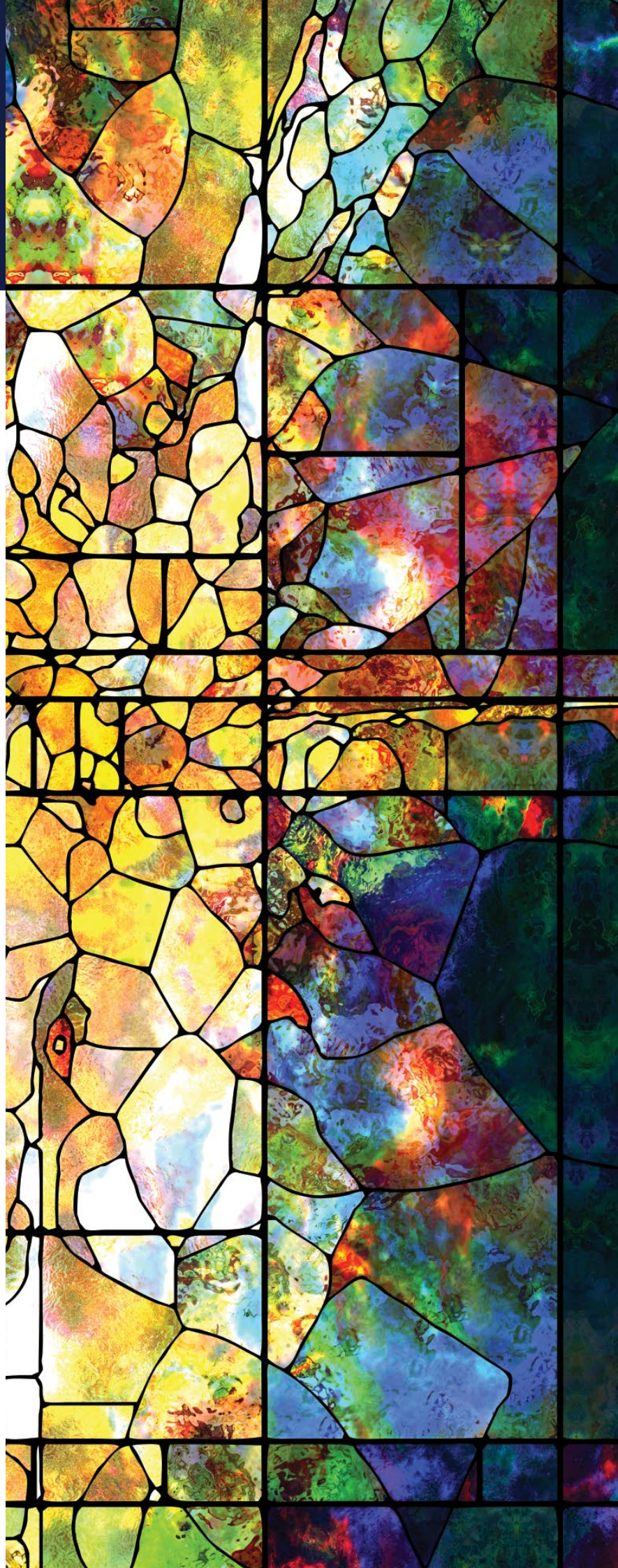




# 2023 Annual Report

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





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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 Loreto Conroy rsm**  
Councillor, Sisters of Mercy  
North Sydney  
(commenced 7 November 2023)



**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



**Sr Margaret Jones rsm**  
Congregation Leader – Sisters  
of Mercy Parramatta  
(commenced 31 May 2023)



**Mr Micheal O’Sullivan**  
Institute of Sisters of Mercy  
Australia and Papua New Guinea  
(commenced 1 February 2023)



**Sr Mary-Louise Petro rsm**  
Congregation Leader – Sisters  
of Mercy Parramatta  
(up until 31 May 2023)



**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 Mercy Partners

2023 was a year of significant achievements that supported the continuation of God’s mission while also fulfilling our canonical responsibilities.

Mercy Partners continues to evolve, grow, and adapt to the changing needs of our ministries. To facilitate this, Mercy Partners and the Steward Representatives met regularly throughout 2023 resulting in a collaborative and effective relationship. Regular meetings with the Steward Representatives ensured that they were fully informed of all governance matters and that the operations of Mercy Partners were undertaken in accordance with the mission and teachings of the Catholic Church and the aspirations of the founding Charisms.

To commence the year, a review of our Strategic Priorities was completed along with agreeing on new priorities to take Mercy Partners through to the end of 2025. When undertaking this review, the Board of Mercy Partners ensured that the priorities aligned to the organisation’s mission and values. To further support this review, Mercy Partners identified the need to create two additional committees, the Education Collaboration Committee and the Governance and Stewardship Fee Policy Review Committee.

In 2023, Mercy Partners welcomed three new Directors onto the Board. The new Board Directors were recruited based on their extensive knowledge of the operation and governance of social enterprise, education, and health ministries. With these additional Board Directors in place, the Board now covers off the full repertoire of expertise to support the ministries and take Mercy Partners into the future.

Engagement with three Congregations/Orders looking to transition their ministries to Mercy Partners progressed throughout the year. The Sisters of Mercy North Sydney transitioned the governance of Monte Sant’ Angelo Mercy College on 7 November 2023 and the remaining two Congregations/Orders are proposed to be transitioned in 2024.

As part of Mercy Partners commitment to the Franciscan charism, the Board of Mercy Partners were appointed as the Trustee of the Missionary Franciscan Sisters Trust in 2023 and is responsible for administering funds to a list of grants and disbursements.

To further expand Mercy Partners collaboration with their ministries, a gathering made up of the ministry Board Chairs and the Board of Mercy Partners came together to connect and discuss the role of the Public Juridic Person along with canonical responsibilities. The gathering also provided a forum to discuss collaboration opportunities, support available through Mercy Partners along with general updates of interest to all of those that attended.

Mercy Partners has continued throughout 2023 to further develop a sustainable formation model to support the development of new ministry leaders, while also developing formation resources to enable ministry leaders to continue in the legacy of their founding charisms. In addition, Mercy Partners continues to support the establishment of a Formation Institute in collaboration with Catholic Mission Australia, while also being represented in numerous Catholic communities to strengthen advocacy and the Catholic voice.

A pilgrimage to Italy and Ireland was organised in September 2023 to provide representatives from the ministries with an opportunity to walk the path of the founders of the Mercy, Presentation and Franciscan charisms. In addition, a selection of formation retreats and gatherings were organised throughout the year to offer collaboration and education opportunities to ministry leaders on their formation journey.

2023 provided Mercy Partners with the opportunity to continue to build on the established relationships it has with the Bishops of the Diocese in which its ministries operate. Local Bishops were invited to Mercy Partners events and received the regular Connected newsletters ensuring they were kept up to date with the initiatives undertaken by Mercy Partners.

Mercy Partners commends the hard work and dedication that takes place every day within our ministries. We applaud the people in our ministries as they continue to fulfill the Gospel mission, reaching out with compassion, justice, respect, and hope to their communities in their time of need.

**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 2023 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) and Trustee of the Nudgee Trust  
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.



**Ms Catherine Bartolo AM**  
Board Director (appointed in January 2023) and Trustee of the Nudgee Trust  
GAICD, MSocAdmin, BSocSc, DipTeach (Primary)

Ms Catherine Bartolo AM has worked in community services and education for more than 30 years. Ms Bartolo was the previous CEO of YFS Ltd, a community service organisation based in Logan (Brisbane). Catherine led the organisation to support vulnerable and disadvantaged people to build their independence and participation. Catherine's work has included addressing poverty, homelessness, domestic and family violence, child welfare, youth participation, unemployment and financial capacity.

In 2022 Ms Bartolo was awarded a Member of the Order of Australia for her significant service to youth, to social welfare, and to the community of Logan.

