



2022 Annual Report

Mercy Partners
Established as an Ecclesial
Public Juridic Person
17 November 2008



Contents

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Mercy Partners Place, 142 Flower St,
Northgate QLD 4013

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Acknowledgement of Country

We acknowledge the traditional owners of the lands on which we walk, live and work. We recognise their living culture and their unique role in the life of the areas in which Mercy Partners ministries are located. We pay tribute to all of those who have nurtured this country over many thousands of years, deriving spiritual and physical needs from the seas, forests, soil, rivers, lakes and streams. We join with our First Nations people in honouring this land as sacred. We welcome the Uluru Statement from the Heart and support an Indigenous voice to parliament, enshrined in the Australian Constitution.



Mercy Partners Mission and Values

Our Mission

To contribute to the emergence of a world where the healing, liberating and life-giving mercy of God is experienced.

The Expression of Our Mission

- 1 Conduct ministries in the name of the Catholic Church, that:
 - Offer quality services in Aged Care, Community Services and Disability Services, Education, Health and Social Enterprise.
 - Promote the wellbeing of people, encouraging them to realise their God-given potential.
 - Respect and reverence the interdependence of all creation.
- 2 Respond compassionately and creatively to existing and emerging needs within communities.
- 3 Advocate in the public forum on behalf of the poor and disadvantaged.
 - in particular, those associated with our ministries, so that mercy values find expression in policy and practice.
- 4 Provide a pathway in the Catholic Church for canonical leadership of ministries by laypeople.

Our Core Values



Compassion

Those who show compassion, demonstrate compassion for self and others. By showing compassion they acknowledge God's presence in all people and honour the dignity of all of God's creation.



Justice

Those who show justice, live and promote right relationships with God, self, neighbour and creation. By upholding human rights they accept their responsibilities to one another, and strive to provide fair access to the world's resources for all people.



Respect

Those who show respect, honour the integrity and diversity of creation. By respecting the unique dignity of every human person, they recognise and see in all people and in the created world the image and likeness of God.



Hope

Those who show hope, live the resurrection story by trusting in the transforming power of God. By cultivating authenticity, a resilient spirit and a focus on gratitude and reflection, they persevere through difficulties, act with integrity, and serve with joy.

Steward Representatives



Sr Mary Franzmann pbvm
Stewards Chair
Congregation Leader –
Queensland Presentation Sisters



Sr Eveline Crotty rsm
Institute Leader – Institute of
Sisters of Mercy Australia and
Papua New Guinea



Sr Margaret Endicott rsm
Member – Institute of Sisters
of Mercy of Australia and Papua
New Guinea



Ms Margery Jackman
Mercy Associate - Institute
of Sisters of Mercy of Australia
and Papua New Guinea



Sr Mary-Louise Petro rsm
Congregation Leader – Sisters of
Mercy Parramatta



Sr Catherine Reuter rsm
Congregation Leader – Sisters of
Mercy Brisbane



Sr Catherine White mfc
Australian Leader – Institute of
the Missionary Franciscan Sisters
of the Immaculate Conception

A message from the Steward Representatives

As required by the Canonical Statutes and the Constitution of Mercy Partners, the Stewards of Mercy Partners resolved to approve the Annual Report to Rome.

The Stewards confirm that the Board of Mercy Partners continues to successfully undertake its objectives to:

- Continue to expand the Aged Care, Community Services and, Disability Services, Education, Health and Social Enterprise ministries entrusted to it within the ministries of the Roman Catholic Church.
- Ensure through its governance policies and practices that each of the works for which it is responsible operates in conformity with the teachings, discipline and laws of the Roman Catholic Church.
- Continue to build on the charisms and sound traditions of the Stewards within the Roman Catholic Church.

Sr Mary Franzmann pbvm

Chair, Mercy Partners Steward Representatives
On behalf of the Stewards of Mercy Partners
12 April 2023

A message from Mercy Partners

I am pleased to report that 2022 was another year made up of significant achievements with a continued focus on the alignment between our Mission and canonical responsibilities.

Regular communications between the Board and the Stewards of Mercy Partners continued throughout the year resulting in a collaborative and effective relationship. The Board met with the Stewards three times throughout 2022 to ensure the Stewards were fully informed of all pertinent matters in the governance of Mercy Partners ministries and ensured the operations of Mercy Partners were in accordance with the Mission and teachings of the Catholic Church and the aspirations of the founding Charisms.

A significant achievement in 2022 was the changing of Mercy Partners from an incorporated status under the Roman Catholic Church (Incorporated Church Entities) Act Qld of 1994 (RICE Act) to a company limited by guarantee. Further change occurred on the Mercy Partners Board with three Board Directors finishing their tenure and one new Board Director commencing, with further new Board Directors scheduled to commence in early 2023.

The Board and Executive of Mercy Partners throughout the year worked to further enhance relationships with Bishops, Sisters and other Church entities. The Board and Executive also collaborated with our ministry boards, executive and key staff and supported the ministries by attending their events and milestone celebrations.

Mercy Partners acknowledges that while the Covid pandemic started to ease in the early half of the year, the ministries were still experiencing and working through the long-term impacts on their students, staff, and those in the communities they serve.

We applaud our people as they continue to fulfil the Gospel mission, reaching out with compassion, justice, respect and hope to their communities in innovative ways, especially in response to all the challenges resulting from the Covid pandemic and its mental health and financial impacts.

Mercy Partners continued throughout the year to support our ministries with Board formation workshops and induction sessions, formation events including regional gatherings, leaders' gatherings and formation retreats. In addition, Mercy Partners expanded their range of formation resources to include mission Charism books, formation videos and additional prayer resources, all produced to support ministry boards, executives and key staff.

Throughout 2022, Mercy Partners undertook discussions, due diligence and discernment with three Congregations/Orders to transition the canonical sponsorship and civil ownership of their ministries which are scheduled to transition in 2023. To support these discussions, Mercy Partners developed a Ministry Transition Guide which will be given to Catholic Public Juridic Persons looking to transition their ministries into the care of Mercy Partners.

To further support ministries, Mercy Partners produced an Annual Ministry Planning Guide that details the governance requirements of our ministries. This guide will be updated each year and provided to each ministry to support our ongoing relationship.

2022 saw the launch of the new Mercy Partners website that provides improved usability, functionality and engagement.

The website also includes a platform where ministries and other Catholic organisations can order our expanding list of formation resources produced by Mercy Partners.

In February 2022, the ground floor of the Mercy Partners office was flooded as a result of an extreme downpour of rain in Brisbane. The floods not only disrupted the staff and Board of Mercy Partners, but the whole city of Brisbane. Due to the high demand for tradespeople across all of Australia (due to all the recent natural disasters) work on the rectification and repairs of our ground floor office space only commenced in early 2023.

The Nudgee Trust continued to support our ministries across 2022 with the allocating of over \$1.1 million of grants for projects undertaken by our ministries.

What began in 2008 continues to evolve, grow, and adapt to the changing needs of the ministries we support and the communities we serve. For every relationship in which we engage, Mercy Partners focuses on open communication, trust, sacrifice and mercy. With time and attention each day for Christ, we continue to grow stronger.

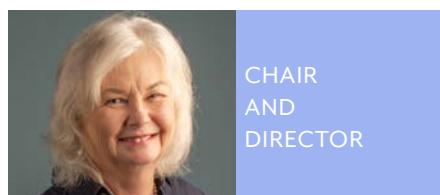
Dr Ricki Jeffery
Chair

Board of Mercy Partners

Board of Mercy Partners

The Board of Mercy Partners are experts in their respective fields and are highly regarded by the Church. Nominated to the Board by either the Stewards or the Board themselves, the names and backgrounds of our Board Directors in office during 2022 are as follows.

The Board



Dr Ricki Jeffery

Mercy Partners Chair (appointed August 2018, elected Deputy Chair in December 2017, appointed as a Board Director July 2014)
Prof D (Trans Disc Studies)

Dr Ricki Jeffery is former Diocesan Director of Centacare, Catholic Diocese of Rockhampton and has held director positions on the boards of Family Relationships Services Australia, Central Queensland Medicare Local, and Capricorn Helicopter Rescue Service. She previously held the position of Chair of the Board of Directors of St Ursula's College Ltd. She currently sits on the Community Services Industry Reform Council and is the Chair on the Community Services Industry Alliance Board.

