overwhelmingly positive, and a motion to endorse the Diocesan CCAP was passed at Synod in September 2024.

Following this, a review and update of all Diocesan environmental policies was undertaken for Bishop-in-Council’s consideration, ensuring alignment with the CCAP.

Our commitment to environmental stewardship remains strong and is highlighted by the transition of our fleet to electric and low-emission vehicles. In 2024, we also focused on reducing our carbon footprint within office operations, with waste reduction and recycling emerging as key areas of progress.

Strategic Projects & Education

Progress continues across several major strategic initiatives:

- Stromlo Forest Anglican College – See [page 33](#) for more information.
- St Luke’s Early Learning Communities – Chapman officially opened in January 2024 and after significant delays, construction has commenced for the Deakin site, with a planned opening in 2026.
- Planning for the relocation of St Mary’s Rainbow Preschool, Wagga is progressing.



Strategic Communications & Engagement

Throughout the year, strategic oversight continued on the design, development, and production of both internal communications for staff and external publications, including the monthly Diocesan magazine Anglican News, produced in collaboration with the Bishop’s Office.

The Safe Ministry Helpline posters for Safe Church and Safe Chaplaincy were updated early in the year, establishing a consistent visual language that was later extended to a series of Safe Ministry factsheet posters. These factsheets were developed to raise awareness of key Safe Ministry topics and designed to clearly identify them as official communications from the ADS Safe Ministry Unit, helping parishes and ministry units instantly recognise and engage with trusted information.

The 2024 Synod reports were drafted, designed, and produced to support the governance bodies we serve, and additional multifaceted visual communications and brand design support was provided during 2024.

As part of the *Hope25* initiative, and in consultation with the *Hope25* Coordinator, the ADS Visual Communications & Brand Designer led the design and development of a suite of customisable banners for parishes, ministry units, and schools to purchase and display. This initiative was a strategic communications effort to create visible, consistent, and locally adaptable expressions of the *Hope25* message. A fully interactive PDF was developed to allow users to personalise their banners, making the message more meaningful and relevant to their context. Supporting resources such as bookmarks and posters were also designed and printed for distribution,



providing additional touchpoints for engagement and helping to foster a shared visual identity across the Diocese.

ASSET MANAGEMENT

Supporting ministry through trusted **asset**, **fleet**, and **property** oversight.

ADS Asset Management provides expert asset management and maintenance services to the Diocese and its Agencies.

Key responsibilities include:

- Delivering professional asset management and maintenance support across the Diocese and Agencies.
- Managing and maintaining property and assets to enable accurate annual reporting and the development of asset management plans, including detailed OPEX and CAPEX programs and expenditure.
- Supporting the delivery of services through flexible, efficient, and cost-effective accommodation and property solutions.
- Facilitating the implementation of asset management and development priorities for the Diocese and its Agencies.
- Leading strategic initiatives and setting the direction to ensure the Diocese and Agencies are well-positioned to fulfil their roles effectively.

2024 Achievements

Case Study with Origin Energy

Several short media films were developed to showcase ADS's adaptation to battery electric vehicle (BEV) technology, featuring employees and parish sites as part of the production. This initiative has delivered notable financial and social benefits, including an impressive 80% reduction in Fringe Benefits Tax (FBT) expenses. Further savings are anticipated as more vehicles transition to electric.

origin

At Home Small Business Enterprise

About Blog Help

Energy Internet Solar & Batteries LPG bottles Electric vehicles Moving

Home > Electric vehicles > Customer stories > Fujitsu Australia

Log in

Anglican Diocesan Services

Anglican Diocesan Services accelerates EV fleet transition with Origin 360 EV.

Accelerating Anglican Diocesan Services' EV fleet transition

Watch later Share

Watch on YouTube

To support its transition to electric vehicles (EVs) and align with its sustainability action plan, Anglican Diocesan Services (ADS) engaged Origin 360 EV to develop a comprehensive electric vehicle fleet and charging solution that addressed driver needs and unlocked efficiency and cost saving benefits.

Click the image to watch or visit the link below:

www.originenergy.com.au/electric-vehicles/customer-stories/anglican-diocesan-services/



New battery electric vehicle MG



Drone image of St Saviour's Cathedral during an inspection

Deployment of BEV technology to replace legacy ICE vehicles

To date, 48 internal combustion engine (ICE) vehicles have been replaced with BEVs, marking a significant step in ADS's sustainability journey. This transition is projected to eliminate approximately 265 tonnes of CO² emissions over the vehicles' estimated four-year service life. Supporting this shift, 32 EV chargers have been installed at employee homes and parish buildings to ensure convenient and efficient charging access.

Advocated for the adoption of BEV technology and charging infrastructure

A specialist medical van was designed and project managed for a client, tailored to meet specific operational and healthcare needs. This custom build not only enhanced service delivery but also generated additional revenue for the fleet product line, demonstrating the value of bespoke vehicle solutions.

Project Management for Anglicare and Diocese

A major refurbishment project was successfully managed for an end-of-lease ITC home for Anglicare, ensuring the property was restored to required standards. Additionally, the closure of the Orange office was overseen, including the decommissioning of assets and the return of three buildings to the parish. The mid-life refurbishment of 5 Amaroo Street was also coordinated, enhancing the facility's functionality and longevity. Furthermore, a proposal was developed to support the relocation of the Anglicare Liverpool office and its staff, aligning with strategic operational needs.



Asset Officer, Julie Campbell using a new EV charging station installed at a parish



Specialist medical van



Vision & Strategic Direction

The portfolio will enhance the existing asset management process and develop a sustainability and environmental capability with a particular focus on energy and water efficiency, renewable energy, sustainable policy development and transitioning to a lower emission fleet.



Asset Officer, Julie Campbell using a new EV charging station

Enabling **stewardship** through transparent **financial** management.

ADS Finance plays a critical role in supporting the financial health and operational efficiency of our organisation. Through a broad suite of services and a commitment to continuous improvement, the team ensures robust financial management, compliance, and strategic insight. As part of this commitment, a strategic review of financial systems is underway to modernise infrastructure, enhance service delivery, and drive better outcomes across all areas.

Vision & Strategic Direction

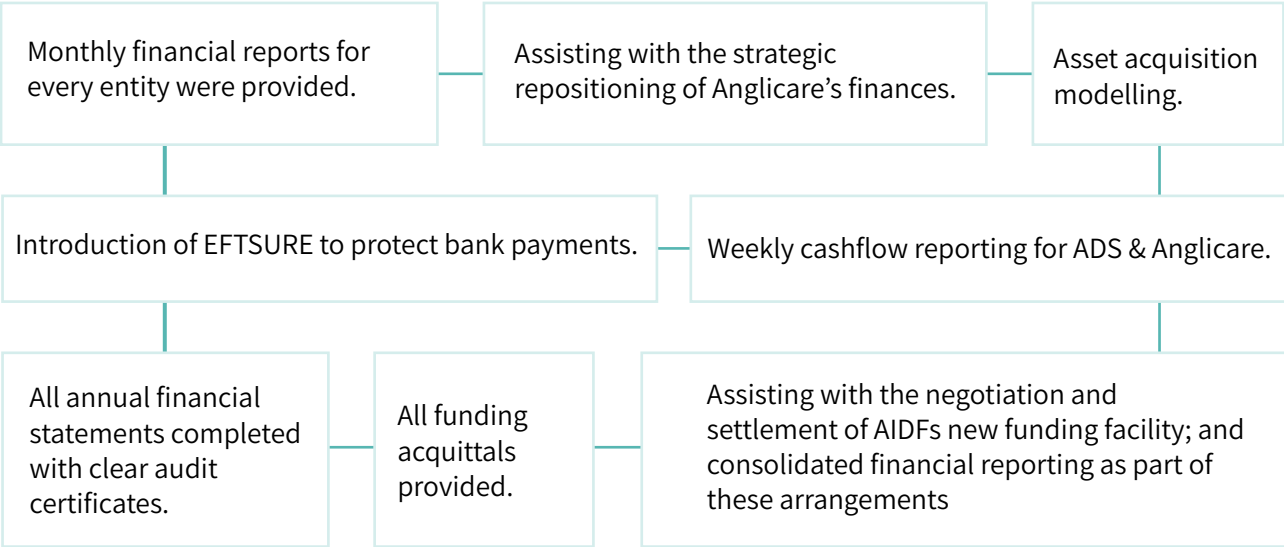
The Finance Portfolio is currently undertaking a strategic review of its financial systems, with the goal of updating and enhancing these platforms over the next few years. This initiative is focused on ensuring our systems remain competitive within the market, enabling us to deliver the highest quality service at the most efficient cost. By modernising our financial infrastructure, we aim to improve operational performance, strengthen value for money, and support better outcomes across the organisation.