Ms Bartolo has held Board positions with Queensland Council of Social Service, Edmund Rice Flexi School Advisory Board and Logan Together as well as collaborative community leadership teams including the Logan City of Choice.



**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 as 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.



## The Board



**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.



**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.



**Mrs 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 PSYCHRIK (ACU)

Mercy Partners Stewards appointed Mrs Parker to Mercy Partners Board in September 2020. Mrs 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.

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



The Board



Professor Lee Anne Perry AM

Board Director (appointed in March 2023) and Trustee of the Nudgee Trust  
DUniv, EdD, MEd, BEd (Hons), Dip Christian Lship, GAICD, JP (Qual)

Professor Lee Anne Perry AM is the inaugural Professor of Practice (Educational Leadership and Partnerships) at Queensland University of Technology (QUT). Prior to commencing in this role in February 2023, Professor Perry was the Executive Director (CEO) of the Queensland Catholic Education Commission (QCEC).

Professor Perry has had a longstanding involvement in school education as a teacher, school and system leader including over twenty-five years as a principal. During that time, Lee Anne held teaching and leadership roles at Mercy, Franciscan and Presentation schools.

Professor Perry has been a member of many state and national associations and committees concerned with school and higher education. She is currently a Director of the Australian Institute of Teaching and School Leadership (AITSL) and an Honorary Professor of the Australian Catholic University.

Professor Perry has been actively involved in many educational reviews including as a panellist for the Review to Achieve Educational Excellence in Australian Schools led by David Gonski AC, a member of the STEM Partnership Forum chaired by the Chief Scientist, Professor Alan Finkel AO, and a member of the Queensland Premier's Anti-Cyberbullying Taskforce.

Professor Perry is a passionate advocate for education from the early years to higher education, including vocational education and is particularly committed to supporting collaboration, partnerships and connections within and between education sectors and systems.



Mr Steven Rubic

Board Director (appointed in March 2023) and Trustee of the Nudgee Trust  
BHA, MBA, FAICD, FCHSM

Mr Steven Rubic is a health care executive veteran and has held a number of CEO roles including the Healthscope hospital group, I-MED Radiology Network, St Vincent's and Mater Health Sydney and St Vincent's Private Hospital.

Mr Rubic is currently a Board Director at Healthscope and was the Chair of Monte Sant' Angelo Mercy College for nine years. He is a past Board Director of the Garvan Institute of Medical Research, the Chris O'Brien Lifehouse, the Macquarie University Council, the Plunkett Centre for Ethics and the NSW Private Hospitals Association. Mr Rubic has worked closely with Congregations, boards, industry bodies and private equity firms, has completed an MBA and is a Fellow of the AICD and Fellow of ACHSM. Mr Rubic brings to the Board a working knowledge of the NSW education system, Australian health care system and various government policy and approaches to these important sectors.

Mercy Partners 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 Catherine Bartolo              | 9        | 11                 |
| Mrs Cheryl Caughley               | 8        | 11                 |
| Dr Ricki Jeffery (Chair)          | 10       | 11                 |
| Mr Leslie Jones (Treasurer)       | 10       | 11                 |
| Mr Kieran McCarthy (Deputy Chair) | 9        | 11                 |
| Mrs Catherine Parker              | 11       | 11                 |
| Prof Lee Anne Perry               | 8        | 9                  |
| Mr Steven Rubic                   | 9        | 9                  |

Executive



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.

Executive



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 2023-2025 are:

- 1. Responsible growth and capacity to sponsor ministries;
- 2. Alignment of capacity and resources to sponsor ministries;
- 3. Formation leadership capacity for mission and Catholic identity;
- 4. Identity and relationships with the wider Church; and
- 5. Ongoing financial sustainability

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 that a communion of charisms is to inspire people working in the ministries to both understand and embrace their roles within the Church. It is the responsibly 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 its 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.

## Development of the 2023-2025 Strategic Priorities

At the beginning of 2023, the Board of Mercy Partners met to undertake a final review of their achievement of the Strategic Priorities for 2020-2022. This review was an opportunity to reflect on the achievement and continued relevance of the strategic priorities.

It was identified during this review that going forward Mercy Partners was unable to achieve the development of new social enterprise ministries due to unforeseen regulatory restrictions. Therefore, the Board agreed that Mercy Partners would support social enterprise ministries that were already in operation within the existing ministries of Mercy Partners. These include Holy Cross Services who employed disability workers, Mercy Community's Romero Centre who support people seeking asylum, and the Mater's Refugee Complex Care Clinic who provide refugees with health care.

As part of the development of the new Strategic Priorities, the Board discerned how best to implement the new Strategic Priorities to ensure achievement of its sponsorship responsibilities both canonical and civil. As part of the development of the future Strategic Priorities, the Board ensured the priorities support the continuation of God's mission.

Achievement of the five strategic priorities throughout 2023 are detailed as follows.

## Strategic Priority 1: Responsible growth and capacity to sponsor ministries

Mercy Partners regularly takes the time to review and reflect on their ability to undertake responsible growth and their capacity to sponsor ministries into the future.

### Mercy Partners Board Membership

To assist with the achievement of the Strategic Priorities and to further support the ministries, it was identified that three additional Board Directors were required on the Mercy Partners Board. Upon reviewing the Board's skills matrix, it was discovered that the new Board Directors should have extensive knowledge of the operation and governance of social enterprise, education, and health ministries. Upon completion of the gap analysis, a recruitment process was undertaken. Applications were accepted and three candidates were appointed to the Board. The new Board Directors are Ms Cath Bartolo AM, Prof Lee Anne Perry AM, and Mr Steven Rubic.

With these additional Board Directors in place, the Board now covers off the full repertoire of expertise to support the ministries and take Mercy Partners into the future.



## New Ministries

Throughout 2023, work continued with three Congregations/Orders who had engaged with Mercy Partners throughout 2022 as a suitable PJP to transition their ministries into their care. These Congregations/Orders are:

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

On 7 November 2023, the Sisters of Mercy North Sydney officially transitioned the governance of Monte Sant' Angelo College to Mercy Partners. As part of the transition, Sr Loreto Conroy rsm become a Steward Representative of Mercy Partners representing the Sisters of Mercy North Sydney.

The transition of Our Lady of Sion College and Whitefriars College is scheduled to take place during 2024.

### Missionary Franciscan Sisters Trust

As part of Mercy Partners commitment to the Franciscan charism, the Board of Mercy Partners were appointed as the Trustee of the Missionary Franciscan Sisters Trust in 2023. The Trust was founded by the Institute of the Missionary Franciscan Sisters of the Immaculate Conception.

Mercy Partners is responsible for administering funds to a list of grants and disbursements as defined in the Trust's Deed.

### Ministry Board Chairs Gathering

In March 2023, Mercy Partners organised a gathering of the ministry Board Chairs. During this gathering, Mercy Partners discussed their role as a Public Juridic Person along with their canonical responsibilities, ensuring that the Chairs have a clear understanding of the role of Mercy Partners. The ministry Chairs were also updated on the Mercy Partners 2023-2025 Strategic Priorities, discussions underway with new ministries looking to transition into Mercy Partners, the Ministry Portal, the new Formation on Request offering, along with new and updated formation resources. The gathering was also an opportunity to discuss the requirement of ministries to include the public acknowledgement "A Ministry of Mercy Partners" on all of their corporate branded materials.

### Ministry Support

Throughout 2023, the Board of Mercy Partners worked to support the Mercy Community Group and Holy Cross Services ministries with some challenges resulting from some inherited issues.

The Board of Mercy Partners also provided all of its ministries with good governance, oversight, and support as required under their canonical and civil responsibilities.

## Strategic Priority 2: Alignment of capacity and resources to sponsor ministries

To ensure Mercy Partners is able to continue to sponsor ministries, regular reviews are undertaken to ensure the organisational structure, staffing and resources align to the support required from the sponsoring ministries.