Dr Jeffery brings to the Board a working knowledge of education, primary health and community services delivery in regional areas, with particular expertise in building capacity to meet challenges in a conscious and intentional way for ministries operating in regional Australia.



Mr Kieran McCarthy

Mercy Partners Board Director (appointed September 2013), Deputy Chair (appointed August 2018) and Trustee of the Nudgee Trust
BA(HONS) LLB (UQ) ACC SPEC (FAMILY LAW)

Mr Kieran McCarthy is a nationally recognised Accredited Specialist in Family Law with over 25 years' experience and brings to the Board strong networks throughout the State of Queensland and interstate. He is a Director of Naughton McCarthy Family Lawyers and Mercy Partners representative on the Association of Ministerial Public Juridic Persons (AMPJP). Mr McCarthy also sits on the Board of Brigidine College, Indooroopilly.



Mr Leslie Jones

Mercy Partners Board Director and Treasurer (appointed in November 2013), Chair of the Finance, Audit, Risk and Insurance Committee, and Trustee of the Nudgee Trust
BCOM and ADMIN VICTORIA University of Wellington NZ, CA, MAICD

Mr Les Jones served as a Grant Thornton Audit Partner from January 1985 to December 2009 where he had wide involvement with not-for-profit organisations. During his time at Grant Thornton, Mr Jones was head of Assurance Services and was the Office Managing Partner for five years. Internationally, Mr Jones was an active member of the international firm's risk management, client acceptance and audit technology groups. Mr Jones has been a director of various not-for-profit organisations. He is currently a director of Brisbane Housing Company Ltd and Chair of Mercy Partners Finance, Audit, Risk and Investment Committee. As a Grant Thornton Audit Partner, Mr Jones has contributed to the Professional Education Program for the Australian Institute of Chartered Accountants as both a group leader and a member of the Institute's Education Committee.



The Board



**DIRECTOR
AND
TRUSTEE**

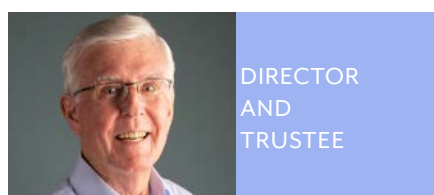
Mrs Cheryl Caughley

Mercy Partners Board Director (appointed in October 2022) and Trustee of the Nudgee Trust

Mrs Cheryl Caughley, former Manager of the Archdiocesan Development Fund, completed almost 30 years as an employee of the Archdiocese of Brisbane in 2022. During her career she was involved in partnering with customers within the Archdiocese of Brisbane, as well a number of interstate and national Catholic entities to support their financial goal to sustain their mission. She was primarily working with Catholic service providers in the areas of Education, Health and Aged Care, Social, Affordable Housing and Social Welfare.

In her career she has held a Board Director role with EREA St James' College and Chair of the Finance and Risk Committee for over 10 years. She has also served on various Archdiocesan committees and Advisory councils and national committees from time to time. More recently, in 2019, she was appointed as a Director of the Board of Brigidine College Ltd Indooroopilly and serves on their sub-Committees of Finance and Risk, Property and Building and Strategic Planning.

Mrs Caughley is a generalist and brings to the Mercy Partners Board experience working with the existing and emerging PJs across various industry sectors within the Catholic Church in Australia.



**DIRECTOR
AND
TRUSTEE**

Dr Daryl Hanly OAM

Mercy Partners Board Director (appointed in May 2015) and Trustee of the Nudgee Trust OAMDUNIV (QUT); Med Leadership (Acu), Med Administration (QUT), BA, BED (UQ), ATCL, FACEL

Dr Daryl Hanly, completed fifty years as a teacher in 2014. As an employee of Education Queensland for thirty-seven years, Dr Hanly served sixteen years as a principal of secondary schools. He was then the inaugural Director of the Education Department's Centre for Leadership Excellence for five years. For two years, Dr Hanly was Director of Education Queensland International, which exposed him to international contexts and a variety of leadership models. For the final thirteen years, he was the first lay principal of St Joseph's Nudgee College Brisbane, a year 5-12 Catholic Boarding School for boys.

During his career, Dr Hanly has held a number of key executive positions at state and national levels, including National Chair of the Catholic Principals' Association. He currently chairs the St Leo's College Council and the Youth+ Foundation.

Dr Hanly resigned from the Board in April 2022.



**DIRECTOR
COMMITTEE
CHAIR AND
TRUSTEE**

Ms Dianne Hearn

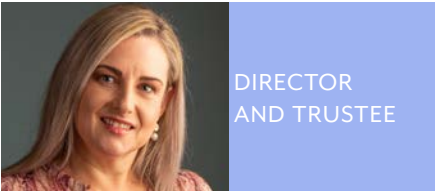
Mercy Partners Board Director (appointed in July 2014), Formation Committee Chair (appointed January 2017) and Trustee of the Nudgee Trust MRE (Loyola, Chicago), MBA (UNE) BA (UQ), CERT TEACH (BCAE), DIP THEOL (IFE)

Ms Dianne Hearn has worked in education, adult faith formation and human resource management at a senior level in various Catholic organisations including the Catholic Education Office Diocese of Rockhampton, the Catholic Education Office Archdiocese of Brisbane, St Vincent's Hospital Sydney and the Catholic Education Office Diocese of Parramatta. She has served on numerous Catholic boards and committees including the St John of God Board, Marist Youth Care Board, NSW Professional Standards Resource Group and NSW Systemic Schools Employment Relations Committee.

Most recently Ms Hearn has been a Director of Organisational Change Consultants, a national consulting group specialising in organisational reviews, strategic and business planning and human resource services. The company has worked extensively with Church-based service organisations, particularly within the Catholic tradition.

Ms Hearn retired from the Board in December 2022.

The Board



Ms Catherine Parker

Mercy Partners Board Director (appointed in September 2020) and Trustee of the Nudgee Trust LB (QUT), GRADCERTAPP (CORPORATEGOV), GIA, GAICD, LLM (QUT), MBA (UNISA), GRADCERT PSYCHRISK (ACU)

Mercy Partners Stewards appointed Ms Parker to Mercy Partners Board in September 2020. Ms Parker is a lawyer, and experienced risk management and governance executive. Her desire to make a tangible difference has seen her engage with a number of not-for-profit enterprises including Lourdes Hill College, where she served as a Director and Chair of the Governance and Risk Committee.

Ms Parker works with YMCA and has been active in their Youth Parliament program.



Mr Peter Pearce

Mercy Partners Board Director (appointed in October 2019) and Trustee of the Nudgee Trust METH&LEGSTUD (CSU), MPUBSECMGT (GU), GRADDIPSOCS (QUT), ASSOCDIPBUS (QUT)

Mr Pearce's association with Mercy ministries covers the past 20 years, first with the former Mercy Family Services board and subsequently with the board of Mater Health Services (now Mater Misericordiae Limited) in Brisbane. He has been active in charities and not-for-profit governance for 40 years, mostly in the social and community services and health services arenas and is a keen student of the unique requirements of charity governance, particularly as that applies to the religious corporation.

Mr Pearce is a Fellow of the Australian Institute of Company Directors and the Governance Institute of Australia. Mr Pearce retired from the Board in September 2022.

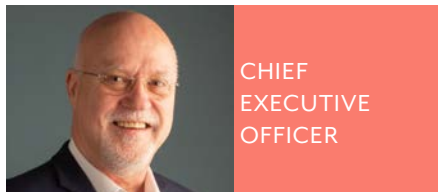
Mercy Partners Council Board Meetings

The number of meetings of the Board of Mercy Partners held during the year and the number attended by each Board Director is displayed in the table below.