ADS Finance provides the following services:

- strategic financial support;
- financial analysis;
- treasury management;
- transactional processing;
- monthly financial reports;
- annual financial statements;
- annual budget preparation;
- training;
- forecasting;
- assistance with tender applications including costings;
- fortnightly payroll payments for agencies (including parishes);
- compliance reporting including BAS and ACNC;
- insurance premiums and recoveries from agencies;
- grants management, reporting, and audited acquittals; and
- trust accounting.

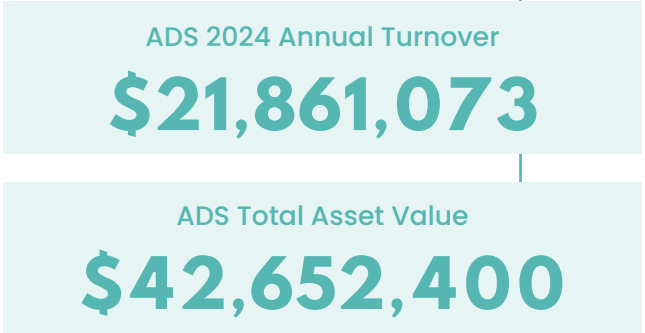


2024 Achievements



In 2024, ADS had an annual turnover of \$21,861,073 (2023: \$17,738,026), with a total asset value of \$42,652,400 (2023: \$40,991,076).

The table below outlines the annual turnover and total assets of all agencies that the Finance team has supported during the reporting period (including ADS internal operations).



AGENCY	ANNUAL TURNOVER	TOTAL ASSETS
Anglican Church Property Trust (ACPT)	\$6,982,022	\$84,436,728
Anglican Investment & Development Fund (AIDF)	\$10,006,459	\$286,104,899
Anglicare NSW South, NSW West and ACT	\$93,362,931	\$118,223,624
St Mark's National Theological Centre	\$1,191,277	\$4,556,103
Anglican Insurance & Risk Services (AIRS)	\$1,286,000	\$1,800,000
Anglican Diocesan Services (ADS)	\$21,861,073	\$42,652,400
Diocesan Schools	\$115,248,575	\$207,716,717
TOTAL	\$249,938,337	\$745,490,471

HUMAN RESOURCES

Keeping people at the centre of work and ministry.



The ADS Human Resources (HR) directorate provides HR management and payroll services to various Diocesan agencies and ministry partners; including Anglicare, Sapphire Coast Anglican College, The Anglican School Googong, St Peter’s Broulee College, The Riverina Anglicare College, AIDF, St Mark’s National Theological College, ADS and our parishes.

- HR services offered include monitoring and providing advice on:
- Employee conditions and entitlements.
 - Managing employee performance and development.
 - Maintaining compliance and reporting.
 - Developing and interpreting policies and procedures.
 - Providing advice on cultural diversity and inclusion, workforce structure and design, and recruitment and retention of staff.
 - Strategic advice (as required) and professional advice and support to senior managers and staff employed by Diocesan agencies and entities.

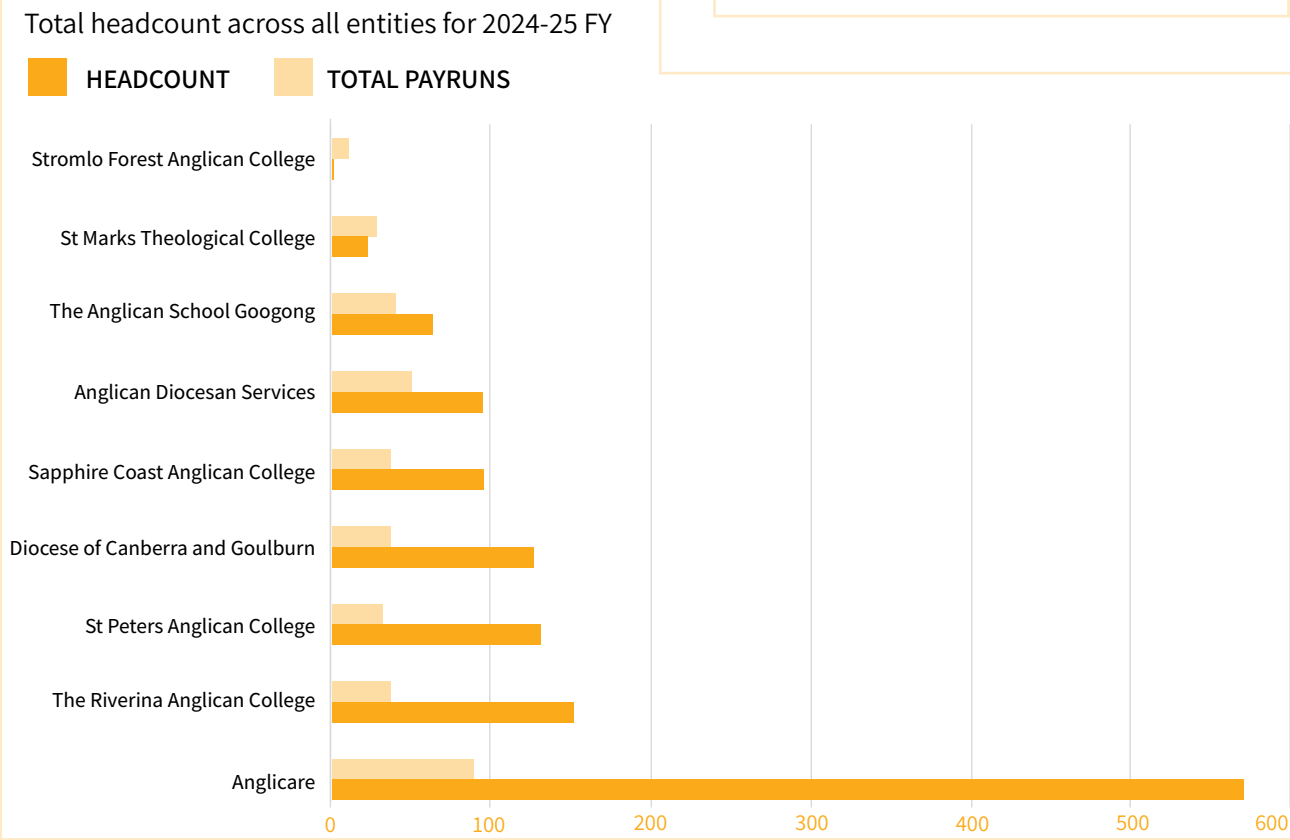
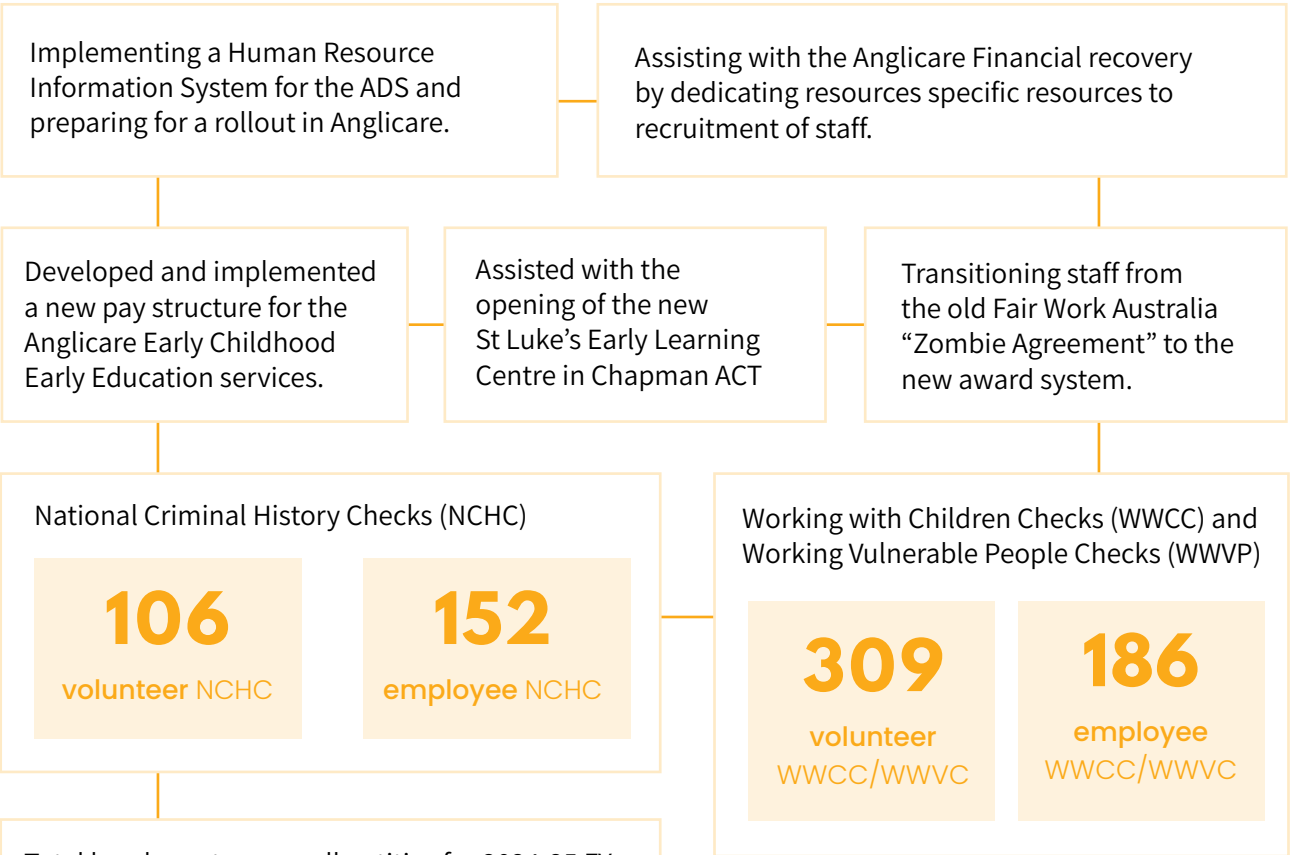
ADS HR works closely with the ADS Risk & Compliance directorate to ensure that Diocesan agencies and entities comply with relevant workplace legislation and that we are ensuring return to work and injury management is undertaken in a coordinated way.