### Organisational Structure

To ensure the effectiveness of its organisational structure and resources, Mercy Partners undertakes a regular review to ensure it has both capacity and the required resources to support their ministries.

### New Committee

To assist with and support the increase in the number of education ministries sponsored by Mercy Partners, it was identified that the creation of an Education Collaboration Committee would be beneficial. This Committee would be tasked with reviewing current data collected by each of the schools and would investigate the development of benchmarks on various matters of common interest such as workforce data, staff profiles, reserves data, financial ratios, student outcome data and wellbeing data.

The Committee is made up of representatives from the Board and Executive of Mercy Partners. The Committee is chaired by Prof Lee Anne Perry AM (Committee Chair) and Committee members are Mr Kieran McCarthy, Mr Steven Rubic and Mr John Leahy.





Mission Leadership

Throughout the year, Mercy Partners has developed a sustainable model to support the development of new mission leadership resources for its ministries. The model has also taken into consideration the expanding geographic spread of the locations of Mercy Partners' ministries.

To assist with providing mission leadership, Mercy Partners has been involved with the establishment of a Formation Institute in collaboration with Catholic Mission Australia. Mercy Partners have also been actively involved with the Mercy Alliance who aim to expand and align the opportunities of providing formation across the Mercy world.

Formation Collaboration

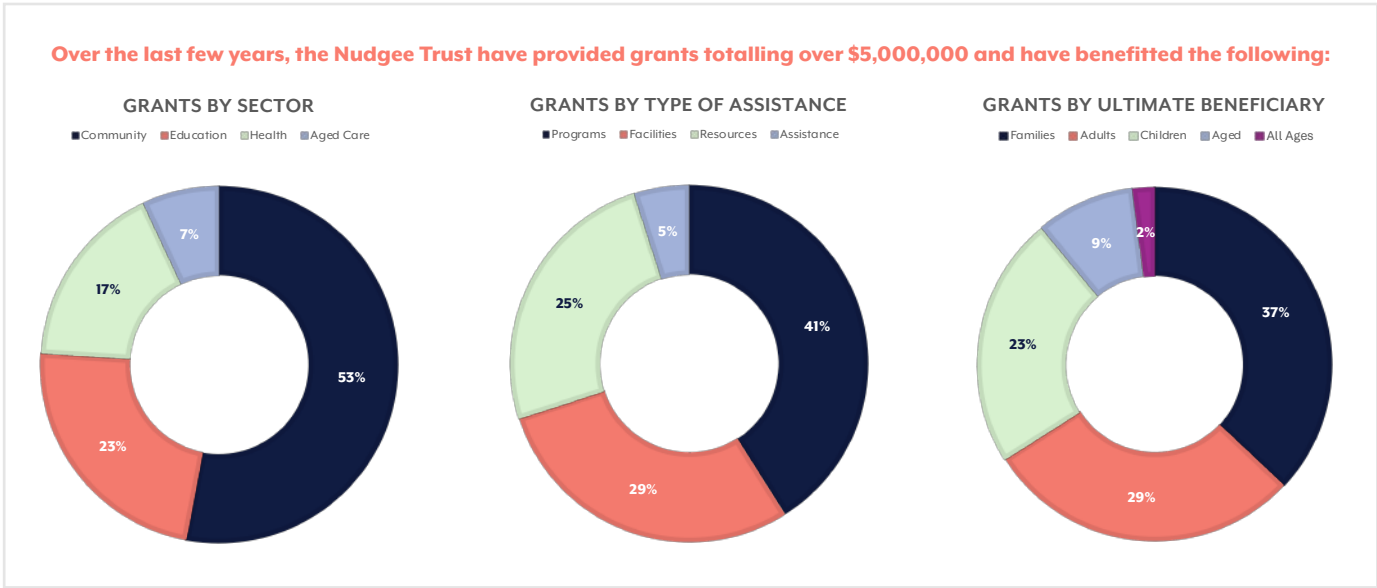
In order to identify opportunities of formation collaboration and sharing of resources, Mercy Partners have been represented on the Mission Committees of the Association of Ministerial Public Juridic Persons (AMPJP), National Catholic Education Committee (NCEC), and the Xavier Centre (Australian Catholic University).

Sustainable and Beneficial Communities of Practice

Mercy Partners responds to the existing and identified needs of communities by facilitating sustainable and beneficial communities of practice. This was undertaken in 2023 through its trusteeship of the Nudgee Trust

and awarded grants in accordance with the terms of the Trust Deed. The grants were awarded to ministries based on applications that were aligned with the priorities of the ministry communities.

For the 2023 grant round, the Nudgee Trust awarded grants totalling \$724,000. Projects ranged from supporting an after-hours homework club, to assisting with the refurbishment of a ministry owned property to provide temporary accommodation for refugees. Other key projects included providing funds to a ministry to purchase medical aids and medications for the benefit of refugees, and supporting a ministry with the installation of solar panels.



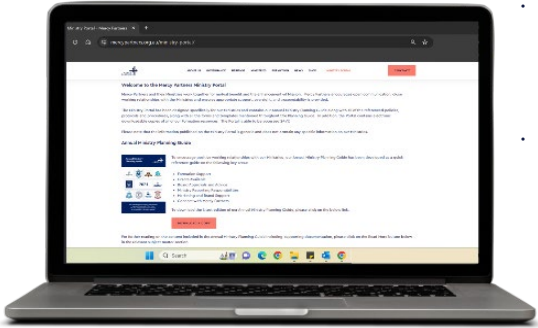
In addition, multi-year grants were awarded and continued to support initiatives such as the Wellbeing project within the education ministries of Mercy Partners.

Ministry Branding

To strengthen and build the Mercy Partners brand, ministries were asked to implement the inclusion of an acknowledgement promoting the ministries connection with Mercy Partners. Ministries were provided with a detailed brief requesting the tagline, "A Ministry of Mercy Partners" be incorporated into their website, corporate stationery along with other corporate materials as and when next scheduled to be updated.

Ministry Portal

To further support existing ministries, Mercy Partners created a Ministry Portal which is accessible via the Mercy Partners website.



This portal is accessible 24/7 and is where Mercy Partners publish their Annual Ministry Planning Guide along with key information pertaining to:

- Formation Support – Provides details of the services and support available including the formation video series, Partners in Mission handbooks, Mission Charism Series books and the extensive suite of Prayer Resources.
- Grants Available – Details sponsorship available to support the formation of ministry staff to support their formation needs, along with grants available through the Nudgee Trust.
- Board Approvals and Advice – Outlines the reserve powers of Mercy Partners and the processes around such approvals.
- Ministry Reporting Responsibilities – Details the regular reporting required by the ministries of Mercy Partners.
- Marketing and Brand Support – Outlines how ministries should correctly describe and acknowledge the relationship with Mercy Partners.
- Connecting with Mercy Partners – Describes the numerous ways the ministries can keep connected with Mercy Partners.

Strategic Priority 3: Formation leadership capacity for mission and Catholic identity

Mercy Partners worked closely with its ministries throughout 2023 to provide formation leadership capacity for mission and Catholic identity. The 2023 program included Church teachings through presentations on Fratelli Tutti and Laudato Si'.

Formation By Request

2023 saw the introduction of Mercy Partners' new Formation By Request program. The new program allows the ministries to work with Mercy Partners to customise a formation program that aligns with each ministry's particular requirements.

Alignment with Mission and Values

Mercy Partners throughout the year held induction programs for newly appointed ministry board directors. During these programs, board directors are educated on the nature and purpose of Public Juridic Persons (PJP) and on Mercy Partners' mission and values.

In addition, Mercy Partners regularly undertakes formation sessions with the ministries' boards and leadership teams. Mercy Partners also organises regular mission leader gatherings.





Formation Resources

Mercy Partners has developed a suite of formation resources including prayer and charism resources which are provided to the ministries. Mercy Partners has also produced two charism books (with a third one currently under development) that are used widely within the ministries and in the wider Mercy and Presentation worlds.