Board Director	Attended	Eligible to Attend
Ms Cheryl Caughley	3	3
Dr Daryl Hanly	1	3
Ms Dianne Hearn	11	11
Dr Ricki Jeffery (Chair)	10	11
Mr Leslie Jones	11	11
Mr Kieran McCarthy (Deputy Chair)	8	11
Ms Catherine Parker	11	11
Mr Peter Pearce	8	8



Executive



CHIEF
EXECUTIVE
OFFICER

Mr John Leahy

Chief Executive Officer
DipComm (UK), DipBMan (UK)

Mr John Leahy was appointed Chief Executive Officer of Mercy Partners in October 2019. Mr Leahy was previously engaged as Project Manager, One Mater and played an integral part in the development of the One Mater Project plan. Prior to this Mr Leahy had completed some eighteen years working in the Catholic Health and Aged Care sectors in Queensland, New South Wales and Victoria. His roles have included Director Finance and Administration, Regional Chief Executive Officer Queensland and Chief Executive Officer Aged Care Services. Preceding this, he was with Mayne Health Group in a financial management role.

Mr Leahy has completed studies in finance and commerce in the United Kingdom and has undertaken additional studies in business management and organisational behaviour. He is an Associate Member Healthcare Financial Management Association (HFMA), and a Member of Brisbane Catholic Education Council.



DIRECTOR
FORMATION

Dr Caroline Thompson

Director of Formation
EdD (ACU), MEd, BA, Grad Dip Teach

Dr Caroline Thompson was appointed Director of Formation for Mercy Partners in February 2015. Dr Thompson has worked extensively in secondary education and adult faith formation in Queensland and New South Wales, most recently for the Diocese of Lismore where she served as Principal, Assistant Principal, Religious Education Co-ordinator, Head of Curriculum and Leader of Pedagogy. She completed her doctoral studies in faith leadership in 2011 and has lectured widely in adult faith formation and leadership programs.

As Director of Formation, Dr Thompson occupies an executive position created to provide leadership and strategic direction for formation opportunities offered by Mercy Partners. She co-ordinates and facilitates delivery of Mercy Partners formation for board members, executive, senior staff and others interested in being part of the mission of Mercy Partners.

Dr Thompson is a member of GAICD, the Catholic Health Australia Mission Committee, the National Catholic Education Committee Mission Committee, the Xavier Theological Foundation Reference Group, the Parramatta Sisters of Mercy Mission Committee and is a leader of the Mission Leaders Community of Practice and the Mercy Mission Formation Network.



Strategic and Operational Priorities

Mercy Partners five strategic priorities for 2020-2022 are:

1. Responsible sponsorship with increasing numbers of ministries
2. Council's capacity to support ministries
3. Leadership capacity for mission
4. Identity and relationships with the wider Church
5. Development of social enterprise ministry

These strategic priorities inform Mercy Partners decision making processes and activities throughout the year.

Mercy Partners is charged with the responsibility to ensure, through its governance policies and procedures, that each of the ministries of Mercy Partners acts in conformity with the teachings, discipline and law of the Roman Catholic Church.

Mercy Partners promotes the idea of a communion of charisms to inspire people working in the ministries to both understand and embrace their roles within the Church. It is the responsibility of Mercy Partners to ensure that all leaders continue the work of the Religious Congregations' charisms and encourage collaboration and positive relationships between ministries.

Mercy Partners continues God's mission through:

Governance, oversight and support for incorporated ministries of the Catholic Church entrusted to our care.

Formation in personal spirituality, governance, Mission and Catholic identity for ministry boards and executive leaders. This also includes collaboration between ministries to respond to existing and emerging needs.

Achievement of the five strategic priorities is detailed below.

Strategic Priority 1: Responsible sponsorship with increasing number of Ministries

Mercy Partners has continued throughout 2022 to demonstrate its clear understanding of its sponsorship responsibilities both canonical and civil.

Further to initial discussions that commenced in 2021, Mercy Partners throughout 2022 worked closely with three founding Congregations/Orders who are seeking a Public Juridic Person (PJP) to transition over the canonical sponsorship and civil ownership of their ministries.

The Congregation/Orders are:

- Sisters of Our Lady of Sion (Our Lady of Sion College)
- Carmelite Province of Our Lady Help of Christians Australia and Timor Leste (Whitefriars College)
- Sisters of Mercy North Sydney (Monte Sant' Angelo Mercy College)

The ministries are all scheduled to transition into the Mercy Partners family in 2023.

As part of the transition journey, the founding Congregations/Orders were approved to become Canonical Stewards of Mercy Partners PJP.

To support the new Canonical Stewards joining Mercy Partners, work was undertaken to create a Steward Representatives and Members of Mercy Partners Handbook.

The handbook clarifies the canonical and civil responsibilities of Steward Representatives of Mercy Partners and the processes and procedures that ensure good stewardship and positive, effective relationships between the Board of Mercy Partners and the Steward Representatives. The handbook will be used as part of the induction and orientation process of new Steward Representatives.

Strategic Priority 2: Board's capacity to support Ministries

The key projects undertaken throughout 2022 to enhance the Board's capacity to support ministries were:

- A corporate restructure which encompassed the change of incorporated status from a RICE Act entity to a company limited by guarantee.
- Review of the Mercy Partners Board membership.
- Introduction of new support systems and further enhancements to existing operating systems.
- Redevelopment of a brand-new Mercy Partners website.
- Introduction of an Annual Ministry Planning Guide to support our ministries with their governance requirements.
- Development of a Ministry Transition Guide.
- Grants available through the Nudgee Trust.



Corporate Restructure

Throughout 2022 significant work was undertaken to alter Mercy Partners incorporated status from an incorporation under the Roman Catholic Church (Incorporated Church Entities) Act Qld of 1994 (RICE Act) to a company limited by guarantee and subject to Australian Corporations Law.

Within Australia it is the deemed best practice of a civil non-for-profit Catholic entity to be a company limited by guarantee. All of the Mercy Partners ministries are structured this way.

As part of this project, the following had to be undertaken:

- A new constitution was created for Mercy Partners Limited with the assistance of each Steward Congregation.
- Minor amendments to Mercy Partners' Canonical Statute are currently being prepared for submission to the Dicastery for Institutes of Consecrated Life and Societies of Apostolic Life.
- Work was undertaken on defining the roles of Stewards, Company Members and Board Directors.
- Mercy Partners (RICE Act entity) was dissolved at the direction of the Roman Catholic Bishops in accordance with the Act effective on 1 September 2022.
- The constitution of all the ministries were amended to reflect the new member of each company.

Mercy Partners PJP remains the canonical sponsor of our ministries.

On 1 September 2022, the civil ownership of all of our ministries vested in Mercy Partners Limited as a result of the dissolution of Mercy Partners (RICE Act entity) and all Councillors have now transitioned to be Directors of Mercy Partners Limited.

The second stage of this project was the winding up of the Mercy Partners Foundation which was achieved in October 2022.

Mercy Partners Board Membership

In 2022, three of the Board Directors (Dr Daryl Hanly, Mr Peter Pearce and Ms Dianne Hearn) advised that they would not be seeking renewal of their tenure on the Mercy Partners Board. In light of this, the Board's skills matrix was reviewed, and a search commenced to find suitable candidates to join the Board of Mercy Partners.

On 1 October 2022, Ms Cheryl Caughley joined the Board of Mercy Partners. Ms Caughley has an extensive experience working in the Catholic sector with the Archdiocese Development Fund and is familiar with the ministries of Mercy Partners. In addition, Ms Catherine Bartolo was also approved to join the Board of Mercy Partners in late 2022 with a start date of 1 January 2023. Ms Bartolo has over 30 years' experience working in the community services and education sectors serving those that are vulnerable and marginalised.

Furthermore, a strategy is underway to seek new Directors based in Sydney and Melbourne in response to the new ministries (based in Sydney and Melbourne) that will transition into Mercy Partners in 2023.

Support Systems

Further to the restructure of the Mercy Partners Secretariat in 2021, that resulted in a change of the majority of the administrative staff, a review of the existing operating support systems was undertaken. As a result of this review, the following was undertaken:

- Changed from MYOB to Xero (Accounting software for Finance and Payroll)
- Enhancements undertaken to SharePoint (Document Storage System)
- Introduction of BoardPro (Board Meeting Management software)

The introduction of these new systems and enhancements have enabled the Board to achieve greater targeted outcomes.



Welcome to Mercy Partners

Mercy Partners is a Public Juridic Person (PJP) in the Catholic Church, sponsoring ministries entrusted to our care by their founding religious congregations.

ABOUT US



COMPASSION
RESPECT
JUSTICE
HOPE

Our mission is to contribute to the emergence of a world where the healing, liberating and life-giving mercy of God is experienced.

