

2025 Annual Ministry Planning Guide - Edition 2



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*Just as the founders of religious congregations responded to the needs
of their times with love, respect, compassion, and mercy,
we too are called in our age to respond.*

Welcome to the 2025 – 2nd Edition

Dear Ministries,

This year we are releasing an Edition 2 of our 2025 Annual Ministry Planning Guide.

Below is a summary of the updates included in this edition.

Grants Available

4.2 Nudgee Trust

- Note about the Nudgee Trust 2025 review.

Formation

3.3 2025 Formation Support

- Overview of Formation support available to ministries in 2025.

3.5 2025 Mercy Partners Formation Review

- Overview of the 2025 Formation Review.

Ministry Reporting Responsibilities

6.1 – Ministry Board Reports (Quarterly of Half Year Reports)

- A new reporting structure for ministries has been approved by the Mercy Partners Board and is detailed in this guide.
- An extension has been made to the due date of the July to December Half Year Report or October to December Quarterly Report is due (was February, now March).

6.3 – Ministry Update Presentations

- The Ministry Update Presentations have been restructured and replaced with regular meetings between the ministry Board Liaison from Mercy Partners and the ministry Chair.

Connect with Mercy Partners

8.2 – Board Liaisons

- Overview of the re-engineered Board Liaison role.

Finally, a friendly reminder that all referenced documents throughout our Annual Ministry Planning Guide are available within our Ministry Portal. Should you have misplaced your ministry login details, please reach out to our office on info@mercypartners.org.au.

Kind regards



Dr Ricki Jeffery
Chair – Mercy Partners

1. Introduction

Mercy Partners and their ministries work together for mutual benefit and the enhancement of mission.

Mercy Partners encourages open communication, close working relationships with the ministries and ensures appropriate support, oversight, and accountability is provided. To encourage these positive working relationships, this Annual Ministry Planning Guide has been developed as a quick reference guide on the following key areas:

- Mercy Partners Formation
- Grants Available to Ministries
- Board Approvals and Advice
- Ministry Reporting Responsibilities
- Marketing and Brand Support
- Connect with Mercy Partners

The Annual Ministry Planning Guide is updated annually and published on our Ministry Portal for each ministry to access.

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

Source: Mercy Partners Theological Framework

2. Ministry Portal

Mercy Partners has created an online Ministry Portal for the use of its ministries.

The Ministry Portal has been designed specifically for you (our ministries) and contains our Annual Ministry Planning Guide, all of the referenced policies, protocols and procedures, along with all the forms and templates. In addition, the Portal contains electronic copies of most of our Formation resources.

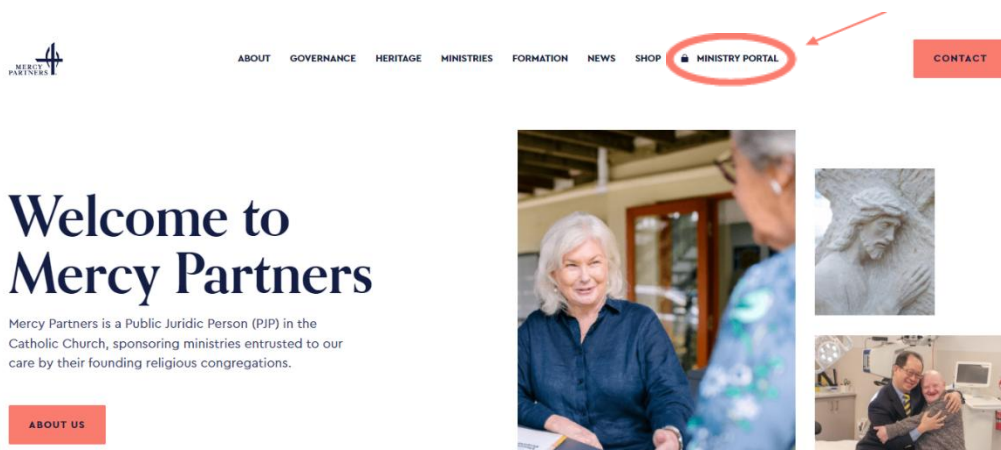
The Portal is able to be accessed 24/7 and contains the following key information areas:

- Formation Support
- Grants Available
- Board Approvals and Advice
- Ministry Reporting Responsibilities
- Marketing and Branding Support
- Connect with Mercy Partners

Please note that the information published within the Ministry Portal is generic and does not contain any specific information on individual ministries. The Portal is deemed to be commercial-in-confidence, so we ask that ministry staff do not share the published information to any unauthorised parties.