In the reporting period the HR department increased their involvement in organisational strategic development, Fair Work Australia conciliations, recruitment campaigns and employee contract negotiations.

- HR services provided by the ADS HR team ensure Diocesan agencies and entities are compliant with various ‘people related’ legislative and governance requirements, and include but are not limited to:
- assistance with the development of position descriptions;
 - employment contracts;
 - nationally coordinated criminal history checks;
 - statutory Declarations;
 - Fair Work information statement;
 - advertising vacant positions;
 - assistance in selecting candidates (if required);
 - assisting in interviews with candidates (if required);
 - on-boarding new employees;
 - processing for employment;
 - check renewals;
 - employment advice to managers in relation to addressing employee behaviour;
 - advice on industrial relation issues;
 - advice and assistance in managing redundancies, terminations, resignations and retirement;
 - strategic planning with agencies in relation to employee numbers for new growth or withdrawal of services;
 - advice on management of employment relations issues; and
 - complex case management as required, including face-to-face meetings with employees involved.

We are committed to offering professional and ongoing HR and Payroll services to agencies we service.

2024 Achievements



RISK & COMPLIANCE

Strengthening governance through proactive risk and compliance.



In 2024, ADS Risk & Compliance played a key role in strengthening safety, accountability, and operational efficiency across Diocesan Agencies and Ministry Units. Through tailored frameworks and expert guidance, the team supported effective risk identification, management, and reporting—directly contributing to mission integrity.

Recognising that robust risk management underpins our Christian mission, ADS delivered a suite of services that enhanced resilience, preparedness, and governance capability. These solutions empowered Agencies and Ministry Units to anticipate challenges, respond proactively, and uphold their values while ensuring operational continuity.

Key service areas included:

- Workplace Health & Safety
- Compliance systems
- Incident, hazard and feedback reporting with analysis to inform continuous improvement
- Group insurance procurement & management
- Legal services for trusted advice for complex issues
- Investigations services for managing reportable conduct, workplace incidents and misconduct
- Support and management of injured and vulnerable workers
- Governance and compliance reporting, enhancing visibility and oversight for Boards and management teams
- Crisis management support and advice
- Policy development and stewardship

83

WHS SITE
INSPECTIONS
CONDUCTED

2024 Achievements

In 2024, ADS Risk & Compliance reinforced its commitment to accountability, safety, and proactive risk engagement by equipping Diocesan Agencies and Ministry Units with tools and strategic support. These efforts strengthened risk management practices, enhanced workplace safety, and deepened alignment with mission delivery.

823

HAZARDS
IDENTIFIED,
REPORTED &
TRIAGED

Workplace Health & Safety (WHS)

We remained steadfast in promoting safe and healthy workplaces across the Diocese. A total of 83 WHS site inspections were conducted, either by worksite line management or the ADS Risk and Compliance team.

2,081

INCIDENTS
& FEEDBACK
SUBMISSIONS

A total of 823 hazards were proactively identified, reinforcing the organisational commitment to safety and fostering a culture of vigilance, accountability, and continuous improvement.

17

PROPERTY LOSS OR
DAMAGE CLAIMS
MANAGED

Injury & Vulnerable Worker Support

In 2024, ADS saw increased engagement with its injury management programs, supporting 147 workers through early intervention, return-to-work planning, case management, and wellbeing services. EAP support was also extended to all agencies and ministries under a Service Level Agreement, ensuring staff access to professional wellbeing and resilience resources.

56

VEHICLE LOSS OR
DAMAGE INCIDENTS
REPORTED.

Driving accountability, safety, efficiency and proactive risk engagement across Diocesan entities

Incident & Feedback Reporting

In 2024, staff engagement and awareness of safety and compliance improved, supported by enhanced reporting systems. A total of 2,081 incidents and feedback submissions were recorded. These insights continue to drive better understanding, communication, and continuous improvement.

Group Insurance Procurement & Management

We continued to administer insurance applications, returns, and claims for Diocesan Ministry Units and Agencies, ensuring comprehensive coverage and efficient support. Through the combined purchasing power of Anglican entities and the strategic partnership with Anglican Insurance & Risk Services (AIRS), the Diocese benefited from competitive pricing and enhanced risk management services.

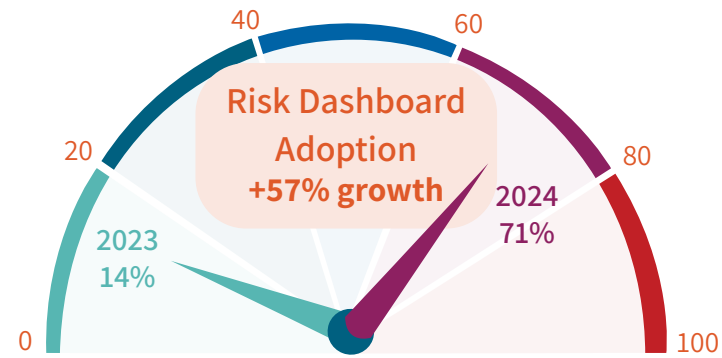
In 2024, the annual renewal maintained insurance coverage above sector standards, delivering strong value across the network. Key highlights include managing 17 property claims (down from 19 in 2023) and 19 vehicle claims.

The Risk & Compliance team also successfully coordinated and delivered the transition of Anglicare's coverage from the NSW Government Short-Term Indemnity Scheme for Physical and Sexual Abuse to a permanent arrangement under iCare's Special Liability Insurance Program.

Risk Management & Governance Reporting

In 2024, risk governance was further embedded across Diocesan agencies operating under SLAs. Risk Management Frameworks are now in place across all SLA agencies, providing structured processes for identifying and mitigating operational risks.

Adoption of risk dashboards rose significantly to 71%, up from 14% in 2023, greatly improving data visibility and governance maturity. Executive reporting was also strengthened, with comprehensive risk reports supporting strategic oversight and informed decision-making.



Compliance Systems

We've strengthened our digital compliance platform with 10 new modules, enhancing accountability, data insights, and administrative efficiency across Diocesan entities. Key highlights include:

- Environmental safety checks for Anglicare ITC houses
- Reportable Conduct Workflow tailored to regulatory needs
- Property Reporting for improved asset oversight
- Enhanced incident forms for Anglicare & Education
- WHS Ergonomic Assessment and Consultation Register
- Gifts & Benefits Register to promote transparency
- Investigator onboarding and due diligence tools

These enhancements reflect our ongoing commitment to delivering responsive, fit-for-purpose solutions that elevate governance and operational integrity across agencies and ministries.