We express our mission by safeguarding the ministries entrusted to our care, helping them to function effectively in accordance with their founding charism.

New Mercy Partners website

In 2021, a review of the existing Mercy Partners website was undertaken. It was identified that while practical and operated sufficiently, there were many opportunities to improve its usability, functionality, and engagement.

In response to the review, the website was redesigned to allow Mercy Partners to use the site as an effective communication platform and to allow the site to be viewed on mobile phones and tablets. The new website includes detailed profiles of our ministries with links to their websites. The new website also includes a platform that allows our formation resources including Charism books, Partners in Mission booklets and prayers resources, to be ordered by our ministries and the wider Catholic community. The website navigation was also redesigned to ensure more user-friendly and improved information architecture.

The website was launched in March 2022 and further enhancements are planned for early 2023 including the development of a

ministry only login area that will provide access to ministry applicable policies and procedures along with other support materials. It is also planned that the website will be integrated with Mail Chimp to allow newsletter content to be published on the Mercy Partners website in order to encourage further visitation to the website.

Annual Ministry Planning Guide

In 2022, the inaugural Annual Ministry Planning Guide was launched. This Guide provides details of the governance requirements of our ministries and provides information on the following key areas:

- Mercy Partners Formation
- Grants Available to Ministries
- Board Approvals and Advice
- Ministry Reporting Responsibilities
- Connecting with Mercy Partners

Feedback from the ministries on this guide has been very positive. In response to this feedback, the 2023 Guide will be further expanded to include additional information requested by the ministries.

Ministry Transition Guide

To support discussions with other Catholic Public Juridic Persons regarding the potential transition of their ministry to the care of Mercy Partners, a Ministry Transition Guide has been created. This Guide details the transition journey that consists of the following pathways:

- Discovery
- Engagement
- Due Diligence
- Transition
- Orientation

The Guide was finalised in late 2022 and will be provided to future Congregations/Orders that contact Mercy Partners to discuss their ministry's future.

Grants Available through the Nudgee Trust

The Nudgee Trust was established on 8 October 1869 and provides grants to ministries sponsored by Mercy Partners. These grants enable ministries to extend the range or depth of mission as they provide critical support to those most vulnerable in our community. Mercy Partners is grateful for the vision of the Brisbane Sisters of Mercy in seeing the important role the Trust can and has played in supporting ministries by way of financial grants.

In 2022, the Nudgee Trust had another successful grant round valued at \$1.1M that supported a range of interesting projects from numerous Mercy Partners ministries. Successful new grants included:

- A significant multi-year project around well-being and mental health that involves all Mercy Partners education ministries.
- An innovative project bringing together different generations from aged care and family services clients.
- Support for refugees accessing health services.
- Support to enhance connection to country for boarding students in regional Queensland.

In addition, projects that had been funded across multiple years received their next allocation of funds to ensure the ongoing success of the projects.

Feedback from the prior year's grant recipients were received and outlined the success of the projects and provided useful insights into the impact the Nudgee Trust is having within the Mercy Partners family.

Strategic Priority 3: Leadership Capacity for Mission

Leadership capacity for mission is continuous. To support this, the need for continuing formation and mission leadership is the primary focus of Mercy Partners to allow it to achieve its responsibilities as the Canonical sponsor of its ministries.

Throughout 2022, a number of very successful strategies have been implemented to support leadership capacity for mission. These are:

- Redevelopment of the Mercy Partners website to provide a platform for the delivery of formation resource materials.

- Development and production of Charism books on Nano Nagle and Catherine McAuley.
- Production of formation videos including Governance, Catholic Identity and Mission.
- Formation and mission leadership events.

Redevelopment of the Mercy Partners website

As part of the redevelopment of the Mercy Partners website, it was identified that the website needed to provide a platform that would enable the disbursement and promotion of formation resources.

The website has a dedicated online platform where visitors can either download complimentary resources (Partners in Mission booklets, Mercy, Advent and Lenten Moments) or order those resources that are available for sale (Prayer resources). This page has expanded throughout 2022 to incorporate the new Charism books and plans are underway to also include the new formation videos scheduled to be launched in early 2023.

Please refer to the Mercy Partners Formation Committee Report for detailed information on the mission leadership programs and resources.

Strategic Priority 4: Identity and relationships with the wider Church

A key strategic priority for Mercy Partners is to develop its identity within the wider community and its relationships with Bishops and the broader Church. Achievement of this strategic priority throughout 2022 continued to be a challenge due to the restrictions in place due to the Covid-19 pandemic and subsequently the significant increase in the cost of travel.

The Board of Mercy Partners and the Executive team also interact with other Church entities within Australia to support the work of the Church locally and assist in the planning for the delivery of community services. Mercy Partners currently has representation on the following Boards/Councils/Committees. These include:

- Association of Ministerial Public Juridic Persons Mission Committee
- Catholic Health Australia Board
- Catholic Health Australia Mission Committee
- Brisbane Catholic Education Council

- Brisbane Archdiocese Aged Care Reference Group
- Mercy Mission Formation Network
- Mission Leaders Community of Practice
- National Catholic Education Committee Mission Committee
- Parramatta Sisters of Mercy Mission Committee
- Parramatta Sisters of Mercy Stewardship Council
- Xavier Theological Foundation Reference Group

Relationships with Diocesan Bishops

The Board of Mercy Partners ensured the Bishops were invited to face-to-face meetings and communication was further enhanced by sending the Bishops notices of Mercy Partners events being held within their Diocese.

Additionally, the Bishops were provided with copies of the Mercy Partners newsletters that detail key activities undertaken by Mercy Partners throughout the year.

Strategic Priority 5: Development of Social Enterprise Ministry

Since transitioning Holy Cross Services as a standalone ministry in 2021, the Board of Mercy Partners have since gained a greater understanding of what is involved with operating a social enterprise ministry. In response to this insight, the Board have made the decision to change their focus from developing social enterprise ministries to supporting the work within our existing ministries that in turn support other social enterprise ventures.

Mercy Partners, through the Nudgee Trust, has been able to provide a small amount of funding to support the Romero Centre (operated by Mercy Community) to offset their administrative costs while alternate philanthropic funding sources are obtained.

A number of other programs are in the early stages of being developed within our existing ministries.

Ministries sponsored by Mercy Partners

Mercy Partners sponsors ministries in the fields of Aged Care, Community Services and Disability Services, Education, Health and Social Enterprise.

Ministries currently sponsored by Mercy Partners:

- All Hallows' School Limited
- Mount Alvernia College Limited
- Our Lady of Mercy College Parramatta
- St Patrick's College Townsville Limited
- St Rita's College Limited
- St Ursula's College Limited
- Holy Cross Services Limited
- Mater Misericordiae Limited
- Mercy Community Services North Queensland Limited
- Mercy Community Services South-East Queensland Limited
- Mercy Health and Aged Care Central Queensland Limited

Mercy Partners embraces three distinct charisms from the Religious Congregations who have transferred their ministries to our Public Juridic Person (PJP). This communion of Mercy, Presentation and Franciscan traditions brings a richness to Mercy Partners, a wealth of knowledge and experience which is shared across Mercy Partners ministries.



Our Ministries



All Hallows' School Limited

All Hallows' School is a Catholic girls' school within the educational and spiritual tradition of the Sisters of Mercy. As Queensland's oldest secondary school and located in the Brisbane CBD, it offers a dynamic and holistic learning environment to 1650 students from years 5-12.

The school has a long and proud tradition of service to the community and our Mercy Action program continues the work to support

local communities. 2022 saw the program return, post COVID, to normal operations with 19 groups engaged in service learning. These students experience firsthand the two-way process of service and that through our encounters with others, we too are vulnerable, but that vulnerability is transformative.

Each year All Hallows' undertakes a Whole School Project, with all fundraising going to one cause. In 2022 that project was Catherine's House. Located in the Mater Hospital, Catherine's House is a six-bed public service facility for women with perinatal mental health issues which will meet an urgent gap in the current service offerings for women and babies. In addition to the six suites available for inpatient care and support, the service will include outpatient services.