In 2023, Mercy Partners updated their videos on Mission, Governance and Catholic Identity. These videos were published on the Mercy Partners' Ministry Portal which all ministry board directors are able to access.

Mercy Partners also produces a fortnightly reflection on Catholic identity and mission. These reflections have been well received and are used widely across the ministries.

Formation Events

Throughout the year, Mercy Partners organised a pilgrimage to Ireland and Italy to provide an opportunity for representatives from the ministries to walk the path of the founders of the Mercy, Presentation and Franciscan charisms.

In addition, encounter days, online events and advent retreats were organised across the year. The ministries' board directors and leadership teams were invited to attend these events.

Strategic Priority 4: Identity and relationships with the wider Church

Mercy Partners recognises the importance of having an identity within the Catholic community and actively works hard to build relationships with both the Bishops and the wider Church.

Relationships with Bishops

Mercy Partners values the established relationships it has with the Bishops of the

Dioceses in which it operates. Mercy Partners always ensures invitations are extended to the local Bishops when organising events in their respective Dioceses. Mercy Partners also ensures that the Bishops receive their regular newsletters so that they are kept up to date with the work undertaken by Mercy Partners.

Relationships with the wider Church

Mercy Partners has demonstrated their strong networking relationships with its ministries. In addition, Mercy Partners participated in numerous Catholic communities in order to strengthen advocacy and the Catholic voice.



Mercy Partners participates actively in the Mercy Alliance, Association of Ministries Public Juridic Person (AMPJP), Catholic Mission, Australasian Mercy Secondary School Association (AMSSA), National Catholic Education Commission (NCEC), Brisbane Catholic Education Governing Council.

Strategic Priority 5: Ongoing financial sustainability

Mercy Partners recognises the importance of ongoing financial sustainability due to the pivotal role it plays in supporting the continuation of God's mission.

Securing Revenue

As part of Mercy Partners governance responsibilities, ongoing financial sustainability needs to be managed carefully so as to ensure the future ability of Mercy Partners to continue sponsoring ministries into the future. The traditional current Stewardship Fee model was identified as possibly not the best option going forward due to compliance with state based legislations in New South Wales and Victoria. Therefore, it was agreed that Mercy Partners should undertake a review of the current methods of securing revenue.

Governance and Stewardship Fee Policy Review Committee

The Governance and Stewardship Fee Policy Review Committee was established in August 2023 and was tasked with undertaking a review into the appropriateness of the current methods of securing revenue. The Committee

is chaired by Mr Leslie Jones and is supported by Ms Cheryl Caughley, Mrs Cath Parker and Mr John Leahy. The Committee will report back to the Mercy Partners Board with their recommendations in 2024.

IT Systems and Support Mechanisms

Recent program changes and upgrades to both the finance and supply systems implemented in 2022/2023 have improved the accuracy and timelines of the necessary reporting of information throughout 2023.

It is planned that in 2024 a review will be undertaken of the current IT systems to ensure that they are effective and provide value for money.



# 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.

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.

## Ministries sponsored by Mercy Partners:

- All Hallows' School Limited
- Monte Sant' Angelo Mercy College 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

The Board of Mercy Partners, in addition to their governance role to oversee the Mercy Partners ministries, they also undertake the role of Trustee for beneficial trusts established by a number of Member Congregations of Mercy Partners. These Trusts have been set up to support the charitable works of the founding congregations.

## Mercy Partners is the Trustee of the following Trusts:

- Nudgee Trust
- Missionary Franciscan Sisters Trust

## 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 from its location in the Brisbane CBD, it offers a faith-based, holistic education to 1,670 students from years 5-12.

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

local communities. As service is one of the school's key values, the Mercy Action program enables All Hallows' students to engage in an extensive social justice program that involves education and outreach components as well as immersion opportunities. In 2023, there were 21 Mercy Action groups.

Each year, All Hallows' School undertakes a Whole School Project, with all funds collected going to the one cause. In 2023 the whole school project, "Changing Lanes", raised funds for Mercy Works' "Creating Change for Women through Advocacy" project, a human trafficking awareness and advocacy initiative aimed at promoting and protecting the rights of women and girls. The project involves women who have been victims of trafficking in all aspects of the program, from conceptualisation to monitoring and evaluation. The key components of the project

include alliance building, capacity building, advocacy and awareness raising, mental health and wellness therapy and treatment, life skills training, and research, monitoring, and evaluation.

In 2023, All Hallows' School hosted staff from Mercy schools across Australia and New Zealand at the Australasian Mercy Secondary Schools Association Conference. This conference, the first since 2019, provided a long-awaited opportunity for networking and professional sharing within the Australasian Mercy education network.

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



### Monte Sant' Angelo Mercy College Limited

Monte Sant' Angelo Mercy College is inspired by the charism of the Sisters of Mercy, educates young women in the Mercy tradition. The College officially transitioned to Mercy Partners as its PJP on 7 November 2023.

The College is guided by the values of Mercy, Justice, Service, Respect for Human Dignity and Option for the Poor, which are integrated into all curricular and co-curricular activities.

The Mercy values permeate all aspects of College life and inspire the College's young women to realise their personal sense of self, spirituality, and social responsibility. To some, this dynamic championing may appear revolutionary, but for a Monte student, it is a way of life.

In May 2023, the College officially opened and blessed Scientia Terrace, an enticing and lively space that offers state-of-the art Sports, Innovation, Science, Social Justice, and Enterprise facilities. The footprint of Scientia Terrace has significantly transformed the Monte campus with learning spaces that inspire creativity, innovation, and collaboration. These new facilities are essential in ensuring the College continues to be at the forefront of contemporary learning and pedagogy.

The College's Industry Partnership Programs continue to expand and offer unique experiences and skills in 2023 for the Monte students to engage in Industry and

Entrepreneurial enterprises. The College has now reached a milestone of over 700 students involved in these programs since 2017 and are excited to continue and expand on these opportunities in 2024.

The College recommenced their overseas and local immersions in 2023 to Timor-Leste, Central Desert and embarked on Monte's inaugural Cambodia Mercy Immersion based at the Jesuit Refugee Service's reflection centre in Siem Reap. The students turned soil on the Professional Learning Centre in Colegio, Timor Leste. Monte partnered with the Sisters of Mercy in Puno, Peru launching a micro business of the production of dolls thereby supporting the women elders of the village and a safe house for women survivors of human trafficking.

Monte Sant' Angelo Mercy College's current Board Chair is Mr Brian Bissaker and the College Principal is Mrs Nicole Christensen. The spiritual life of the College is led by the Director of Mission, Sr Carmel McDonough RSM.



Our Ministries



Mount Alvernia College Limited

Mount Alvernia College is an independent Catholic school for girls with an enrolment of approximately 960 students in Years 7 – 12. The sixty-eight year history of the College has been enriched by the spirituality of the Catholic tradition: the Gospel of Jesus, the theology and sacramental life of the Church, and the Franciscan charism of the Missionary Franciscan

Sisters of the Immaculate Conception (MFC). The College recognises three patrons - Saint Francis of Assisi, Saint Clare of Assisi and Mother Mary Ignatius (Elizabeth) Hayes, the founder of the Missionary Franciscan Sisters - each of whom discerned the spirit of Jesus made flesh in another place and time. The College's guiding values – Courage, Respect, Service and Joy – challenge the students to do the same.

Students are taught that they have a responsibility to be changemakers for a socially just and ecologically sustainable future. Such action is an authentic witness to the College motto, Deus Meus et Omnia – My God and My All.

The College has established a reputation as a welcoming and inclusive school community that seeks to build capacity and potential for all. It offers a diverse suite of thirty-four senior subjects (including VET Certificate and Diploma



Our Lady of Mercy College 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. 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.