Policy Development & Stewardship

In 2024, a total of 38 policy templates were created or reviewed to align with legislative and sector standards. Tailored support was provided through 99 policies to Education services under SLAs, and 67 policies to non-SLA services, extending compliance alignment across the Diocese. These efforts reflect our commitment to equipping agencies with the tools to manage risk, uphold standards, and confidently pursue mission objectives.

INFORMATION & COMMUNICATION TECHNOLOGY

Equipping our community with the **information, resources, and technology** used everyday.

ADS provides enterprise ICT capabilities via shared services agreement to a number of ministry units, agencies and schools across the Diocese. In essence, the ICT function operates as an integrated portfolio (or suite of services) within each of the entities it serves.

The portfolio provides a range of ICT related strategic and operational functions, across a number of ICT domains, including:

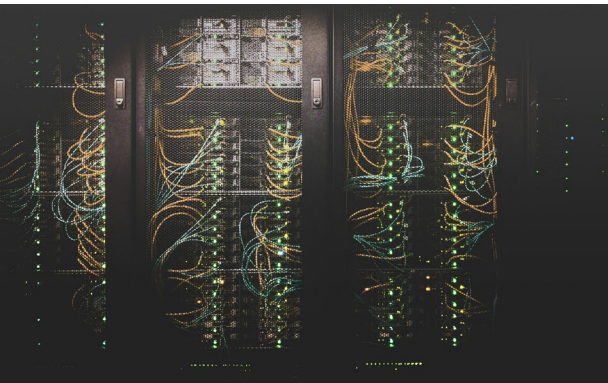
- End User Hardware & Software
- Data Storage & Hosting Infrastructure
- Information & Cyber Security
- Data & Application Backup & Recovery
- Information Systems & Business Applications
- Network Infrastructure
- Planning & Architecture
- Data Governance, Systems & Structures



Partners of the ADS enjoy access to a team of dedicated ICT professionals, across a range of ICT disciplines. This team of professionals are accessed via a fully staffed ICT service delivery team, able to answer and manage all ICT related incidents, problems and requests through to successful resolution.

Our ICT Mission

Our ICT capabilities exist to equip thousands of staff members, students, clients and volunteers, to utilise the technology they need in an effective, efficient and engaging way throughout the Diocese each, and every day.



Vision & Strategic Direction

Our vision is that our ICT capabilities enable:

- The Diocese and its missional partners to operate as a connected team, who are provided with timely and meaningful access to information and communication.
- Each of our users to have access to systems and tools that champion ease of use.
- The adoption of self-service technologies, which enable effective and efficient processes.
- Secure access to data, which, enables good decisions to be made in an informed manner.
- Access to technologies, which, transform existing practices within our learning, care and ministry environments.

Overall Customer Satisfaction Score for Service Delivery in 2024



2024 Achievements

In 2024, ADS built on the significant progress made in 2023 to enhance and re-position the ICT function, continuing a large multi-year investment in its people, systems, tools and related processes. This work has ensured the Diocese carries the necessary technology capabilities its entities will need to operate in the decade ahead.

With this in mind, we developed a planning framework to determine our ICT strategy for the years ahead. This framework has allowed us to group activities into stages and focused programs of work, targeted at key improvement areas. A more detailed strategic planning process is slated for development throughout 2025.

In 2024, we continued investment to uplift capability within our team by welcoming team members into new roles across Information Security and Information Systems. These two functions will be key to protecting our information assets, and identifying opportunities to enhance business processes using technology.

We also continued and completed other significant projects including:

- Completing the end-user device replacement across Anglicare and other Diocesan entities commenced in 2023.
- Completing network upgrades across all Anglicare sites to improve the reliability and security of Anglicare’s network.
- Replacing and upgrading mobile phones and moving to a new mobile network provider following investment in mobile device management systems for improving the security and maintainability of our mobile fleet.
- Replacing our end-of-life firewall with a next-generation enterprise grade firewall, and implementing redundant internet links from our public data centre locations.

We also commenced providing managed firewall services to Radford College.

2024 also saw a renewed focus on customer service outcomes, with the regular collection of data from our supported user base on the support we are providing and ongoing training for our team to ensure we are exceeding in this area.

An average service delivery response time of

63mins

Critical systems maintained over

99%

uptime throughout the entire calendar year

2025 & Beyond

Moving forward, our focus will need to turn to our continued investment in cyber capabilities, information systems and related business processes, with a particular focus on the adoption of modern technological advancements. These priorities are effectively Stages 2 & 3 of our planning. Investments in these systems will benefit not only our larger entities, but in time, our parishes also. Additionally, with the breadth of our capabilities now expanded, we are also focused on providing further opportunities for our Company Schools to reap the shared benefits of our ICT offering over the course of 2024.

EDUCATION

Nuturing Anglican education for the students of tomorrow.

The ADS Education Directorate has continued and deepened its engagement with four Diocesan school, namely The Anglican School Googong, Sapphire Coast Anglican College, St Peter’s Anglican College, The Riverina Anglican College and Stromlo Forest Anglican College.

The services and functions provided (outlined below) ensure each school can focus on their missional outcomes and their own core business. The ADS Education Directorate also provides secretariat, business management services and administration for the Anglican Schools Commission of the Diocese of Canberra and Goulburn (ASCCG).

For further details on work of the Schools Commission, please refer to the ASCCG Synod report.

Education services provided include:

- Secretariat services for the Board and Committees.
- Preparation and production of Financial reports such as monthly financial management reports; statutory reporting; budget preparation; forecast projections and financial modelling; and cash management reports.
- Management of cash flow.
- Develop and manage the review of school assets including development of business plans, tendering processes, and monitoring of developments to completion.
- Preparation of development plans and building works funding submissions, reports, in consultation with the Principal’s.
- Oversight of building projects.
- Preparation and lodgement of various Government submissions.
- Implementation and oversight of policies and systems to improve quality, manage risk and ensure compliance with legislative, regulatory, funding body and policy requirements relevant to the School Operations directorate. This involves collaboration across directorates, such as ADS Risk & Compliance.
- Enable staff training and development opportunities and ensure succession planning for key positions.



TASG Library. Source: TASG Facebook.

Vision & Strategic Direction

To continue to provide services and functions that allow our Diocesan schools to focus on their missional outcomes and education of our students.



St Peter’s Anglican College YR7 camp, 2023. Source: St Peter’s Facebook.



Dr Justine Toh talking to YR11 students from The Riverina Anglican College at St Alban’s Anglican Church, Koorngal, September 2024. Source: TRAC Facebook.



Stromlo Forest Anglican College artist impressions.



2024 Achievements

Stromlo Forest Anglican College

Work has commenced on the site for the new school with the ELC and kindergarten building currently under construction with an anticipated completion date of December 2025.

The Foundation Principal, Mr Andy Gordon, was appointed in 2024 and commenced at the start of 2025. Andy was commissioned on 4 March 2025 at St Peter’s Weston by Bishop Vanessa (pictured). Mr Gordon has undertaken several initiatives with the community to promote the school and Anglican Education.



Mr Andy Gordron’s commissioning service, March 2025.



St Peter’s Anglican College

The College completed several building projects during the year, with the Gym (pictured) and Community facilities to be completed in Aug 2025. The project was partially funded by the Black Fires Funding made available by the Commonwealth Government. The College’s enrolments continue to improve.

Please refer to the St Peter’s Anglican College Synod report.



Sapphire Coast Anglican College

The College’s enrolments continue to grow steadily and have now reached 450. The engagement with the community including St John’s at Bega continues to develop and strengthen.

Please refer to the Sapphire Coast Anglican College Synod report.



The Anglican School Googong

The school continues to consolidate its enrolments. It is working closely with Anglicare (who manage the ELC) to ensure that for those students that transition is the journey is as smooth as possible. The school continues to engage positively with the Parish.

Please refer to The Anglican School Googong Synod report.



The Riverina Anglican College

The College has completed its front of campus works during the year. This has allowed the separation of buses, students and cars. The HSIE building works have commenced.

Please refer to The Riverina Anglican College Synod report.

SAFE MINISTRY UNIT

Safeguarding ministry by fostering spiritually, emotionally, and physically safe communities.

Safe Ministry is ministry that is spiritually, emotionally, and physically safe; based on the premise that Diocesan ministries and entities should be person-valuing and respectful (i.e. life-giving), abuse-free and harm-free spaces for ministry to God’s glory.

The Safe Ministry Unit (SMU) is staffed by the Reverend Dr Guerin Tueno (Director of Safe Ministry) and supported from Andrew Carson (Safe Ministry Administrative Assistant). The SMU partners with Creating Safer Communities for provision of the Diocese’s Safe Ministry Training and Helpline support.