The vision for Catherine's House is to provide a centre of excellence for mothers, babies

and families focusing on the "best start" for all during the early years of life. Catherine's House will provide a spectrum of care that promotes wellness, parental mental health, healthy relationships, and child development. The connection with the Mater Hospital, also established by the Sisters of Mercy, continues and we are proud to be able to support women and families at their most difficult moments.

The heritage-listed buildings located within the school grounds continue to stand testament to the work of the Sisters of Mercy and the many staff who work together to inspire and nurture a community alive with the charism of Catherine McAuley and our commitment to Gospel values.

All Hallows' Board Chair, Ms Ann-Maree David continues in the role, supporting the Principal Mrs Catherine O'Kane and Dean of Mission Mrs Claire Easton.



Mount Alvernia College Limited

Founded in 1956, the College offers a warm, engaging community where students are encouraged to follow their pursuits in academic, sporting, outreach, and cultural activities, whilst fostering their spiritual faith.

Mount Alvernia College is committed to each student achieving their potential and this is enabled by a variety of senior pathways available to all students. The students are encouraged to approach their life with authenticity and aspiration.

As a College founded in the Franciscan tradition, Mount Alvernia College endeavours to follow, in word and action, the example of Saint Francis and Clare of Assisi, in living the values of joy, courage, respect and service. Values that are paramount to the College are respect for the individual and having a real relationship with Christ each day.

A new strategic plan for the College was developed for 2022-25 with an emphasis on excellence in teaching and learning, empowering partnerships and master planning for a confident future. A large parcel of land jointly purchased with Padua College in 2021 holds much excitement and possibility for the future.

The current Chair of the Board is Mrs Therese Miller and the 14th Principal of the College is Ms Samantha Jensen. The spiritual life of the school is guided by the Deputy Principal - Identity and Religious Life of the College, Mr Richard Rogusz. A lived commitment to outreach, inclusion and social justice is evident in all aspects of college life.



Our Lady of Mercy College (OLMC) Parramatta

Courageous Advocates. Limitless Possibilities.

A leading Catholic Independent girls' school, Our Lady of Mercy College Parramatta has always been at the forefront in girls' education

and continues to build a culture of young women striving for excellence.

OLMC Parramatta is a Christ-centred learning community established by the Sisters of Mercy in 1889, committed to excellence in education, respect for the dignity of each individual and the development of a strong sense of justice and social responsibility.

The College's vision today is to provide a contemporary Mercy education that empowers young women to lead with courage and act justly, making a difference in whatever sphere of life they choose to move, in the spirit of the Venerable Catherine McAuley the foundress of the Sisters of Mercy.

A holistic and multi-disciplinary focus inspires each student to achieve her best in the classroom and beyond. Every member

of the College is a learner, leader, teacher, committed to 'expanding beyond what we know we can be'.

In order to enable lifelong learning for every student, the College offers a transforming community of practice, dedicated to providing personalised high-quality curriculum, wellbeing and co-curricular programs.

Ms Kerrie Walshaw is the current Chair of the Board and Ms Lucie Farrugia is the Principal. Ms Farrugia provides excellent leadership and focus to the College community as the school continues to grow in providing a Mercy education to students in Western Sydney. The Spiritual Life of the College is led by the College Leadership Team with the guidance of College Chaplain, Fr Walter Fogarty (Parish Priest, Sacred Heart, Westmead) and the Sisters of Mercy Parramatta.

Our Ministries



St Patrick's College Townsville Limited

St Patrick's College Townsville is an independent secondary day and residential

Catholic school, established by the Sisters of Mercy on the values of their founder, Catherine McAuley. With over 120 years' experience in educating women, the College is a place of inclusivity, diversity and wonder, where students are empowered to be curious, visionary, creative and imaginative. The College's ocean-front campus offers an intimate environment where young women can explore the many academic, cultural and sporting opportunities available to them.

College Principal, Amber Hauff, joined the St Patrick's College community in 2016 following a teaching career of 24 years.

Amber is a woman of great passion and integrity, and leads an enthusiastic team committed to the education of young women. Sister Helen Mary Peters, rsm chairs a dedicated local Board of Directors with the assistance of the Deputy Chair Josephine Gabrielli. The College is fortunate to have Elissa Andrews supporting the school's vision and values in her role as Dean of Faith and Mission.

The College remains deeply immersed in the Mercy ethos, based on the values of compassion, respect, integrity, justice, hope, and joy, handed down by Catherine McAuley.



St Rita's College Limited

St Rita's College Limited is a Catholic day school located in Brisbane's inner-north. It offers education to 1210 girls and young women from years 5 to 12. St Rita's College was established by the Sisters of the Presentation of the Blessed Virgin Mary in 1926 and the College

was named after St Rita of Cascia who was canonized in 1900. Students are encouraged to live out Christian values in the spirit of Nano Nagle, the founder of the Presentation Sisters and St Rita of Cascia.

At St Rita's, students experience a modern school with a rich tradition in academic and sporting excellence, cultural diversity and an unfailing commitment to social justice. Change is embraced, expectations are high, and lessons learnt last long beyond the classroom. In teaching our students the courage to stand alone and the power of standing together, we challenge them to be women of action and not just words – Virtute non Verbis.

The College welcomed their first cohort of three Year 5 classes in 2022, with an extension of another 78 students to Year 6 planned for 2023. This year also saw the development of the long-term strategic plan for the College, this living document was a collaboration between the Board and Leadership Team.

All students experienced another impressive year with their academic, sporting and cultural results.

Mr Graham McManus has been the Chair of St Rita's College Board for the past six years, Mrs Dale Morrow is the Principal and Erica Qureshi is the Assistant Principal Mission.

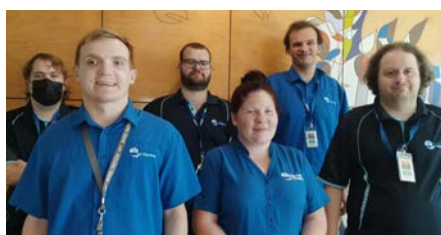


St Ursula's College Limited

St Ursula's College Limited is a Catholic boarding and day school located in Central Queensland. The College was established by the Sisters of the Presentation of the Blessed Virgin Mary in 1917, seventeen years after the first Queensland Presentation convent was founded in Longreach. It offers secondary education imbued with the College's Gospel values and the Presentation Charism, to girls and young women.

St Ursula's College provides a much-needed service to the Central Queensland community and beyond by providing boarding services.

Mr Justin Power is the appointed Chair of the Board and Mrs Deborah Ryan is the College Principal. Mr Power and the board continue to bring strategic direction to the Board and Mrs Ryan provides exemplary leadership to staff and students. Ms Deidre Pascoe is the Spiritual and Pastoral Director.



Holy Cross Services Ltd

Holy Cross Services, based in Brisbane, fulfils its Mission by restoring the dignity to those who are often locked out of employment due to disability and difference by helping them gain meaningful employment.

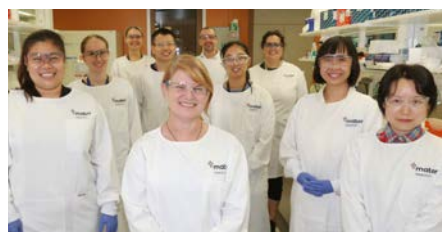
Inspired by the charism of the Sisters of Mercy, Holy Cross Services honours the dignity of every person and through its employment and supported services for people of all abilities creates a community of compassion, care and respect.

Holy Cross Services currently employs 371 people, and many have faced barriers to employment due to long-term unemployment or internal and/or external barriers experienced by people with different abilities. By providing employment and training for people of different abilities (mainly intellectual disability), Holy Cross Services has created a positive and welcoming employment environment offering life-changing employment opportunities.

Board Chair is Dr John Gilmour AM and Ms Lynne Sheehan is the Chief Executive Officer.

With changes in the National Disability Insurance Scheme (NDIS), Holy Cross Services has transformed their work and support environment, making the successful transition from an Australian Disability Enterprise (ADE) to a social enterprise.

Holy Cross Services has blended their Mission to provide valued and meaningful work, that meets the needs and interests of employees from disadvantaged backgrounds, within a thriving commercial business. Multiple pathways of employment are offered within their social enterprise portfolio including commercial laundry, cleaning services and food services



Mater Misericordiae Limited (Mater Health Group)

Founded by the Sisters of Mercy in 1906, Mater is Queensland's largest Catholic not-for-profit healthcare network, bringing together collective expertise and resources from Mater Health, Mater Education and Mater Research to improve the health of our communities.