2.1 Access to the Portal

To access the Ministry Portal, navigate to www.mercypartners.org.au and click on the Ministry Portal link.



2.2 Ministry Portal Login Access

The Ministry Portal is only accessible to our ministries, their Board and staff. Login details have been provided to each ministry's Company Secretary/Business Manager.

If you are unable to obtain the login details from your ministry's Company Secretary/Business Manager, please email Mercy Partners at info@mercypartners.org.au to request access. When requesting access, please advise your name, position and ministry.

2.3 Ministry Portal Files

All of the 'further reading' materials referenced within this Guide are available within the Ministry Portal. The only exception to this is a copy of each ministry's Constitution which each ministry will keep on file.

3. Mercy Partners Formation

To fulfil its canonical responsibilities regarding the formation of leaders, Mercy Partners offers many formation opportunities for leaders (directors, executive and key staff) in its ministries.

3.1 Orientation and Induction for new Board Directors

Mercy Partners offers a variety of formation opportunities to support leaders (directors, executive and senior staff) in our ministries. Mercy Partners will contact each new leader to discuss individual formation needs, and to offer an induction program and provide an overview of resources available.

The induction consists of:

- an overview of the governance structure of Mercy Partners
- the functions of a PJP (Public Juridic Person) in the Church, and
- the canonical and civil responsibilities of Mercy Partners as a PJP.

3.2 Resources for Board Directors

Partners in Mission

Mercy Partners has developed a Partners in Mission series which outlines the canonical and civil responsibilities of both Mercy Partners and its ministry boards, as well as information on ecclesiastical goods, stable patrimony, reserve powers and succession planning. The series also contains references to Mercy Partners governance policies and Mercy Partners expectations of its ministry directors.

Further reading: [Partners in Mission: A Handbook for Leaders of Mercy Partners Ministries](#)

Prayer Resources

Mercy Partners produces Prayer Resources for use with leaders and staff in meetings and formation events. Sets of prayers with a 'how to' guide, an Acknowledgement of Country and multiple copies of each title are provided to ministries. The prayer resources available are:

- Parables
- Ancient Wisdom
- Laudato Si'
- Catholic Social Teaching
- The Corporal Works of Mercy
- The Spiritual Works of Mercy
- Fratelli Tutti
- Synodality

Mercy Partners Charism Books

The following Charism books have been produced by Mercy Partners and are available to leaders who wish to deepen their understanding of the founding charisms or to prepare for formation events.

- Keep the Lantern Burning (Presentation Charism)
- Be as Shining Lamps (Mercy Charism)
- Enflamed with God's love (Franciscan Charism)

Mercy, Lenten and Advent Moments

Mercy Partners produces fortnightly Mercy Moments and seasonal reflections (Lenten and Advent Moments) for leaders. To subscribe to our mailing list please complete the sign-up form: <http://eepurl.com/izBOlw>.

Ordering Formation Resources

All formation resources can be ordered through the Ministry Portal within the [Formation Support](#) area.

3.3 2025 Formation Support

As Mercy Partners reviews its Formation Directorate, the Ministries will be supported in 2025 in the following ways:

- Access to all resources and publications
- Induction for new Directors and new Executive staff
- Planned Ministry Board Formation with an agreed Formation consultant
- Connecting ministries to a preferred provider register of Formation consultants
- Direct support to ministries who do not have a Mission Lead
- Direct support for the ministry Mission Leads
- A register of external formation experiences available for Board Directors and Executive staff

During this transition time, Mercy Partners can assist with any formation queries or support for annual planning. Contact the Mercy Partners office or email formation@mercypartners.org.au.

3.4 Annual Formation Planning and Reporting

As part of a ministry's annual formation planning and reporting, they should:

- Ensure each new Board Member participates in Mercy Partners' induction.
- Establish an Annual Formation Plan for Directors
- Report on the Board's Formation as part of the agreed quarterly or half yearly reporting requirements.