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 remains deeply immersed in the Mercy ethos, the values of compassion, respect, integrity, justice, hope, and joy, handed down by Catherine are integral to the ways we learn and live here at St Patrick's College. The ocean-front campus offers an intimate environment where young women can explore the many academic, cultural and sporting opportunities available to them.

pathways), an array of sporting, academic and cultural co-curricular activities and over twenty student leadership programs and clubs.

In 2023, the College:

- achieved record-breaking NAPLAN and Year 12 outcomes;
- embedded a House system and mentor program to better support educational wellbeing;
- published a new website;
- launched its Reconciliation Action Plan; and
- featured in the award-winning SBS documentary The Swap.

The current Chair of the Board is Mrs Kate Eggar, and the 14th Principal of the College is Ms Samantha Jensen. The religious life of the school is guided by the Deputy Principal - Identity, Mr Richard Rogusz.

During 2023, student numbers at the College increased by 3.5%. Parents continue to discover the educational benefits accompanied by our excellent academic results, both of which place the College as a premier girls' school in the Sydney landscape. The highlight of the year was the opening of the Brigid Shelly Northern Wing in November, providing a 200-seat auditorium and 18 state-of-the-art classrooms.

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.

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 in her role as Dean of Faith and Mission supporting the school's vision and values, fostering ambition and compassion to create a better world.

Our Ministries



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 1240 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 finalised the rollout of Years 5 and 6 in 2023. This has been a wonderful achievement, adding a level of vibrancy to the playground, and has seen the students provided with experiences and opportunities. The Year 12 students again had exceptional academic outcomes and achieved high levels in their VET undertakings.

Mr Graham McManus' tenure as Chair of St Rita's College Board came to an end in 2023 and Mr John Fraser has been elected Acting Chair. Mrs Dale Morrow retired after 15 years as Principal of St Rita's. In 2024 we welcome Mrs Maree Trims as the new Principal. Maree previously held the position of Deputy Principal - Studies for the last eight years at St Rita's.



St Ursula's College Limited

St Ursula's College, Yeppoon, was founded in 1918 by the Sisters of the Presentation of the Blessed Virgin Mary (PBVM) and is a Ministry of Mercy Partners. As an independent Catholic

Day and boarding secondary College, St Ursula's offers an education for young women of the future based on gospel values and Nano Nagle's vision, with a particular commitment to:

- The promotion of, and education for, justice;
- The development of leadership;
- Encouraging students to strive towards reaching their potential; and
- Preparing students to participate fully and responsibly in society.

At St Ursula's College they celebrate every student and their unique abilities; this dynamic culture produces strong, confident young women, capable of forging a positive path for

themselves by embracing the College motto of "Perfice Gressus Meos" (Perfect My Steps).

In August 2023, Mrs Ann Marie Pawsey was appointed Chair of the Board. The College continues in the Presentation tradition under the guidance of Mrs Pawsey and the St Ursula's College Board and the College Principal, Mrs Deborah Ryan. Mrs Ryan provides exemplary leadership to staff and students as the school continues to grow. Mrs Cathy Strelow commenced in the new role of Assistant Principal (Mission and Identity) in 2023



Holy Cross Services Limited

Holy Cross Services is a Brisbane-based ministry of Mercy Partners. It fulfils its mission by restoring the dignity of those who are often locked out of the workforce due to disability and difference by helping them gain meaningful employment. Inspired by the charism of the Sisters of Mercy and the

Catholic social mission, Holy Cross Services seeks to provide opportunities for people of all abilities through the creation of a community of compassion, care, and respect.

In 2023 Holy Cross Services employed 374 people in 300 full-time equivalent positions. Many of these have faced barriers to work due to long-term unemployment or other internal and/or external hurdles experienced by people with different abilities and social situations. Holy Cross Services has created a positive and welcoming employment environment offering life-changing opportunities within its commercial laundry and cleaning enterprises.

In 2023 the Board made the difficult decision to close its food services business, the Good Cup Café, due to the impact of COVID-19 on its customer base. All employees of the business were assisted to find alternative employment.

The Chair of Holy Cross Services is Dr John Gilmour AM. The Board welcomed new directors Ms Jane Britt and Mr Adrian Shea in February 2023. Mr Chris Grover was appointed to the Board on 1 January 2024 following the resignation of Ms Loretta Seamer.

Mrs Wendy Tancred was appointed Chief Executive Officer in July 2023 when former CEO, Ms Lynne Sheehan, had to step down due to personal circumstances.

During 2023, Holy Cross Services continued to deliver the high standards required by its partners in the fields of health and community services. In doing so, it provided meaningful work that meets the needs of employees with a diverse range of skills and life experience within a thriving commercial business.



Our Ministries



Mater Misericordiae Limited

Change has become the only constant in healthcare, and Mater continues to evolve, transform and adapt to deliver on its mission to address unmet healthcare needs in the communities it serves.

Throughout 2023, Mater led a bold agenda across its Health, Education, Research and Foundation ministries, bringing together collective expertise and resources to improve the health and wellbeing of Queenslanders.

In 2023, Queensland's first integrated perinatal healthcare centre opened at Mater Hill with the former convent transformed into a fit-for-purpose facility for public, private and day patients.

More than \$17 million in generous community donations to Mater Foundation, as well as recurrent operational funding from the State Government, enabled more than 70 mothers and babies to receive specialised perinatal mental healthcare, with private day programs approved by health insurers to launch in early 2024.

The Mater Refugee Complex Care Clinic celebrated 21 years of delivering free, high-quality healthcare to people from refugee and asylum-seeking backgrounds this year.

The longest continuing clinic of its kind in Australia was recognised with a Catholic Health Australia Outreach Health Care Award and received a \$930,000 grant from the State Government to secure its continuing provision of compassionate, fair and equitable healthcare regardless of language, background and culture.

This year also saw Mater open its first education, healthcare and wellbeing centre outside the four walls of a hospital. Mater Health Hub, Springfield provides specialist suites and simulation classrooms for the delivery of Mater Education's Diploma of Nursing.



Mater Health Hub, Springfield also delivers a wide range of allied health services focused on women's and family health and wellbeing, a targeted response to increasing community consumer demand for services outside clinical settings.

Mater at Home continues to lead the way in providing personalised and responsive out-of-hospital care across South East Queensland. The Mater at Home Direct program responded to 242 low priority triple zero callers, easing pressure on ambulance services and emergency departments.

Across Mater's 11 hospitals, more than 240,000 in-patients and nearly 395,000 out-patients were treated in 2022-23. There were 11,713 babies born at a Mater hospital and more than 111,000 procedures performed.

While new strains of COVID-19 continued to require hospitalisations through the year, these had less wide-ranging impacts on Mater Health compared to recent years with hospitals across the network adopting a business-as-usual approach to the virus.

Mater Education advocated successfully for State Government funding to offer 'fee-free' Diploma of Nursing courses. This resulted in over-subscribed courses in Brisbane and Springfield in 2023.

Mater Research continued to garner national and global attention for ground-breaking research into cancer, neurosciences, pregnancy and early life. It received \$20.8 million in external funding and \$12.3 million

from Mater Foundation to continue vital research projects and clinical trials, including an Australian-first flu vaccine.

Mater Foundation's philanthropic programs and fundraising events generated nearly \$31 million in 2022-23, enabling the continued delivery of world-leading research and exceptional patient care as well as the development of a healthcare workforce for the future.

The start of the year required Mater to comply with Queensland's new Voluntary Assisted Dying (VAD) legislation which was effective from 1 January 2023. As Queensland's largest, Catholic not-for-profit hospital and healthcare provider, Mater developed a suite of training modules and information channels to ensure staff and patients were informed and equipped regarding Mater's position on VAD and Mater's underpinning value to honour and promote the dignity of human life and of all creation.

Mater anticipates another challenging year ahead in which the healthcare sector will need to keep pace with technology and continue identifying innovative, efficient methods of delivering high quality healthcare.

Despite these challenges, Mater will continue to thrive, bringing compassion, healing and dignity to those in need, in the spirit of the Sisters of Mercy.