Two years since the merger of Mercy Health, Mater Health Services in North Queensland and Mater Misericordiae Limited, Mater People have been driving a bold healthcare improvement agenda across the state through new technology, innovation, partnerships and community initiatives. At the forefront of Queensland's response to the Covid pandemic, Mater was a foundation lead for the Queensland Health Covid Vaccine Taskforce, created to provide advice and to assist the State Government with the planning, preparation and implementation of vaccine hubs across the state.

In total, Mater completed 209,102 Covid tests for the local community in 2021-22, as well as medical and testing support to 21,303 people in Queensland's hotel quarantine network. Mater created and operated Covid vaccination clinics from Cape York to Brisbane, including clinics in First Nations, refugee, homeless and other disadvantaged communities.

As a nationally recognised leader in the field of healthcare simulation, Mater Education supported the aged care sector to assess and improve its Covid preparedness and healthcare delivery through its unique OptiSim virtual learning program.

While Covid continues to impact healthcare delivery, it has not affected Mater's commitment to their patients. More than 224,400 in-patients were treated in 2021-22, as well 100,813 emergency patients, while Mater Mothers' helped to deliver 12,402 newborns.

Neither did the pandemic affect Mater's ability to meet and exceed the National Safety and Quality Health Service (NSQHS) Standards with all Mater sites passing accreditation with flying colours.

There has been significant investment in robotic technology across Mater hospitals to improve surgical accuracy and ensure regional Queenslanders do not have to travel to access quality healthcare.

In Brisbane, Mater's corporate support services completed their relocation to a purpose-built building at Newstead to streamline efficiencies and prepare for the Ministerial Infrastructure

Designation (MID) process which will enable the South Brisbane campus to meet future health requirements.

Mater continued its project to build 174-bed public hospital on the site of Mater Private Hospital Springfield, improving the services available to people living in Brisbane's rapidly growing Western Corridor with maternity services, an Emergency Department, an Intensive Care Unit and more.

Mater Foundation has raised more than \$17m towards creating Australia's first dedicated, integrated perinatal health service for mothers, babies and families, with the new centre expected to open in 2023. The new service will meet a profound need to boost resources and support for mothers and families facing mental health crises before and after the birth of a baby.

Mater Research has continued to lead the way with \$15m in federal funding secured to discover improved treatments and translate findings into clinical practice across the fields of cancer, neurosciences, chronic disease and pregnancy and early life.

Despite challenges over the past year, Mater continues to be optimistic about the future and looks forward to continuing to bring compassion, healing and dignity to those in need, in the spirit of the Sisters of Mercy.

Our Ministries



Mercy Community Service South East Queensland Ltd, Mercy Health and Aged Care Central Ltd and Queensland Mercy Community Services North Queensland Ltd

All three organisations now share common directors across the three boards and an executive team (that oversees the three entities), forming a combined "Mercy Community" team that is well-placed to respond to the rapid changes across the Ministry's diverse suite of services.

In this, Mercy Partners and Mercy Community seek to continue God's Mission of Mercy: compassionately inspiring and supporting people to live hopeful, connected lives in communities where they are loved, respected and valued.

Mercy Community provides a broad range of Aged Care, NDIS, Family and Child Safety services across Queensland while the Romero Centre, which is a separate mission within Mercy Community, supports a number of refugees and asylum seekers in areas unfunded by Government.

As the broader community struggled through the global pandemic, Mercy Community has worked tirelessly to provide services - keeping those in our Aged Care and NDIS services affected by lockdowns safe and responding to the surge in demand for Child Safety and Family Services for families facing financial and social hardship.

The Board and Executive of Mercy Community work closely with Mercy Partners in the strategic and missional leadership of the ministries, gaining great value from the positive and supportive relationship.



Committees

The Board of Mercy Partners maintains two committees: the Finance, Audit, Risk and Insurance Committee (FARI) and the Formation Committee. The Board acknowledges the invaluable contribution of these individuals who generously donate their time and expertise to assist the organisation in so many ways.

Finance, Audit, Risk and Insurance (FARI) Committee

Mercy Partners' Finance, Audit, Risk and Insurance Committee is responsible for providing advice to the Board of Mercy Partners on finance, investments, insurance and risk.

The Committee has continued its work with the Board to ensure the financial sustainability of Mercy Partners, providing advice on the policies, projects and investments. The Financial Statements for 2022 demonstrate the continued financial stability of Mercy Partners with a cash flow surplus. The audited financial statements show that Mercy Partners is able to meet its canonical and financial obligations.

The Committee met three times throughout 2022 and provided advice to the Board on a number of ongoing matters including analysis of ministry annual financial statements and recommendations regarding an investment policy, risk management, insurance and statutory compliance. Additionally, there were four specific projects undertaken by the Board for which the FARI Committee provided support to the Board. These were:

Investment of Surplus Funds

The FARI Committee investigated and continued to recommend to the Board of Mercy Partners that they should invest their cash reserves with the Brisbane Archdiocese Development Fund as they provided more competitive rates than offered by the commercial banks. The Board of Mercy Partners in accordance with their Investment Policy resolved to support the Archdiocese Development Fund and invest their surplus funds with them.

Insurance Review

The FARI Committee undertook a review of insurance coverage for Mercy Partners. As part of this review and in light of increased cybercrime, a review was undertaken to ensure sufficient cybercrime coverage was in place, should Mercy Partners incur a cyber breach.

With the increase of ministries across multiple States, the FARI Committee made the recommendation to the Board of Mercy Partners to add travel insurance to their insurance portfolio, which was in turn approved by the Board.

Flood Insurance Claim

In February 2022, the ground floor of the Mercy Partners office was flooded as a result of an extreme downpour of rain in Brisbane. A property damage claim was made through our insurer, Catholic Church Insurance, which was overseen by the Finance, Audit, Risk and Insurance Committee.

The flood damage resulted in the ground floor of the Mercy Partners office being deemed unable to be occupied. Luckily the Formation team (that worked out of the ground floor) could be accommodated elsewhere within the Mercy Partners office. Our Board meetings that were usually held in our Boardroom on the ground floor, had to be held offsite and our ministries kindly offered their meeting rooms for the Board to use.

The floods not only disrupted the staff and Board of Mercy Partners, but the whole city of Brisbane. Due to the high demand for tradespeople across all of Australia (due to all the recent natural disasters) work on the rectification and repairs of our ground floor office space only commenced in early 2023.

Nudgee Trust

Mercy Partners is the Trustee of the Nudgee Trust. The Trust is a pool of funds set up in a capital guaranteed trust with objectives. It is Mercy Partners responsibility to administer the Trust in accordance with the Trust Deed. The income stream from the Trust provides Mercy Partners' ministries with financial support towards activities that fall within the objectives of the Trust. Throughout 2022 Mercy Partners' FARI Committee continued with providing assistance and advice to the Board regarding the operation and administration of this Trust.

FARI Committee Members



Mr Les Jones

Chair - Finance, Audit, Risk and Investment Committee

Mr Les Jones served as a Grant Thornton Audit Partner from January 1985 to December 2009 where he had wide involvement with not-for-profit organisations. During his time at Grant Thornton, Mr Jones was head of Assurance Services and was the Office Managing Partner for five years. Internationally, Mr Jones was an active member of the international firm's risk management, client acceptance and audit technology groups. Mr Jones has been a director of various not-for-profit organisations. He is currently a director of Brisbane Housing Company Ltd and Chair of Mercy Partners Finance, Audit, Risk and Investment Committee.

As a Grant Thornton Audit Partner, Mr Jones has contributed to the Professional Education Program for the Australian Institute of Chartered Accountants as both a group leader and a member of the Institute's Education Committee.



Ms Michelle Berghan

Ms Michelle Berghan contributes to the committee as a consultant, providing financial reports and advice to the Treasurer and FARI Committee.

In her career she has been a senior accountant at Pricewaterhouse Coopers and the Finance Manager at Freeport McMoRan, Sigma Retail Solutions and Official Pty Ltd.



Mr John Leahy

Mr John Leahy was appointed Chief Executive Officer of Mercy Partners in October 2019.