Further reading: [Mercy Partners' Policy – Formation - Induction of Mercy Partners Leaders](#)

3.5 2025 Mercy Partners Formation Review

The 2025 Formation project aims to review our current Formation policy and framework, and to develop accountability structures through a reporting dashboard. The goal is to ensure that both the Mercy Partners PJP and the ministry Board fulfill their canonical obligations, without making the reporting process burdensome.

As we collaborate on this project, we will consult with you and welcome your feedback. During this interim phase, you are invited to continue using the current Formation framework or to plan formation that broadly aligns with the key areas: Mission, Catholic Identity, Personal Spirituality, and Governance.

CORE ELEMENTS

Board members, as part of their appointment, are required to engage with the four elements below during their tenure.

MISSION	PERSONAL SPIRITUALITY
<ul style="list-style-type: none"> M1. Scriptural foundations of God's mission M2. Leadership for mission within ministries M3. Charism and mission M4. Mission and the engagement of the Church with the contemporary world M5. Catholic social teaching as a guide to mission M6. Mission as a core element of strategic and organisational planning and development M7. Care for Earth: our common home M8. Partnership and inclusivity of Indigenous culture and wisdom M9. Synodality and God's mission 	<ul style="list-style-type: none"> S1. Spirituality of leadership S2. Leadership of a faith community S3. Charism through personal witness and action S4. Theological framework: partnership for mission S5. Theological reflection, prayer and worship S6. Development of nurturing and enabling communities S7. Touchstones of charisms: retreats and pilgrimages S8. Indigenous wisdom and spirituality S9. Synodal processes for reflection and discernment
CATHOLIC IDENTITY	GOVERNANCE
<ul style="list-style-type: none"> C1. Core elements of being Catholic C2. Personal and organisational actions to enhance Catholic identities C3. Catholic social teaching C4. Church history and tradition as guides for Catholic leadership C5. The theological foundation of mission and ministry C6. Church relationship, communion and lay leadership C7. Community which respects human dignity and the common good C8. Commitment to people in vulnerable communities C9. A Synodal Church for the future 	<ul style="list-style-type: none"> G1. Public Juridic Persons (PJPs) and their emerging importance in the Church G2. Civil and canonical governance responsibilities of Catholic boards and ministry leaders G3. Canon law as it applies to PJPs G4. Sponsorship and accountability G5. Partnership for mission within Mercy Partners and the wider Church G6. Stewardship of resources for mission G7. The pastoral dimension of ministry G8. Ethical decision making based on Gospel values G9. Synodal processes in governance and leadership



The building of partnerships cultivates diversity of gifts and charisms, embracing lay leadership and creatively responds to the changing needs of many ministries.

Mercy Partners Theological Framework, p.3

It is part of the responsibility of all Public Juridic Persons to provide formation opportunities for the leaders of the ministries they sponsor so that aspects of mission and charism will develop in response to future realities.

(Source: Wright 2015)

4. Grants Available to Ministries

4.1 Education and Sponsorship Protocol

Mercy Partners has an Education and Sponsorship Protocol that provides an overview of how Mercy Partners will support the staff of their ministries to actively pursue their formation education and development goals and responsibilities.

Mercy Partners Formation Program

Attendance at Mercy Partners formation programs is complimentary to ministries; however, we ask that the ministry fund any travel and accommodation expenses incurred with attendance at programs held outside the local area.

External Formation Programs

Mercy Partners also encourages ministry leaders (board directors, executives, and key staff) to attend external third-party formation education and development opportunities. Where possible such participation should form part of the ministry's staff professional development and education program and supporting budget. Where funding constraints are experienced by a ministry, Mercy Partners may consider an application to provide a level of support for external programs where a ministry is unable to fund all or part of the cost of attendance.

Further reading: [Mercy Partners Education and Sponsorship Protocol](#)
[Mercy Partners Education and Sponsorship Application Form](#)

4.2 Nudgee Trust

In early 2025, the Board of Mercy Partners in its capacity as the Trustee of the Nudgee Trust appointed a dedicated sub-committee to oversee the future operations of the Nudgee Trust. As a result of this, it has been agreed that the Committee will undertake a review of the operations of the Nudgee Trust to ensure that it is fulfilling its objects and is operating with 'best practice' systems and processes.