Our Ministries



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

In the vibrant landscape of community service organisations, Mercy Community stands out as a beacon of compassion, connectivity, and genuine impact.

Having successfully united three distinguished organisations - Mercy Community Services South-East Queensland Ltd, Mercy Health and Aged Care Central Queensland Ltd, and Mercy Community Services North Queensland Ltd - the organisation now operates under one umbrella with a shared board of directors and an executive team overseeing their collective endeavours.

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.

This combined Mercy Community team is well-placed to respond to the rapid changes across the ministry's diverse suite of services

and seeks 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.

Through an extensive range of Aged Care, Disability Supports, Family and Young People Services across Queensland, Mercy Community is a dynamic force for positive transformation, driven by a mission that goes beyond the ordinary.

In addition, the organisation's Romero Centre, for people seeking asylum, goes above and beyond to support vulnerable individuals – unfunded by Government.

In 2018, the Sisters of Mercy Brisbane Congregation successfully applied to the Courts to transfer the Trustee role to Mercy Partners. Since acquiring responsibility as Trustee for the Trust on 1 January 2019, Mercy Partners has approved grants that have supported Indigenous family services, health and community services for refugees, health initiatives for the wider community, along

with providing mental health counselling to College students in need in the wake of the COVID-19 pandemic.

Each year the Trustees review and approve grant applications received from the ministries of Mercy Partners.

list of charities that focus on homelessness, rural healthcare, human trafficking and the protection of animals and the environment.

Mercy Partners is responsible for administering funds to the list of grants and disbursements as defined in the Trust's Deed.



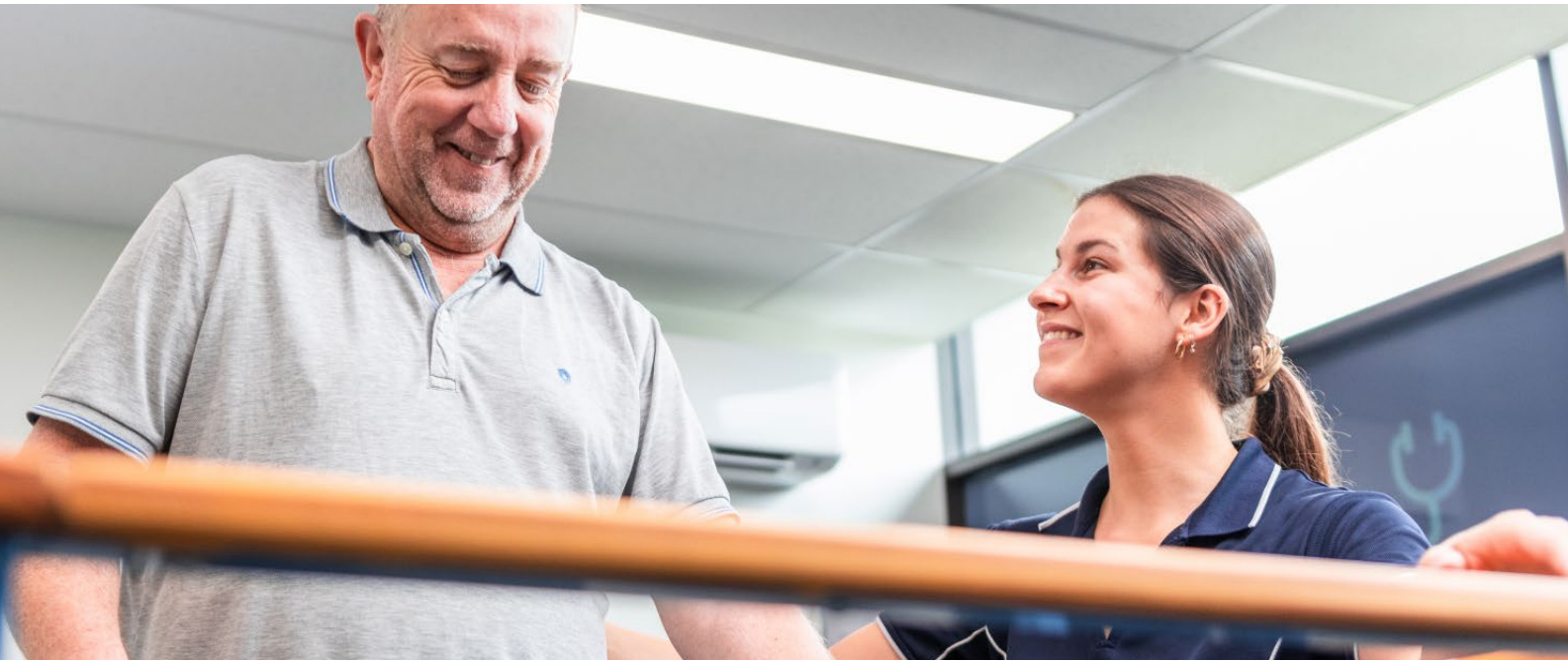
Nudgee Trust

The Nudgee Trust was established on 8 October 1869 by the Sisters of Mercy Brisbane Congregation 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.

Missionary Franciscan Sisters Trust

In 2023, the Board of Mercy Partners were appointed as the Trustee of the Missionary Franciscan Sisters Trust. This Trust was founded by the Institute of the Missionary Franciscan Sisters of the Immaculate Conception.





# Committees

The Board of Mercy Partners maintains four Committees: the Education Collaboration Committee, the Finance, Audit, Risk, and Insurance (FARI) Committee, the Formation Committee, and the Governance and Stewardship Fee Policy Review 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.

## Education Collaboration Committee

The Education Collaboration Committee was established in August 2023 under the authority of the Board of Mercy Partners. The membership of the Committee is made up of Mercy Partners Board Directors that have experience within the Education sector. The Committee is also able to elect to invite external individuals to join the Committee.

The Committee has been tasked with reviewing the current data collection by each of the education ministries of Mercy Partners in the following key areas:

- Workforce data
- Staff profiles
- Financial ratios
- Student outcome data, and
- Wellbeing data.

The Committee will engage with the relevant industry bodies and commissions. The Committee will also review the current mix of education ministries of Mercy Partners and

make recommendations as to the optional mix of school types and locations for the future growth of Mercy Partners education ministries.

The Education Collaboration Committee has commenced organising an Education Leaders Gathering in April 2024 which will include participation from the education ministries of Mercy Partners.

## Education Collaboration Committee Members



**Professor Lee Anne Perry AM**  
Committee Chair

Professor Lee Anne Perry AM is the inaugural Professor of Practice (Educational Leadership and Partnerships) at Queensland University of Technology (QUT). Prior to commencing in this role in February 2023, Professor Perry was the Executive Director (CEO) of the Queensland Catholic Education Commission (QCEC).

Professor Perry has had a longstanding involvement in school education as a teacher, school and system leader including over twenty-five years as a principal. During that time, Lee Anne held teaching and leadership roles at Mercy, Franciscan and Presentation schools.

Professor Perry has been a member of many state and national associations and committees concerned with school and higher education. She is currently a Director of the Australian Institute of Teaching and School Leadership (AITSL) and an Honorary Professor of the Australian Catholic University.

Professor Perry has been actively involved in many educational reviews including as a panellist for the Review to Achieve Educational Excellence in Australian Schools led by David Gonski AC, a member of the STEM Partnership Forum chaired by the Chief Scientist, Professor Alan Finkel AO, and a member of the Queensland Premier's Anti-Cyberbullying Taskforce.

Professor Perry is a passionate advocate for education from the early years to higher education, including vocational education and is particularly committed to supporting collaboration, partnerships and connections within and between education sectors and systems.



**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.



**Mr Kieran McCarthy**

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 Steven Rubic**

Mr Steven Rubic is a health care executive veteran and has held a number of CEO roles including the Healthscope hospital group, I-MED Radiology Network, St Vincent's and Mater Health Sydney and St Vincent's Private Hospital.