Mr Leahy was previously engaged as Project Manager, One Mater and played an integral part in the development of the One Mater Project plan. Prior to this Mr Leahy had completed some eighteen years working in the Catholic Health and Aged Care sectors in Queensland, New South Wales and Victoria. His roles have included Director Finance and Administration, Regional Chief Executive Officer Queensland and Chief Executive Officer Aged Care Services. Preceding this, he was with Mayne Health Group in a financial management role.

Mr Leahy has completed studies in finance and commerce in the United Kingdom and has undertaken additional studies in business management and organisational behaviour. He is an Associate Member Healthcare Financial Management Association (HFMA), and a Member of Brisbane Catholic Education Council.



Ms Gabrielle Power West

Ms Gabrielle Power West's career was in secondary education. She held positions as a teacher of accounting and economics, head of department, deputy principal and principal. In recent years, she worked at the Queensland Catholic Education Commission (QCEC) in the role of Director of Corporate Services until her retirement in January 2017.

Currently, Ms Power West is the Vice President of the University of the Third Age (U3A). In the recent past she was a Trustee Director on the Board of the Australian Catholic Superannuation and Retirement Fund (ACSRF) for a period of 12 years; a member of the Remuneration Committee; and the Insurance Claims and Dispute Resolution Committee of ACSR. Also in the recent past, President and Vice President of the New Farm Probus Club. Ms Power West was appointed to the Mercy Partners FARI Committee in February 2014.



Mr Steven Wright

Mr Steven Wright is a Director of Morgans Financial Limited with over 30 years' experience in banking and financial markets. He oversees Morgans' Risk and Governance functions as well as the Specialist Advice and Fixed Interest businesses. Mr Wright has been instrumental in helping investors diversify investment portfolios through the use of debt, hybrid and interest rate products; becoming a dominant participant in this sector. He provides specialist advice to the not-for-profit sector and private foundations as well as working closely with a range of corporate and financial services sector borrowers looking to raise debt and hybrid capital. He chairs Morgans' Risk and Governance Committee and is a member of its Compliance Committee.

Mr Wright's previous experience includes domestic and international portfolio management responsibilities with Queensland Investment Corporation and IOOF. Prior to this time, he worked with National Australia Bank in its global treasury and corporate banking divisions.

Formation Committee

Ministry Formation Activities

In 2022 Mercy Partners provided opportunities for leaders (board directors, executive and key staff) to participate in a range of formation opportunities.

In 2022 these opportunities included:

- Leadership for Mission seminars – Mater Hospitals across Queensland
- Catholic Social Teaching for leaders – Holy Cross Services (eight sessions)
- Governance intensives – St Ursula's College, St Patrick's College, Mount Alvernia College and Holy Cross Services Boards
- Wisdom Circles with AMPJP Association for Canonical Stewards in Brisbane
- Indigenous Encounter Leadership Day – Townsville
- History Pilgrimage Walk – Mater Hospital Brisbane
- Sr Joan Chittister osb workshop – with Mater Hospital Brisbane
- Online Presentations for Mercy International Association
- Laudato Si Twilight Retreats - Cairns, Townsville, Rockhampton and Brisbane with Sr Margie Abbott.
- Staff retreats – St Rita's College, Trinity Catholic College Goulburn, St Ursula's College and Xavier School of Mission
- Mission and Pastoral Care Leaders' Gathering.

Formation Resources

Mercy Partners has continued to develop resources and programs to enable directors, executive and key staff to lead mission and nurture Catholic identity within their ministries.

The Annual Prayer Resource

A decision was made in 2021 to make our prayer resources available to Catholic ministries outside of Mercy Partners. There has been strong interest in the prayer sets from schools, Catholic agencies and other PJs in Australia and beyond. Our redesigned and reissued prayer sets include Catholic Social Teaching, Laudato Si, the Corporal Works of Mercy, the Spiritual Works of Mercy and Ancient Wisdom.

The 2022 prayer resource focused on the Parables. These prayers were used throughout the year in Mercy Partners' ministries and in the wider Church for meetings and staff reflection sessions. In addition, retreat programs using the prayer materials were developed and Parable retreats were conducted for school staff and boards. Mercy Partners also fulfilled our commitment to the wider Church by conducting a two-day retreat on the Parables for the Archdiocese of Brisbane.

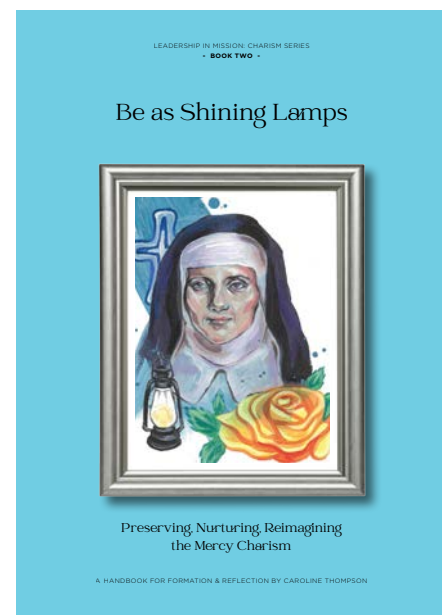
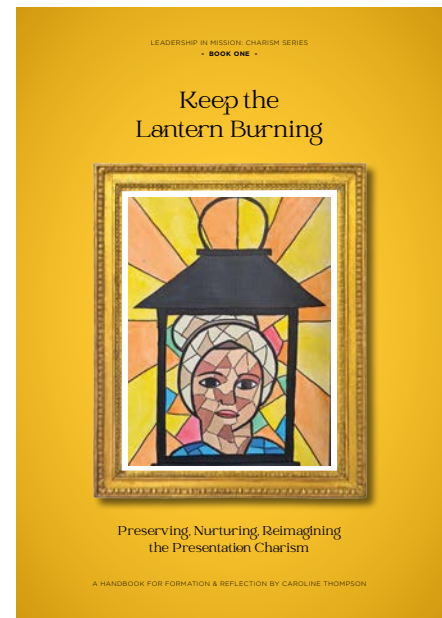
Mercy Moments

Mercy Moments is a fortnightly publication for leaders that has over 380 subscribers. In 2022, Mercy Moments provided reflections on aspects of mission including titles such as: What is Mission? Living God's Mission, Heart for Mission, Called to do Things Differently, to name but a few. Our seasonal reflections, the 2022 Lenten and Advent Moments guided readers in their preparation for the Easter and Christmas celebrations using the words of Jesus from the Parables and extracts from Fratelli Tutti.

Charism Resources

In response to the need for quality formation materials for use with directors, executive and key staff in ministries, Mercy Partners produced two Charism Resource books in 2022 – Keep the Lantern Burning on Nano Nagle and the Presentation charism (launched in April 2022) and Be As Shining Lamps on Catherine McAuley and the Mercy charism (launched in November 2022). The books contain information on formation, the nature of charism, prayers and rituals, extracts for use in newsletters and staff reflection, culture audits, spirituality, imagery and much more. The resources are practical, giving mission leaders and those responsible for staff formation a wealth of material and activities to present engaging and thought-provoking experiences.

The response to these resources that have also been made available to Presentation and Mercy ministries outside of Mercy Partners, has been phenomenal. The third in the series of Charism resource books, Enflamed with God's Love on the Franciscan charism will be published in late 2023.



Video Resources

Series One of our video resources for board directors, executive and key staff has been updated in 2022 to reflect additional ministries coming into Mercy Partners and a change in the PJPs civil operating status. Series Two on Mission was filmed and edited in 2022 and is ready for distribution. Series Three on Catholic Identity has been scripted and will be filmed in 2023. These short videos are a valuable tool for the induction of new directors and leaders in our ministries and for use in meetings as a refresher on key aspects of governance, mission and Catholic identity.

Mercy Partners Website

Mercy Partners regularly updates materials on their website enabling leaders to access resources, prayers and event information as needed. In addition, key Mercy Partners resources, such as the Partners in Mission Series, Mercy Moments and workshop materials are also available on the website.