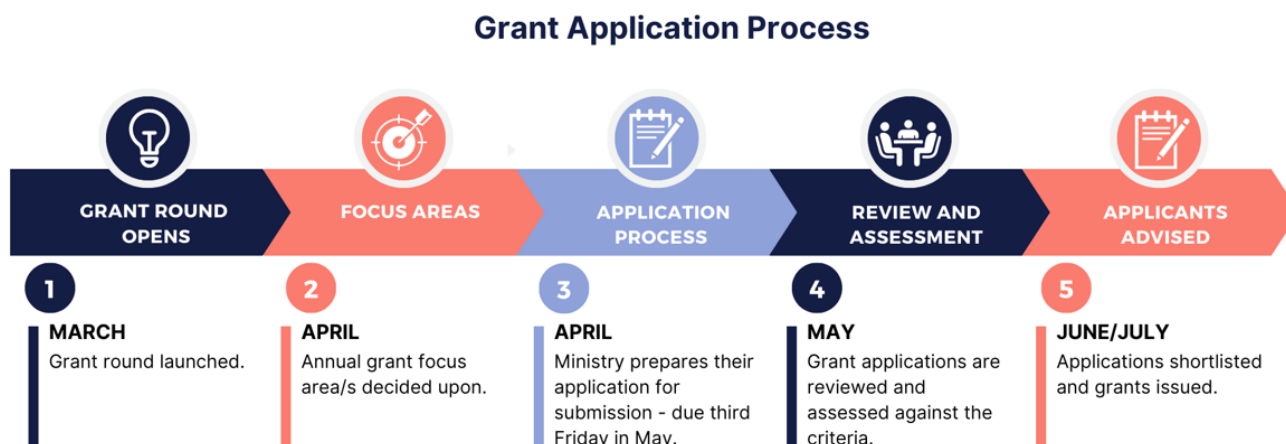
To ensure that the review can be as comprehensive as possible the Trustee has resolved not to accept any new grant applications for the 2025 calendar year. Any existing approved grants where funds have still yet to be drawn will, of course, be honoured.

We will be in contact with you later in the year to update you on any changes to the operations of the Nudgee Trust.

The Nudgee Trust 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.

The Nudgee Trust was established on 8 October 1869 and provides grants to ministries sponsored by Mercy Partners. 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 foundation on 1 January 2019, Mercy Partners has committed resources to support Indigenous family services, refugees and the vulnerable elderly.

Grant Application Process



To apply you will need to download the Disbursement Policy and Procedure which includes the grant application form. This document is available for download from the Mercy Partners [Ministry Portal](#).

Contact

For more information on the Nudgee Trust and their grants, please visit the Mercy Partners Ministry Portal or contact: Chris Townend on mobile 0404 821 772 or email nudgeetrust@mercypartners.org.au.

*The building of partnerships cultivates a diversity of gifts and charisms,
embracing lay leadership, and creativity responds to the
changing needs of many ministries.*

Source: Mercy Partners Theological Framework

5. Board Approvals and Advice

5.1 Meetings of the Member

Throughout the year, ministries will require the Mercy Partners Board, as the Member for each ministry, to undertake their Reserved Power. Such Reserved Powers include:

- Appointing and removing Directors of the Company.
- Appointing the Chair and Deputy Chair from time to time and setting their respective terms in office.
- To approve any long-term financial commitment by the Company whether secured or unsecured in excess of the limits set by the Member (Mercy Partners) from time to time.
- Approving the purchase or disposal of a property.
- Approving a ministry entering into a loan agreement and encumbering property.
- Amending the constitution of a ministry.
- Approving the appointment, engagement, and removal of Auditors of the Company.

Such requests will be tabled at the Board meetings as Meetings of the Member. To submit Meetings of the Member agenda items, please send agenda details and supporting paperwork to board@mercypartners.org.au.

Further reading: To review a comprehensive list of Reserved Powers, please refer to Section 9 – Reserved Powers of the Member (Mercy Partners) in your ministry's Constitution.