Mr Rubic is currently a Board Director at Healthscope and was the Chair of Monte Sant' Angelo Mercy College for nine years. He is a past Board Director of the Garvan Institute of Medical Research, the Chris O'Brien Lifehouse, the Macquarie University Council, the Plunkett Centre for Ethics and the NSW Private Hospitals Association. Mr Rubic has worked closely with Congregations, boards, industry bodies and private equity firms, has completed an MBA and is a Fellow of the AICD and Fellow of ACHSM. Mr Rubic brings to the Board a working knowledge of the NSW education system, Australian health care system and various government policy and approaches to these important sectors.



Finance, Audit, Risk, and Insurance (FARI) Committee

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

The Committee supported the Board of Mercy Partners throughout 2023 ensuring financial sustainability by providing advice on the policies, projects and investments. The Financial Statements for 2023 demonstrate the continued financial stability of Mercy Partners with a cash flow surplus. The audited financial statements confirm that Mercy Partners is able to meet its canonical and financial obligations.

The Committee met twice during 2023 and provided advice to the Board on a number of ongoing matters, analysis of ministry annual financial statements and recommendations regarding risk management, insurance and statutory compliance. Additionally, the Committee provided advice on the following to the Board in 2023.

Operational Risk Register

The FARI Committee reviewed and updated the Operational Risk Register for Mercy Partners in 2023. The Operational Risk Register includes potential risks impacting revenue, property, reputation, assets, IT and staff. As a result of this review, the Committee recommended to the Board that the Governance and Stewardship Fee Policy Review Committee be set up to review revenue streams.

Term Deposits

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 in order to support the wider Church and the initiatives they undertake. The Board of Mercy Partners in accordance with their Investment Policy resolved to support the Archdiocese Development Fund and invest their cash reserves with them.

Finalisation of Insurance Flood Claim

After 18 months since the original flood incident occurred, the flood rectification and mitigation works were finally completed to the Mercy Partners office. The finalisation of the insurance claim with Catholic Church Insurance was overseen by the FARI Committee.

Insurance Renewals

2023 saw the announcement that the insurer of Mercy Partners, Catholic Church Insurance had decided to voluntarily place the organisation into "run off" and wind down its operations at the end of the 2023 calendar year. As a result of this, Mercy Partners needed to go to market to secure new insurance coverage commencing 31 December 2023. The FARI Committee researched brokers and obtained quotes and then made the recommendation to the Mercy Partners Board to proceed with the new insurers.

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 the responsibility of Mercy Partners 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 2023 the FARI Committee continued with providing assistance and advice to the Board of Mercy Partners regarding the operation and administration of the Trust.

Missionary Franciscan Sisters Trust

Mercy Partners is the Trustee of the Missionary Franciscan Sisters Trust. The Trust supports the formation of mission leaders and spiritual leaders through Mercy Partners, along with providing funding to support charities that respond to international and Australian natural disasters and emergencies, provide support for refugees, bursaries to Franciscan schools, and a defined list of charities that focus on homelessness, rural healthcare, human trafficking and the protection of animals and the environment. Mercy Partners is responsible for administering funds to the list of grants and disbursements as defined in the Trust's Deed.

Throughout 2023 the FARI Committee provided assistance and advice to the Board of Mercy Partners regarding the operation and administration of the Missionary Franciscan Sisters Trust.



Finance, Audit, Risk, and Insurance (FARI) Committee Members

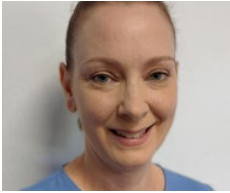


Mr Les Jones

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 ACSRf. 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

In 2023, Mercy Partners was active in providing formation opportunities for leaders (board directors, executive and key staff) as well as resources to support mission leadership in their ministries. The focus of formation initiatives in 2023 was Catholic Identity.

Formation opportunities offered were:

- Formation workshops – Leadership and Catholic Identity, presented in all ministries;
- Retreats – Focus Advent: A Very Franciscan Christmas – offered in all areas;
- Board Inductions – offered to all new ministry directors;
- Pilgrimage – Assisi, Dublin and Cork (September 2023) – 18 leaders cross the ministries;
- Formation Programs – Fratelli Tutti, Laudato Si and Catholic Social Teaching; and
- Charism intensives – Mercy, Presentation and Franciscan.



Focus Areas 2023

Mercy Partners focused on the following key areas:

- Support of Mission Leaders within ministries: Gatherings, visitation and resource development, mentoring and organisational strategic planning for mission.
- Conference Participation and Presentation: Mercy Partners has presented at a number of conference events in 2023 including: the Nagle Education Alliance (NEAA), the Australian Mercy Schools Association (AMSSA), Catholic Mission Conference (One Heart Many Voices) and the Goulburn Schools Association staff conference.
- Connection with the wider Church: Through participation on national and local mission committees (National Catholic Education Commission Faith Formation and Religious Education Committee (FFRE), the Australian Association of Ministerial Public Juridic Person Formation Committee (AMPJP), the Australian Catholic University Xavier Theological Foundation Reference Group, the Mission Leaders Community of Practice (MLCOP),

the Mercy Mission Formation Network (MMFN) and the Mercy Alliance. Mercy Partners also facilitates formation workshops for ministries outside of Mercy Partners including the Sisters of St Joseph, the Marist Fathers, St Vincent's Hospital and Diocesan Catholic Education offices. Local clergy and Bishops are invited to Mercy Partners events.

- Development of a Formation Institute: Mercy Partners has been active in initial discussions regarding the development of a national professional body of formators in Australia. Working in partnership with Catholic Mission Australia, Mercy Partners has co-hosted consultative meetings to look at how Catholic agencies in Australia can work more closely together for God's mission and the strengthening of Catholic identity across our diverse ministries.

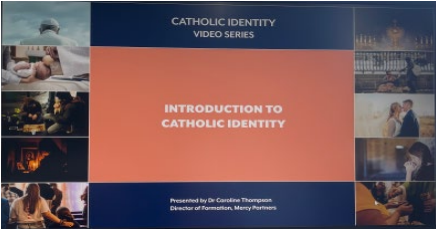
Formation Resources

Mercy Partners has continued to provide quality resources for all ministries.

- The charism resource books have been sold world-wide. The third in the series on the Franciscan charism will be launched in August 2024.
- The prayer resource on Fratelli Tutti was used across ministries in 2023 providing a prayer focus on Pope Francis' call for social friendship and content for ministry prayer and reflection. The prayer resources are also made available to the wider Catholic world. Other prayer sets include Laudato Si, Catholic Social Teaching, Corporal Works of Mercy, Spiritual Works of Mercy, Ancient Wisdom and Parables.



- The video resources on mission, Catholic Identity and Governance are used for leadership training and ongoing formation of board directors. They were updated in 2023 to reflect governance changes in Mercy Partners and an increase in ministries. They are available on the Mercy Partners Ministry Portal.



- The Partners in Mission resources have been revised and made available as e-resources for Mercy Partners ministry boards and leaders. The resources are available within the Mercy Partners Ministry Portal. The resources examine the nature of Public Juridic Persons in the Church, Canon Law, Reserve Powers, canonical and civil responsibilities of leaders and board directors, Mercy Partners' expectations of leaders and board directors within our ministries and leadership succession strategies.



- Fortnightly reflection - Mercy Moments continued to be published in 2023, providing material for leaders on key issues of Catholic Identity (our formation focus). The Lenten Moments focused on fasting using Pope Francis' A Church of Mercy, and the Advent Moments celebrated St Francis and the Christmas Crib on its 800th anniversary (these resources were complemented with retreat opportunities).

The decision in 2022 to change the provision of formation offered by Mercy Partners to a Formation by Request model has been very successful, with ministries aligning formation to their local needs and their own formation strategic plans. This has been especially evident in regional areas. This has seen a significant increase in the number of ministries accessing Mercy Partners formation services.