Safe Ministry Clearance

The terminology around the SMU’s functions has changed in 2024; while the same background checks are run there was a decision to change the terminology employed to avoid miscommunication with stakeholder. We have moved away from ‘screening’ (which can be heard as having the goal of screening people out) and moved to ‘clearance’. Our goal is to be able authorise people to serve on behalf of the Diocese; it is true that we need to perform due diligence checks to do this, but the goal is allowing people to serve.

The chief tools the SMU has for the Clearance process is the Safe Ministry Information System (SMIS). We recognise the issues that have persisted with the current iteration of the program and are grateful for both the forbearance and patience of our individual Church Workers, Safe Ministry Coordinators, and Clergy as we have sought to rectify the programme. Together with ADS Information Technology and Communication the SMU in 2024 an initiated the search for a replacement for SMIS as part of a broader suite of programs in support of Ministry Units.

Safe Ministry Training

In 2024 Creating Safer Communities created Young Leaders program specifically designed for volunteers aged under eighteen. This course provides age-appropriate training and has been purchased by the Diocese to allow Ministry Units to deliver the training on a needs basis without incurring further cost.

Some of our Ministry Units run Op-Shops that are staffed by volunteers from both their congregation and from the wider community they are located in. These may be people looking for social connection or seeking to make a positive contribution in their local area. They may have little or no contact with church outside of their Op-Shop volunteering. In order to provide both targeted and appropriate training, while avoiding language that may not connect with them, Creating Safer Communities has started providing Op-Shop specific Safe Ministry Training sessions. These have commenced as in-person sessions around the Diocese.



ACT Child Safe Standards

As noted in last year’s report, NSW has had a Child Safe Standards in place since 2022. These Standards were part of the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse. The Standards recognise that Child Safety is about more than a simple background check and needs to be found in an organisation’s ‘leadership, governance and culture.’

The ACT had foreshadowed such a scheme since 2019, but legislation was only passed in 2024 with responsibility being given to the ACT Human Rights Commission (HRC) for the promulgation of the scheme in recognition that ACT model follows a Human Rights based approach while enforcement powers are retained by the Ombudsman and similar bodies (whereas in NSW the Office of the Children’s Guardian has investigative and enforcement powers).

The Diocese has been invited to take part in the implementation and rollout of the Standards with both members of the SMU involved at various levels.

In NSW Office of the Children’s Guardian is responsible not only for working with Children Checks, but also compliance with the Child Safe Standards. The SMU has continued to partner with our NSW ministry units to ensure Church Workers are registered in SMIS and cleared for service. We have noted the OCG is active in checking organisations including churches regarding Working With Children Checks (WWCC). We should expect to be audited by the OCG at some point in the future for WWCC compliance.

2024 saw the Diocesan Synod vote to pass a motion to review the Safe Ministry policy and Professional Standard Ordinance. The Safe Ministry Unit is keen to ensure we are engaging in best practice in keeping people safe throughout our Diocese.



The ACT Child Safe Standards are:

1. Child safety and wellbeing is embedded in organisational leadership, governance and culture.
2. Children and young people are informed about their rights, participate in decisions affecting them, and are taken seriously.
3. Families and communities are informed and involved in promoting child safety and wellbeing.
4. Equity is upheld and diverse needs are respected in policy and practice.
5. People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice.
6. Processes to respond to complaints and concerns are child focused.
7. Staff and volunteers are equipped with the knowledge, skills, and awareness to keep children and young people safe through ongoing education and training.
8. Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed.
9. An organisation’s implementation of the Child Safe Standards is regularly reviewed and improved.
10. An organisation’s policies and procedures document how the organisation is safe for children and young people.

FINANCIAL STATEMENTS

Anglican Diocesan Services

ABN: 55 349 267 973

General Purpose (SDS) Financial Report

For the year ended 31 December 2024

Anglican Diocesan Services

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Declaration by Members of the Anglican Diocesan Services Board

For the year ended 31 December 2024

In accordance with a resolution of the Anglican Diocesan Services Board, we state that:

In the opinion of the Board:

1. the financial statements and notes of Anglican Diocesan Services ("ADS") for the financial year ended 31 December 2024 are in accordance with the *Australian Charities and Not-for-Profits Commission Act 2012*, including:
 - o giving a true and fair view of the Company's financial position as at 31 December 2024 and its performance for the year ended on that date; and
 - o complying with *Australian Accounting Standards – Simplified Disclosures* and the *Australian Charities and Not-for Profit Commission Act 2012*;
2. there are reasonable grounds to believe that ADS will be able to pay its debts as and when they become due and payable.

This statement is made in accordance with the resolution of the Board and is signed for and on behalf of the Board by:

The Right Reverend Dr Mark Short
Bishop, Diocese of Canberra and Goulburn

Mr Tim McGhie
Member

Canberra 12/6/ 2025

Canberra 12/06 2025



Shape the future
with confidence

Ernst & Young
121 Marcus Clarke Street
Canberra ACT 2600 Australia
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Tel: +61 2 6267 3888
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Independent Auditor's Report to the Bishop-in-Council and Synod of the Anglican Diocese of Canberra and Goulburn

Opinion

We have audited the financial report of Anglican Diocesan Services (the Entity), which comprises the statement of financial position as at 31 December 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements, including material accounting policy information, and the declaration by members of the Anglican Diocese Services board.

In our opinion, the accompanying financial report of the Entity is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:

- a. Giving a true and fair view of the Entity's financial position as at 31 December 2024 and of its financial performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards – Simplified Disclosures and the Australian Charities and Not-for-profits Commission Regulations 2022.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section of our report. We are independent of Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Australian Charities and Not-for-profits Commission Act 2012, which has been given to the Members of the Entity, would be in the same terms if given to the Member's as at the time of the auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the directors for the financial report

The directors of the Anglican Diocesan Services Board are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Entity or to cease operations, or have no realistic alternative but to do so.



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Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Auditor's responsibilities for the audit of the financial report, continued

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



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Ernst & Young

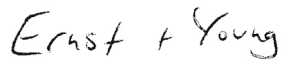
Ben Tansley

Ben Tansley
Partner
Canberra
13 June 2025

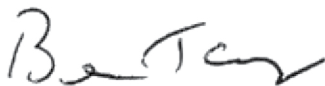
Auditor's Independence Declaration to the Bishop-in-Council and Synod of the Anglican Diocese of Canberra and Goulburn

In relation to our audit of the financial report of Anglican Diocesan Services for the financial year ended 31 December 2024 and in accordance with the requirements of Subdivision 60-C of the Australian Charities and Not-for-profits Commission Act 2012, to the best of my knowledge and belief, there have been:

- No contraventions of the auditor independence requirements of any applicable code of professional conduct; and
- No non-audit services provided that contravene any applicable code of professional conduct.



Ernst & Young



Ben Tansley
Partner
12 June 2025

Statement of comprehensive income

For the year ended 31 December 2024

	Notes	2024 \$	2023 \$
Revenue			
Revenue from contracts with customers	4	17,353,288	13,382,755
Management fees		2,173,014	1,935,744
Other income	5.a	1,629,735	1,827,666
Finance income	5.f	705,036	591,861
Total revenue and other income		21,861,073	17,738,026
Expenses			
Employee benefits expense	5.b	(12,709,775)	(10,032,376)
Fleet management costs		(1,140,165)	(906,043)
Office expenses		(1,534,802)	(1,196,840)
Audit fees		(58,322)	(47,938)
Anglicare support		-	(200,000)
Depreciation expense	5.c	(4,008,737)	(3,316,844)
Clergy, ministry, cathedral and chaplaincy expenses		(438,464)	(407,290)
Consultancy costs		(684,216)	(686,542)
Other expenses	5.d	(699,684)	(695,877)
Finance costs	5.e	(1,472,087)	(574,126)
Total expenses		(22,746,252)	(18,063,876)
Deficit for the year		(885,179)	(325,850)
Other comprehensive income			
Other comprehensive income that may be reclassified to surplus or deficit in subsequent years:			
Gain on revaluation of fixed assets		788,413	-
Other comprehensive income for the year		788,413	-
Total comprehensive deficit for the year		(96,766)	(325,850)