5.2 Board Meeting Schedule

The Mercy Partners Board meets regularly throughout the year as per the schedule below. There are no Board meetings scheduled in January and December each year.

The Mercy Partners Board requires time to discern requests from ministries and therefore we ask that papers are submitted in a timely manner to align with the submission deadline dates (below).

Deadline for Submissions	Board Meeting Date
Friday, 31 January 2025	Wednesday, 12 February 2025
Friday, 28 February 2025	Wednesday, 12 March 2025
Friday, 28 March 2025	Wednesday, 9 April 2025
Friday, 2 May 2025	Wednesday, 14 May 2025
Friday, 30 May 2025	Wednesday, 11 June 2025
Friday, 27 June 2025	Wednesday, 9 July 2025
Friday, 8 August 2025	Wednesday, 20 August 2025
Friday, 29 August 2025	Wednesday, 10 September 2025
Friday, 26 September 2025	Wednesday, 8 October 2025
Friday, 31 October 2025	Wednesday, 12 November 2025

5.3 Ministry Board Appointments and Approvals

As detailed in the Constitution of your ministry, each Board Director that is appointed or reappointed must be approved by the Mercy Partners Board for each term of their tenure. The ministry Company Secretary/Business Manager is responsible for obtaining the approval from the Mercy Partners Board.

The below table details the approval process for ministries to obtain approval of Board appointments or reappointments.

1 Identify the Need	Supporting Documentation*
<ul style="list-style-type: none"> Review the Board Skills Matrix and identify gaps that need to be filled. Source and in turn interview potential ministry Board Director candidates. Select a potential candidate based on gaps in the ministry's Board Skills Matrix. Be able to obtain a Directors ID through ASIC. <p>Note: Ministries are reminded that Directors of education ministries are not permitted to sit on the Board of a school in which their children attend.</p>	Board Skills Matrix template
2 Collate Documentation	
<ul style="list-style-type: none"> Discuss and agree with the potential ministry Board Director their tenure length and commencement date. Collate the following: <ul style="list-style-type: none"> Board Director's CV Mercy Partners Ministry Board Director Application Form (completed by the candidate) 	Ministry Board Member Application Form
3 Obtain Approval	
<ul style="list-style-type: none"> Ministry Board endorses the appointment of the proposed Board Director. 	
4 Submit Application to Mercy Partners	
<ul style="list-style-type: none"> The Ministry Chair writes to the Chair of Mercy Partners and seeks approval from the Board of Mercy Partners to appoint the recommended ministry Board Director. The letter should detail the process undertaken to recruit the candidate. Accompanying the letter should be: <ul style="list-style-type: none"> Ministry Board Director Application Form (Mercy Partners form) ensuring that the position and tenure term has been completed Board Director's CV Updated Board Skills Matrix (that includes both the existing Board along with the recommended new ministry Board Director) 	Ministry Board Member Application Form Board Skills Matrix template
5 Discernment	
<ul style="list-style-type: none"> The Board of Mercy Partners reviews and either approves or declines the appointment of the proposed ministry Board Director. 	
6 Notice of Approval of the Appointment	
<ul style="list-style-type: none"> Mercy Partners issues an appointment letter to the approved Board Director. This letter is copied to the ministry Chair and Company Secretary/Business Manager. Mercy Partners contacts the new appointee to arrange induction into Mercy Partners. 	

* Supporting documentation available through the [Ministry Portal](#).

Please refer to the Meetings of the Member and Board Meeting Schedule section (5.2 Board Meeting Schedule) in this Guide for deadline dates for submitting agenda items such as ministry Board Director approvals or reappointments.

Further reading: [Board Skills Matrix](#)
[Ministry Board Member Application Form](#)

Ministry Board Director Appointments

To assist the Board of Mercy Partners, discern proposed ministry Board appointments, ministries are required to ask the proposed Director to complete the Ministry Board Director Application form (available in the Ministry Portal).

Further reading: [Mercy Partners' Policy – Appointment, Reappointment, Resignation, and Removal of Directors](#)

Board Skills Matrix

Ministries are asked to submit an up-to-date Board Skills Matrix when requesting approval of a new ministry Board Director from Mercy Partners. The Board Skills Matrix should detail both the existing Board's skills along with the skills the new ministry Board Director.