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 Catherine Bartolo AM

Ms Catherine Bartolo AM has worked in community services and education for more than 30 years. Ms Bartolo was the previous CEO of YFS Ltd, a community service organisation based in Logan (Brisbane). Catharine led the organisation to support vulnerable and disadvantaged people to build their independence and participation. Catharine's work has included addressing poverty, homelessness, domestic and family violence, child welfare, youth participation, unemployment and financial capacity.

In 2022 Ms Bartolo was awarded a Member of the Order of Australia for her significant service to youth, to social welfare, and to the community of Logan.

Ms Bartolo has held Board positions with Queensland Council of Social Service, Edmund Rice Flexi School Advisory Board and Logan Together as well as collaborative community leadership teams including the Logan City of Choice.



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.



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.



Formation Committee Members



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.

Governance and Stewardship Fee Policy Review Committee

The Governance and Stewardship Fee Policy Review Committee was established in August 2023 under the authority of the Board of Mercy Partners. The membership of the Committee is made up of Mercy Partners Board Directors. The Committee have been tasked with reviewing the Governance and Stewardship Fee Policy and make recommendations as to any changes that may need to be made to reflect current state and/or federal legislation regulations, trends and possible future ministries joining Mercy Partners.

The Committee will review the current methodology for the calculation of Governance and Stewardship Fees and make recommendations as to any changes that may need to be made to the methodology to reflect current state and/or federal legislation, regulations, trends, and possible future ministries joining Mercy Partners.

The Committee will consider and make recommendations for alternative methods of generating Governance and Stewardship Fees including but not limited to:

- Ownership and licensing of ministry brands.
- Ownership and leasing of ministry property.
- One off 'joining fee' to reflect a contribution to the establishment costs associated with the creation of the Mercy Partners PJP and civil operating entity.

- Cost recovery model including licensing fees for resources, services, travel and accommodation costs and share of Mercy Partners administrative costs.

The Committee will also review the current mix of ministry types and make recommendations as to the optional location of ministry types for the future growth of Mercy Partners.

The Governance and Stewardship Fee Policy Review Committee is due to report to the Board of Mercy Partners with their recommendations in 2024.

Governance and Stewardship Fee Policy Review 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.



Mrs Cheryl Caughley

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 PJPs across various industry sectors within the Catholic Church in Australia.



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.



Mrs Catherine Parker

Mercy Partners Stewards appointed Mrs Parker to Mercy Partners Board in September 2020. Mrs 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.

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



# Conclusion

Throughout 2023, Mercy Partners continued to serve the mission of the Church through sponsorship of its Aged Care, Community Services, 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.

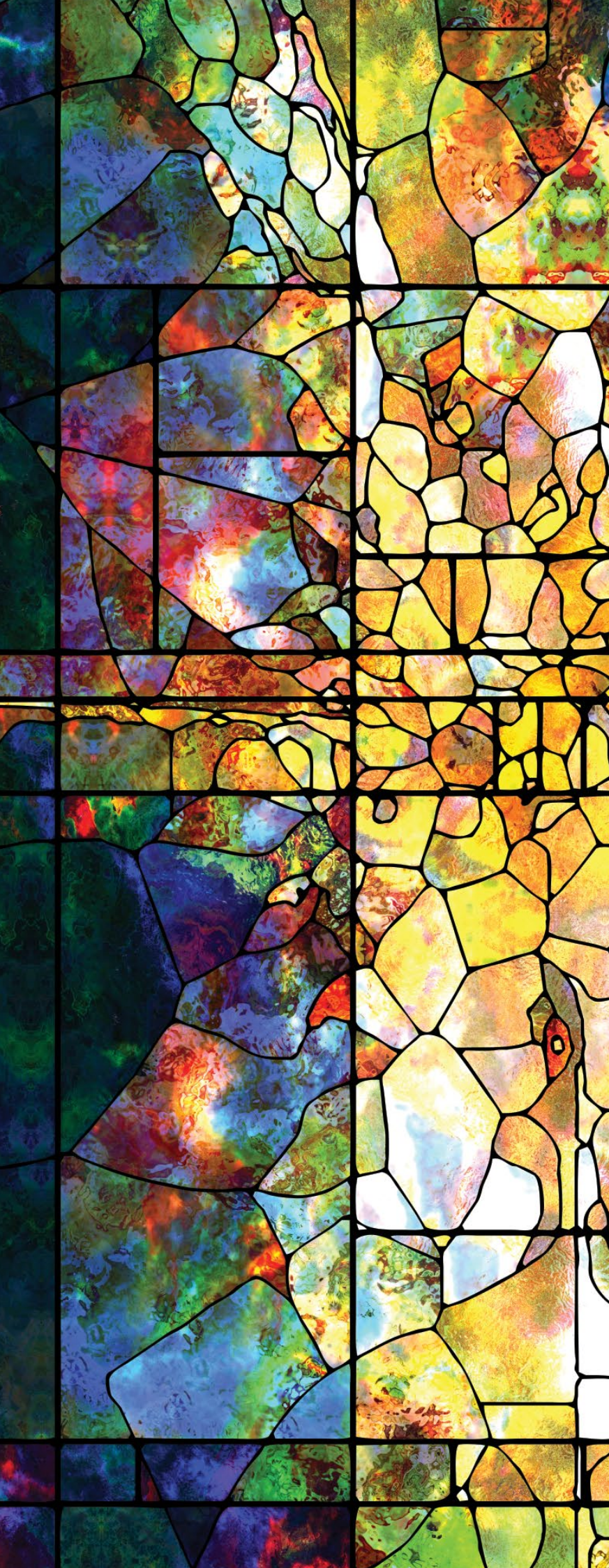
Mercy Partners continues to see steady growth and expansion within their ministries. The Board of Mercy Partners is aware of the responsibilities involved in the governance of ministries that have been transitioned from religious congregations and takes great care to ensure their Catholic identity is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



Significant milestones and events during 2023 included:

- Development of a sustainable formation model to support the development of new mission leaders as well and formation resources for ministries.
- The introduction of a new Formation by Request program whereas Mercy Partners works with the ministries to customise the formation program that supports each ministry's particular requirements including board formation workshops, induction sessions, mentoring and organisational strategic planning for mission.
- Revised and expanded the formation resource offering to ministries including videos on mission, Catholic identity and governance.
- Working with the wider Catholic community to establish a Formation Institute in collaboration with Catholic Mission.
- Review of the 2022 Strategic Priorities and development of the 2023-2025 Strategic Priorities.
- Appointment of three new Board Directors with expertise in social enterprise, education and health to expand the expertise of the Board to support the ministries.
- Established two new Mercy Partners Committees – the Education Collaboration Committee and the Governance and Stewardship Fee Policy Review Committee.
- Mercy Partners further committed to the Franciscan charism by being appointed as the Trustee of the Missionary Franciscan Sisters Trust.
- Facilitated sustainable and beneficial communities of practice through the Nudgee Trust and awards grants in accordance with the Trust Deed.
- Welcoming of Monte Sant' Angelo Mercy College as a ministry of Mercy Partners as a result of being transitioned from the Sisters of Mercy North Sydney.
- Built and maintained strong networking relationships with its ministries and participated in numerous Catholic communities to strengthen advocacy and the Catholic voice.
- Provided an opportunity to connect and collaborate with the Chairs at the Ministry Board Chairs Gathering.
- Launch of a Ministry Portal accessible via the Mercy Partners website for ministries to download key governance documents and formation resources.
- Collaborated with ministries to incorporate the tagline, "A Ministry of Mercy Partners" into all ministry corporate marketing and communications materials.
- Mercy Partners Board met with the Steward Representatives throughout the year to review and discuss their ongoing canonical responsibilities.
- Mercy Partners fostered relationships with Bishops and other Church agencies throughout 2023 and demonstrated its commitment to contribute to the wider mission of the Church in Australia.





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