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

Statement of financial position

As at 31 December 2024

	Notes	2024 \$	2023 \$
Assets			
Current assets			
Cash and cash equivalents	6	2,374,980	2,710,081
Trade and other receivables	7	3,343,086	3,164,652
IT stock		18,835	18,835
Prepayments		282,879	170,864
Total current assets		6,019,780	6,064,432
Non-current assets			
Property, plant and equipment	9	36,391,245	34,443,893
Right-of-use assets	10	241,375	482,751
Total non-current assets		36,632,620	34,926,644
Total assets		42,652,400	40,991,076
Liabilities			
Current liabilities			
Trade payables		1,597,523	866,550
Interest-bearing loans and borrowings	8	7,021,788	5,187,884
Lease liabilities	10	342,754	333,777
Employee benefit liabilities	11	2,162,883	2,083,502
Total current liabilities		11,124,948	8,471,713
Non-current liabilities			
Interest-bearing loans and borrowings	8	24,253,559	24,783,393
Lease liabilities	10	-	342,754
Employee benefit liabilities	11	156,553	179,110
Total non-current liabilities		24,410,112	25,305,257
Total liabilities		35,535,060	33,776,970
Net assets		7,117,340	7,214,106
Equity			
Accumulated funds		2,761,902	3,647,081
Asset revaluation reserve		4,355,438	3,567,025
Total equity		7,117,340	7,214,106

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 31 December 2024

	Accumulated funds \$	Asset revaluation reserve \$	Total equity \$
At 1 January 2024	3,647,081	3,567,025	7,214,106
Deficit for the year	(885,179)	-	(885,179)
Other comprehensive income	-	788,413	788,413
Total comprehensive deficit for the year	(885,179)	788,413	(96,766)
At 31 December 2024	2,761,902	4,355,438	7,117,340
At 1 January 2023	3,972,931	3,567,025	7,539,956
Deficit for the year	(325,850)	-	(325,850)
Other comprehensive income	-	-	-
Total comprehensive deficit for the year	(325,850)	-	(325,850)
At 31 December 2023	3,647,081	3,567,025	7,214,106

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of cash flows

For the year ended 31 December 2024

	Notes	2024 \$	2023 \$
Operating activities			
Receipts from operations		20,397,594	15,406,533
Payments to suppliers and employees		(14,311,372)	(12,628,062)
Interest received	5.f	705,036	591,861
Interest paid	5.e	(1,472,087)	(574,126)
Net cash flows from operating activities		5,319,171	2,796,206
Investing activities			
Proceeds from sale of property, plant and equipment		1,210,544	982,600
Purchase of property, plant and equipment		(5,556,835)	(13,754,149)
Net cash flows used in investing activities		(4,346,291)	(12,771,549)
Financing activities			
Proceeds from borrowings	12	7,355,984	16,148,449
Repayment of borrowings	12	(8,789,383)	(6,404,559)
Payment of principal portion of lease liabilities		(333,777)	(310,007)
Net cash flows (used in)/from financing activities		(1,767,176)	9,433,883
Net decrease in cash and cash equivalents		(794,296)	(541,460)
Cash and cash equivalents at 1 January		2,710,081	3,251,541
Cash and cash equivalents at 31 December	6	1,915,785	2,710,081

Cash and cash equivalents for the purposes of the statement of cash flows includes the overdraft whereas amounts drawn from overdraft facilities are shown as a liability on the *statement of financial position*.

The above statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the financial statements

For the year ended 31 December 2024

1. Corporate information

The financial statements of Anglican Diocesan Services ("ADS") for the year ended 31 December 2024 were authorised for issue by the Members of the Board on 12 June 2025.

The principal place of business of ADS is 221 London Circuit, Canberra, ACT 2600.

ADS was incorporated under the *Diocesan Services Incorporation Ordinance 2010* effective 1 July 2013.

The purpose of ADS is to provide administrative, financial, and property services effectively and efficiently to Diocesan Agencies.

2. Accounting policies

a. Basis of preparation

The financial statements are a general purpose financial report, which have been prepared in accordance with the requirements of the *Australian Accounting Standards - Simplified Disclosures* and other authoritative pronouncements of the Australian Accounting Standards Board and the *Australian Charities and Not-for-Profits Commission Act 2012*. ADS is a not-for-profit, private sector entity which is not publicly accountable.

The financial statements are presented in Australian dollars (\$) and have been prepared on an accruals basis of accounting including the historical cost convention, except for land and buildings that have been measured at fair value, and the going concern assumption.

b. Changes in accounting policies and disclosures

New and amended standards and interpretations

ADS applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2024, none of which had a material impact on ADS' financial statements. ADS has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

c. Going concern

The financial statements has been prepared on a going concern basis, which contemplates continuity of normal business activities and realisation of assets and settlement of liabilities in the ordinary course of business. At 31 December 2024, the Company has net current liabilities of \$5,105,168 (2023: \$2,407,281), net assets of \$7,117,340 (2023: \$7,214,106), and for the year ended generated a net deficit of \$885,179 (2023: \$325,850).

Notwithstanding the net current liability position of \$5,105,168 as at 31 December 2024, the financial report has been prepared on a going concern basis. The net current liability position is predominantly due to \$3,034,518 in current MAFF loans for which lease fee income will be received in the 2025 year from lease agreements with related parties. Further, employee leave liabilities of \$2,162,883 are required to be classified as current in accordance with Australian Accounting Standards but are not expected to be settled in cash wholly within the next 12 months.

d. Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprises cash at bank.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Company's cash management.

e. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Notes to the financial statements

For the year ended 31 December 2024

2. Accounting policies (continued)

e. Financial instruments (continued)

i. Financial assets

Initial recognition and measurement

ADS's financial assets are classified at initial recognition, and subsequently measured at amortised cost.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and ADS's business model for managing them. With the exception of trade receivables that do not contain a significant financing component, ADS initially measures a financial asset at its fair value. Trade receivables that do not contain a significant financing component are measured at the transaction price determined under applicable revenue recognition principles.

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income (OCI), it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

ADS's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognised in surplus or deficit when the asset is derecognised, modified or impaired.

Trade and other receivables

Trade and other receivables represents ADS's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). They are generally due for settlement within 30 days and therefore are all classified as current. Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. ADS holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the EIR method.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from ADS's statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- ADS has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) ADS has transferred substantially all the risks and rewards of the asset, or (b) ADS has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When ADS has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, ADS continues to recognise the transferred asset to the extent of its continuing involvement. In that case, ADS also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that ADS has retained.

Impairment of financial assets

ADS recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through surplus or deficit. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that ADS expects to receive, discounted at an approximation of the original EIR. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

Notes to the financial statements

For the year ended 31 December 2024

2. Accounting policies (continued)

e. Financial instruments (continued)

i. Financial assets (continued)

For trade receivables, ADS applies a simplified approach in calculating ECLs. Therefore, ADS does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. ADS has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

ii. Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as loans and borrowings or payables.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

ADS's financial liabilities include trade payables and interest-bearing loans and borrowings.

Subsequent measurement

Trade payables

Trade payables are carried at amortised cost and due to their short-term nature they are not discounted. They represent liabilities for goods and services provided to ADS prior to the end of the financial year that are unpaid and arise when ADS becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

Interest-bearing loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in surplus or deficit when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of comprehensive income.

Where there is an unconditional right to defer settlement of the liability for at least 12 months after the reporting date, the interest-bearing liabilities are classified as non-current.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of comprehensive income.

f. Property, plant and equipment

Property, plant and equipment is stated at cost, except for land and buildings which are held at fair value under the revaluation model, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment if the recognition criteria are met. When significant parts of plant and equipment are required to be replaced at intervals, ADS depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in surplus or deficit as incurred.

Property, plant and equipment that has been contributed for no cost, or nominal cost, is initially measured at fair value at the date on which control is obtained.

A revaluation surplus is recorded in OCI and credited to the asset revaluation surplus in equity. However, to the extent that it reverses a revaluation deficit of the same asset class previously recognised in surplus or deficit, the increase is recognised in profit and loss. A revaluation deficit is recognised in the statement of comprehensive income, except to the extent that it offsets an existing surplus on the same asset class recognised in the asset revaluation surplus.

Notes to the financial statements

For the year ended 31 December 2024

2. Accounting policies (continued)

f. Property, plant and equipment (continued)

Valuations are performed with sufficient frequency to ensure that the carrying amount of a revalued asset does not differ materially from its fair value.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets. The depreciation rates used for each class of depreciable asset are:

Land	Not depreciated
Furniture and fittings	10%
Computer equipment	25%
Motor vehicles	20%
Plant and equipment	10%
Buildings	2%

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of comprehensive income when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

g. Leases

ADS assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

i. ADS as a lessee

ADS applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. ADS recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(i) Right-of-use assets

ADS recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Office leases	5 years
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No ownership of the leased asset transfers to ADS at the end of the lease term (2023: none).