Networking

Mercy Partners seeks to partner with other PJPs, and Catholic organisations involved in formation for mission, governance and Catholic Identity. To this end we have representation in the following groups:

- Mission Leaders Community of Practice – this group brings together mission leaders for a two hour online catch-up every two months. During this time, ideas and resources are shared and key issues affecting formators in Catholic ministries are discussed. Mercy Partners takes a leadership role in this group.
- NCEC Faith Formation Committee – this is the mission committee of the National Catholic Education Commission. It meets four times a year to look at resources and support for formation in Catholic schools across Australia. Mercy Partners has been a member of this committee for three-years.
- Mercy Mission Formation Network – this is a group dedicated to formation in ministries formerly run by the Sisters of Mercy. It meets once a year for formation of leaders of mission and resource sharing. After a two-year gap due to the Covid-19 pandemic, the Organising Committee met in 2022 to plan a conference for 2023. Mercy Partners takes a leadership role in this group.
- AMPJP Mission Committee – this is the mission committee for the Association of Ministerial PJPs. This group look specifically at formation for trustees of PJPs and ongoing board development. Mercy Partners has been a member of this committee for two-years.
- CHA Mission Committee – this is a committee of Catholic Health Australia which looks specifically at the mission work of CHA and opportunities for furthering the Catholic identity of our hospitals across Australia. Mercy Partners has been on this Committee for four-years.
- Xavier Theological Foundation Reference Group – this body meets to share wisdom and insight regarding programs run by the Australian Catholic University in the area of mission and theology. Mercy Partners has been on this reference group for two-years.
- Mercy Alliance Formation Group – this group brings together the four Mercy PJPs in Australia and New Zealand to examine ways of collaborating in formation and sharing resources.

In summary, Mercy Partners provides formation support in the following areas:

- Provision of quality formation opportunities for ministries and related organisations.
- Provision of resources for use in ministries.
- Support for leaders through forums, seminars, retreats and pilgrimages.
- Strengthening of connections with the wider Church.
- Development of networks to strengthen Mercy Partners formation.

Formation Committee Members



Ms Dianne Hearn

Formation Committee Chair

Ms Dianne Hearn has worked in education, adult faith formation and human resource management at a senior level in various Catholic organisations including the Catholic Education Office Diocese of Rockhampton, the Catholic Education Office Archdiocese of Brisbane,

St Vincent's Hospital Sydney and the Catholic Education Office Diocese of Parramatta. She has served on numerous Catholic boards and committees including the St John of God Board, Marist Youth Care Board, NSW Professional Standards Resource Group and NSW Systemic Schools Employment Relations Committee.

Most recently Ms Hearn has been a Director of Organisational Change Consultants, a national consulting group specialising in organisational reviews, strategic and business planning and human resource services. The company has worked extensively with Church-based service organisations, particularly within the Catholic tradition



Ms Lisa Eastment

Ms Lisa Eastment was appointed to the committee in September 2018. She is currently Executive Manager – Mission at St Vincent's Private Hospital Brisbane. Her previous experience includes Mercy Community Services SEQ Director of Mission Integration and executive roles within the education and government sectors.

Ms Eastment has significant experience as a not-for profit board member. She holds a Master of Ethics and Law from Charles Sturt University, Master of Arts from Australian Catholic University leadership and is a member of the Australian Institute of Company Directors.

Formation Committee Members



Mr Geoff Gowdie

Mr Geoff Gowdie was appointed to the committee in October 2017. He had a significant leadership career in Queensland Catholic Schools before moving into Church administration roles for the Archdiocese of Brisbane and then to the position of Church Life and Mission Services Director for the Diocese of Townsville.

Mr Gowdie has served as the Executive Officer for the Centre for Church Life and Mission and then as Director and, subsequently, as Executive Director of Church Life and Mission. In 2014, he served as the Director – Corporate Services for the Queensland Catholic Education Commission (QCEC).



Dr Caroline Thompson

Dr Caroline Thompson was appointed Director of Formation for Mercy Partners and commenced duties in February 2015. Dr Thompson has worked extensively in secondary education and adult faith formation in Queensland and New South Wales, most recently for the Diocese of Lismore where she served as Principal, Assistant Principal, Religious Education Co-ordinator, Head of Curriculum and Leader of Pedagogy. She completed her doctoral studies in faith leadership in 2011 and has lectured widely on this topic in adult faith formation and leadership programs.

As Director of Formation, Dr Thompson occupies an executive position created to provide leadership and strategic direction for formation opportunities offered by Mercy Partners. She co-ordinates and facilitates delivery of Mercy Partners formation for board members, executive, senior staff and others interested in being part of the mission of Mercy Partners.

Dr Thompson is a member of GAICD, the Catholic Health Australia Mission Committee, the National Catholic Education Committee Mission Committee, the Xavier Theological Foundation Reference Group, the Parramatta Sisters of Mercy Mission Committee and is a leader of the Mission Leaders Community of Practice and the Mercy Mission Formation Network.



Ms Lana Turvey-Collins

Ms Lana Turvey-Collins was appointed to the committee in October 2017. She has studied in the areas of mission, Theology and Church, holding bachelor degrees in commerce and arts and a master's degree in development and human rights. Her present position is the Plenary Council Facilitator for the Australian Catholic Bishops Conference.

Prior to this, Ms Turvey-Collins worked with Catholic Mission, initially as the Diocesan Director for Sydney Archdiocese and Broken Bay Diocese, then with the national team in Zambia and more recently as the National Program Manager for Mission Formation and Professional Development with the national team in Australia.



Ms Vicki Ward

Ms Vicki Ward has been principal of a number of Catholic secondary schools including Mount Alvernia College, a college in the Franciscan tradition.

Since her retirement, she has worked with the Queensland Catholic Education Commission (QCEC) in the area of industrial relations and has undertaken many consultancy roles in Catholic schools and other organisations.

Throughout 2022, Mercy Partners continued to serve the mission of the Church through sponsorship of its Aged Care, Community Services and Disability Services, Education, Health and Social Enterprise ministries.

The Board of Mercy Partners acknowledge the great trust the founding congregations have placed in Mercy Partners and pledge to continue the work of the Congregations and the great affection they had for their ministries. All ministries remain committed to the mission of Jesus to serve all in a spirit of compassion, justice, respect and hope.

Mercy Partners continues to see steady growth and expansion within their ministries. The Board of Mercy Partners is aware of the responsibilities involved in the governance of ministries that have been transitioned from religious congregations and takes great care to ensure their Catholic identity is preserved and ongoing stewardship is undertaken.



Conclusion

Significant milestones and events during 2022 included:

- Supported ministries through board formation workshops and induction sessions.
- Production of new formation resources including new Leadership in Mission Charism books on Nano Nagle and Catherine McAuley, production of formation videos on Governance, Catholic Identity and Mission, along with new additional prayer resources to support both ministry boards, executives and key staff.
- Held formation events to support ministries including regional gatherings, leader's gatherings, and formation retreats.
- Developed our identity with the wider community through participation and interaction with other Church entities and Committees.
- Changed the Mercy Partners incorporated status from an incorporation under the Roman Catholic Church (Incorporated Church Entities) Act Qld of 1994 (RICE Act) to a company limited by guarantee.
- Membership of the Board of Mercy Partners underwent some change with three Directors finishing their tenure and one new Board Director joining the Board.
- Discussions, due diligence along with discernment took place with three Congregations/Orders to transition the canonical sponsorship and ownership of their ministries scheduled to transition in 2023.
- Launch of a new Mercy Partners website to provide improved usability, functionality and engagement.
- Development of an Annual Ministry Planning Guide to assist our ministries understand their governance requirements.
- Development of a Ministry Transition Guide to support discussions with other Catholic Public Juridic Persons who are looking to transition their ministry to the care of Mercy Partners.
- The allocation of over \$1.1 million of grants from Nudgee Trust for projects undertaken by the ministries.
- Continued to foster relationships with Bishops, Congregational Leaders and other significant Church agencies through face-to-face meetings, enhanced communications ensuring the Bishops were invited to Mercy Partners and ministry events.

The Steward Congregation, through the Steward Representatives group, met with the Board of Mercy Partners three-times during the year to review and discuss the ongoing canonical responsibilities of Mercy Partners ministries. Furthermore, the Board's relationship with the Bishops and other Church agencies continued throughout 2022 and demonstrated its commitment to contribute to the wider mission of the Church in Australia.



Mercy Partners

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