The right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2.h Impairment of non-financial assets.

(ii) Lease liabilities

At the commencement date of the lease, ADS recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by ADS and payments of penalties for terminating the lease, if the lease term reflects ADS exercising the option to terminate.

Notes to the financial statements

For the year ended 31 December 2024

2. Accounting policies (continued)

g. Leases (continued)

i. ADS as a lessee (continued)

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, ADS uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

(iii) Short-term leases and leases of low-value assets

ADS applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

ii. ADS as a lessor

Leases in which ADS does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of comprehensive income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the year in which they are earned.

h. Impairment of non-financial assets

ADS assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, ADS estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU's) fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples or other available fair value indicators.

ADS bases its impairment calculation on most recent budgets and forecast calculations, which are prepared separately for each of ADS's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. A long-term growth rate is calculated and applied to project future cash flows after the fifth year.

Impairment losses are recognised in the statement of comprehensive income as an expense.

An assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, ADS estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised.

Notes to the financial statements

For the year ended 31 December 2024

2. Accounting policies (continued)

i. Employee benefit liabilities

Wages and salaries

Liabilities for wages and salaries, including non-monetary benefits which are expected to be settled within 12 months of the reporting date, are recognised in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled.

Long service leave and annual leave

ADS does not expect its long service leave or annual leave benefits to be settled wholly within 12 months of each reporting date. ADS recognises a liability for long service leave and annual leave measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the reporting date on high quality corporate bonds with terms to maturity and currencies that match, as closely as possible, the estimated future cash outflows. Short term employee benefits relate to annual leave balances and long service leave balances where employees have reached entitlement date. Long term employee benefits relate to long service leave balances for which employees have not yet become entitled to.

j. Revenue recognition

i. Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which ADS expects to be entitled in exchange for those goods or services. ADS has generally concluded that it is the principal in its revenue arrangements, except for the procurement services below, because it typically controls the goods or services before transferring them to the customer.

Service Level Agreements

ADS provides corporate support services and leases to diocesan agencies under Service Level Agreements (SLA's)

SLA corporate support services revenue is recognised monthly as there is a direct correlation between the effort (primarily staff time) and the transfer of service to diocesan agencies. The SLA fee is renegotiated and set annually.

Fleet charges

Fleet charges are recognised when the service has been provided or when the right to receive payment is established.

Early learning centre fees

Early learning centre fees are recognised when the service has been provided or when the right to receive payment is established.

k. Management fees

ADS provides various support services to the Diocese which are funded through management fees. The management fees are generally recognised monthly as there is a direct correlation between the effort (primarily staff time) and the transfer of service to the Diocesan agencies. Agency, parish and third party contributions are recognised within management fees and are recognised under AASB 1058 *Income for Not-for-Profit Entities* when an asset is received in a transaction. The majority of these payments are received in even monthly amounts.

l. Other income

Other income is recognised when the right to receive payment is established.

Aggregate deductible

The aggregate deductible revenue is charged to all Diocesan agencies at the start of each year and used to cover the excess for any claims made. Where there is no performance obligation, revenue is recognised on receipt.

Grant revenue

Grant revenue to fund chaplaincy services is recognised on receipt of the grant, unless the grant agreement is sufficiently detailed enough to apply AASB 15 *Revenue from Contracts with Customers* then it will be when performance obligations are met.

Notes to the financial statements

For the year ended 31 December 2024

2. Accounting policies (continued)

l. Other income (continued)

Donations, fundraising income and conference income

Donations, fundraising income and conference income are recognised under AASB 1058 when an asset is received in a transaction.

Government funding

When government funding is received whereby this gives rise to a liability or other performance obligation, the revenue is recognised in the statement of financial position as a liability and is recognised as revenue when the obligation has been met. Where there is no performance obligation, revenue is recognised on receipt.

m. Finance income

Interest income is recorded using the EIR method. The EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset. Interest income is offset against finance costs in the statement of comprehensive income.

n. Taxes

ADS is exempt from the payment of Income Tax under Section 50-5 of the *Income Tax Assessment Act 1997*.

i. Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office, in which case, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense, or when receivables and payables are stated with the amount of GST included.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

o. Comparatives

Where necessary, comparative figures have been reclassified to conform with changes in presentation of assets and liabilities but resulting in no impact to the overall surplus for the year.

Notes to the financial statements

For the year ended 31 December 2024

3. Significant accounting judgements, estimates and assumptions

The preparation of ADS's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future years.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. ADS based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of ADS. Such changes are reflected in the assumptions when they occur.

Revaluation of land and buildings

ADS measures land and buildings at revaluation amounts with changes in fair value being recognised in OCI. ADS engages an independent valuation specialist to determine fair value. The last valuation conducted was during the financial year ended 31 December 2024.

Provision for ECLs on trade receivables

Trade receivables include amounts owed from Parishes, Anglican schools and other Diocesan agencies. For trade receivables, ADS applies a simplified approach in calculating ECL. Therefore, ADS does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. ADS has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. The ECL allowance on trade receivables for 2024 is \$1,062 (2023: \$1,062).

No other accounting judgments, estimates or assumptions have been identified that have a significant risk of causing a material adjustment to the carrying amounts of certain assets and liabilities within the next annual reporting period.

Notes to the financial statements

For the year ended 31 December 2024

4. Revenue from contracts with customers

Set out below is the disaggregation of ADS's revenue from contracts with customers:

	Note	2024	2023
		\$	\$
Type of service transferred overtime			
Service level revenue	12	13,610,655	11,175,028
Fleet charges	10	2,113,085	2,207,727
Early learning centre fees		1,629,548	-
Total revenue from contracts with customers		17,353,288	13,382,755

5. Other income and expenses**a. Other income**

	2024	2023
	\$	\$
Aggregate deductible	390,992	413,979
Chaplaincy grant funding	484,771	628,000
Donations	142,939	182,567
Net gain on sale of assets	580,009	510,166
Other income	31,024	92,954
	1,629,735	1,827,666

b. Employee benefits expense

	2024	2023
	\$	\$
Wages and salaries	10,305,694	7,748,388
Superannuation	1,198,565	926,136
Leave entitlements	842,221	1,019,441
Other employee benefits expense	363,295	338,411
	12,709,775	10,032,376

c. Depreciation expense

	Note	2024	2023
		\$	\$
Depreciation of property, plant and equipment		3,767,361	3,075,468
Depreciation of right-of-use assets	10	241,376	241,376
		4,008,737	3,316,844

Notes to the financial statements
For the year ended 31 December 2024

5. Other income and expenses (continued)
d. Other expenses

Note	2024	2023
	\$	\$
Travel	99,672	55,651
Conferences and training	38,922	100,668
Information technology	523,148	391,813
Short-term lease rental	37,287	143,188
Other expenses	655	4,557
	699,684	695,877

e. Finance costs

Note	2024	2023
	\$	\$
Interest expense to related parties	1,446,717	537,131
Interest expense on lease liabilities	25,370	36,995
	1,472,087	574,126

f. Finance income

Note	2024	2023
	\$	\$
Interest income from bank	9,959	7,110
Interest income from related parties	695,077	584,751
	705,036	591,861

6. Cash and cash equivalents

	2024	2023
	\$	\$
Cash at bank	2,374,980	2,710,081

For the purpose of the statement of cash flows, cash and cash equivalents comprise the following at 31 December:

	2024	2023
	\$	\$
Cash at bank	2,374,980	2,710,081
Bank overdrafts	(459,195)	-
Cash and cash equivalents	1,915,785	2,710,081

Notes to the financial statements
For the year ended 31 December 2024

7. Trade and other receivables

	2024	2023
	\$	\$
Current		
Trade debtors	3,344,148	2,969,934
Allowance for expected credit losses	(1,062)	(1,062)
	3,343,086	2,968,872
Accrued income	-	195,780
	3,343,086	3,164,652

Trade receivables include amounts owed from parishes, Anglican schools and other Diocesan agencies.

8. Financial assets and financial liabilities

Financial assets	Notes	2024	2023
		\$	\$
Financial assets measured at amortised cost			
Cash and cash equivalents	6	2,374,980	2,710,081
Trade and other receivables	7	3,343,086	3,164,652
		5,718,066	5,874,733

Financial liabilities

	2024	2023
	\$	\$
Financial liabilities measured at amortised cost		
Trade payables	1,597,523	866,550
Interest-bearing loans and borrowings	31,275,347	29,971,277
	32,872,870	30,837,827

Interest-bearing loans and borrowings consist of:

	Note	Interest rate	Facility limit	2024	2023
		%	\$	\$	\$
Current					
Bank overdrafts	6	8.50	1,000,000	459,195	-
Loans - AIDF - MAFF	12	5.50	9,650,000	2,025,226	1,596,038
Loans - AIDF - Insurance loan	12	5.50	2,220,000	1,963,251	2,217,468
Loans - AIDF - Newdegate Street	12	5.50	3,000,000	224,464	219,338
Loans - AIDF - Motor vehicles	12	5.50	3,460,000	1,009,291	1,043,343
Loans - AIDF - Early Learning Centres	12	7.50	24,500,000	1,340,361	111,697
			43,830,000	7,021,788	5,187,884

Notes to the financial statements

For the year ended 31 December 2024

8. Financial assets and financial liabilities (continued)

	Note	Interest rate (%)	Facility limit	2024	2023
				\$	\$
Non-current					
Loans - AIDF - MAFF	12	5.50	9,650,000	3,345,075	3,233,592
Loans - AIDF - Newdegate Street	12	5.50	3,000,000	2,572,310	2,639,309
Loans - AIDF - Motor vehicles	12	5.50	3,460,000	1,796,442	2,138,975
Loans - AIDF - Early Learning Centres	12	7.50	24,500,000	16,539,732	16,771,517
			40,610,000	24,253,559	24,783,393

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

For further information of loans to related parties, see Note 12.

Anglican Diocesan Services

Notes to the financial statements

For the year ended 31 December 2024

9. Property, plant and equipment

	Furniture and fittings	Computer equipment	Motor vehicles	Plant and equipment	Land and buildings at fair value	Development costs (WIP)	Total
	\$	\$	\$	\$	\$	\$	\$
Cost or fair value							
At 1 January 2024	521,176	11,345,633	7,144,507	923,708	15,308,977	11,553,216	46,797,217
Additions	1,452	2,904,024	1,270,768	61,025	67,638	1,251,928	5,556,835
Disposals	-	-	(2,068,939)	(16,677)	-	-	(2,085,616)
Transfers	-	-	-	-	9,143,626	(9,143,626)	-
Revaluations	-	-	-	-	644,913	-	644,913
At 31 December 2024	522,628	14,249,657	6,346,336	968,056	25,165,154	3,661,518	50,913,349
Accumulated depreciation							
At 1 January 2024	481,608	7,400,086	3,404,115	385,694	681,821	-	12,353,324
Depreciation charge for the year	8,256	2,089,732	1,182,075	129,545	357,753	-	3,767,361
Disposals	-	-	(1,438,411)	(16,670)	-	-	(1,455,081)
Revaluations	-	-	-	-	(143,500)	-	(143,500)
At 31 December 2024	489,864	9,489,818	3,147,779	498,569	896,074	-	14,522,104
Net book value							
At 31 December 2024	32,764	4,759,839	3,198,557	469,487	24,269,080	3,661,518	36,391,245
At 31 December 2023	39,568	3,945,547	3,740,392	538,014	14,627,156	11,553,216	34,443,893

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

All values are measured at cost except Land and buildings which are measured at fair value.

Notes to the financial statements

For the year ended 31 December 2024

10. Leases

ADS as a lessee

ADS has entered into an operating lease rental of office space with an unrelated entity. The operating lease rental has a term of 6 years. The rental agreement is due to expire in December 2025.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Office leases
	\$
At 1 January 2023	724,127
Depreciation expense	(241,376)
At 31 December 2023	482,751
Depreciation expense	(241,376)
At 31 December 2024	241,375

Presented below is a maturity analysis of future lease payments:

	2024	2023
	\$	\$
Within one year	371,717	359,147
More than one year but not more than five years	-	371,717
	371,717	730,864

The amount of expense relating to short-term leases and leases of low-value assets recognised in surplus or deficit during the year ended 31 December 2024 was \$37,287 (2023: \$143,188).

Set out below are the carrying amounts of lease liabilities:

	2024	2023
	\$	\$
Current	342,754	333,777
Non-current	-	342,754

ADS as a lessor

ADS has entered into operating leases of Master Asset Finance Facility (MAFF) assets for non-cancellable equipment leases to Diocesan entities. The leases have terms between 3 and 7 years. Operating lease income recognised by ADS during the year is \$1,504,004 (2023: \$1,316,062) and are included within Service Level Revenue.

Future minimum rentals receivable under non-cancellable operating leases as at 31 December are as follows:

	2024	2023
	\$	\$
Within one year	1,271,895	1,240,214
After one year but not more than five years	1,320,219	1,581,970
More than five years	26,658	32,856
	2,618,772	2,855,040

ADS has entered into cancellable short term operating leases of motor vehicles. The motor vehicles are owned by ADS to provide services under the SLA agreements to related entities. The related charges are based on a monthly per use rate which is renegotiated annually. Motor vehicle fleet operating lease income recognised by ADS during the year is \$2,113,085 (2023: \$2,207,727).

Notes to the financial statements

For the year ended 31 December 2024

11. Employee benefit liabilities

	2024	2023
	\$	\$
Current		
Annual leave	1,420,652	1,473,244
Long service leave	742,231	610,258
	2,162,883	2,083,502
Non-current		
Long service leave	156,553	179,110

12. Related party disclosures

Member of the Anglican Diocesan Board

The members of the Anglican Diocesan Services Board at anytime during the year are as follows:

The Right Reverend Dr Mark Short
Bishop Vanessa Bennett
The Venerable Dr Neil Percival OAM
Acting Justice Richard Refshauge
Mr Mark Le Couteur
Mr Wayne Harris
Mrs Margaret Wheelwright
Mr Tim McGhie
The Venerable Tom Henderson-Brooks
Ms Robyn Wall
Mr Trevor Ament General Manager/Secretary - not a member of the ADS Board

The ultimate parent

The ultimate parent entity is the Synod of the Anglican Diocese of Canberra and Goulburn.

Loans with key management personnel

There were no loans provided to or from key management personnel during the financial year and there were no loans outstanding at the end of the financial year (2023: none).

Key management personnel

Key management personnel is defined by AASB 124 *Related Party Disclosures* as those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director of the entity.

The directors of the Board did not receive or become entitled to receive any remuneration in respect of the management of the organisation during the financial year.

The aggregate remuneration paid to key management personnel during the financial year was \$3,147,679 (2023: \$3,084,107).

Notes to the financial statements

For the year ended 31 December 2024

12. Related party disclosures (continued)

Other related parties

During the year, ADS carried out transactions with other Diocese entities as follows:

Notes	2024	2023
	\$	\$
SLA charges received from Diocese entities	13,610,655	11,175,028
Management fees and fleet charges received	3,336,451	3,295,515
Distributions received from AIDF	594,638	509,454
Parish contributions	1,389,961	1,327,302
Interest received on AIDF deposits	100,439	75,297
Drawdowns on AIDF loans	7,355,984	16,148,449
Repayment of AIDF loans	(8,789,383)	(6,404,559)
Interest and bank charges paid to AIDF	5.e 1,446,717	537,131
Loans to AIDF	8 30,816,152	29,971,277

The ADS has a \$1 million overdraft facility with the AIDF (a related party) which was undrawn at 31 December 2024.

13. Commitments and contingencies

Commitments

As at 31 December 2024, ADS had building contracts in place for the completion of an Early Learning Centre in Deakin. This work is in progress with the centre anticipated to open for the school year in 2026.

There are no other commitments at the reporting date which would have a material effect on ADS's financial statements as at 31 December 2024 except for those reported in Note 10 (2023: \$nil).

Contingencies

There are no contingent assets or contingent liabilities as at the reporting date which would have a material effect on ADS's financial statements as at 31 December 2024 (2023: \$nil).

14. Events after the reporting period

In February 2025, a complaint has led to legal costs that are estimated to be \$150,000.

There were no other significant events occurring after the reporting period which may affect either ADS's operations or results of those operations or ADS's state of affairs.

15. Auditor's remuneration

The auditor of Anglican Diocesan Services is Ernst & Young (Australia).

	2024	2023
	\$	\$
Amounts received or due and receivable by Ernst & Young (Australia) for:		
An audit of the financial report of ADS and acquittal statements	58,320	34,320

Notes to the financial statements

For the year ended 31 December 2024

16. Economic dependency

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

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



ANGLICAN DIOCESAN
SERVICES



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