To assist ministries with this, Mercy Partners has a Board Skills Matrix template available for use. This template can be customised to suit the ministry.

Support material: [Board Skills Matrix Template](#)

Ministry Board Resignations and Conclusions of Tenure

Ministries are asked to advise the Board of Mercy Partners should a ministry Board Director resign or end their tenure. Notice should be emailed to board@mercypartners.org.au.

Further reading: [Mercy Partners' Policy – Appointment, Reappointment, Resignation, and Removal of Directors](#)

Appointment of CEO/Principal

Should a ministry's CEO/Principal resign, the ministry is required to advise Mercy Partners. Notice should be emailed to board@mercypartners.org.au.

Ministries are also required to adhere to following:

Non-Education Ministries

- Mercy Partners would like to review the shortlist of candidates before interviews are scheduled. This will allow Mercy Partners to raise any concerns or queries they have with the shortlisted candidates before interviews are scheduled.
- Either a Mercy Partners Board Director or a representative of the Board is to sit on the interview panel for the shortlisted candidates.

Education Ministries

A guideline detailing the roles and responsibilities of both the education ministry and Mercy Partners has been developed to support the ministry Board with the appointment of a new principal.

Support material: [Guideline for the Appointment of a new Principal](#)

5.4 Stewardship Agreements

Each ministry Board Chair is required to execute a Stewardship Agreement between the ministry and Mercy Partners. The Agreement will have a five-year term and will outline the roles and responsibilities of both the ministry and Mercy Partners.

Questions on the Stewardship Agreements can be emailed through to info@mercypartners.org.au.

5.5 Stewardship/Service Delivery Fees

The ministry pays Stewardship/Service Delivery Fees to Mercy Partners for the provision of Stewardship services undertaken by Mercy Partners. Stewardship/Service Delivery Fee invoices are raised quarterly as per the below schedule.

Quarter	Month Invoice Issued In	Invoice Due Date
January – February - March	January	31 January 2025
April – May - June	April	30 April 2025
July – August - September	July	31 July 2025
October – November - December	October	31 October 2025

Remittance advice of stewardship/service delivery fee payments should be emailed to accounts@mercypartners.org.au.

5.6 Ministry Annual General Meetings (AGM)

The ministry will liaise with Mercy Partners to find a mutually suitable date to hold their Annual General Meeting (AGM) each year to allow a representative from the Mercy Partners Board to attend and chair the ministry's AGM.

Please submit suggested AGM dates, location and times to board@mercypartners.org.au. Upon receipt, availability will be checked with the Board and a Board member will be allocated to chair the AGM (usually the ministry Board Liaison). Confirmation of date, time and Board member availability will be advised to the ministry by Mercy Partners once all confirmed. Papers for the AGM meeting should be emailed to Mercy Partners seven days prior and following the meeting, the minutes for the AGM can be emailed to board@mercypartners.org.au.

Ministry Financial Statements

In preparation for your ministry's AGM, the ministry is required to provide Mercy Partners with the below information to assist Mercy Partners in reviewing the ministry's financial statements prior to the Annual General Meeting (AGM). The below information has been collated into a Ministry Financial Statements Memo Checklist to standardise the provision of information. This checklist can be downloaded from the [Ministry Portal](#).

- **Completed Financial Statements**
 - a. Signed Director's report
 - b. Signed Auditor's Independence Declaration
 - c. Signed Director's Declaration
 - d. Signed Independent audit report
 - e. Confirmation that the board has passed a resolution covering the financial statements.
- **Chair's Report and CEO/Principal's Report (as included in the ministry's Annual Report)**
- **Company's Auditor Report**
 - a. Confirmation that the Board or the relevant committee of the Board has met with the auditor and gone through the key findings in the audit clearance/close report.
 - b. Supply Mercy Partners Limited with a copy of the audit clearance/close report as required under auditing standards.
- **Reconciliation of Monthly Management Accounts to the Financial Statements**
 - a. Confirmation that the Board received a reconciliation between the monthly management accounts and the audited financial statements.
 - b. List of significant reconciling items.
- **Report by management to the Board on changes in the school's financial statements from the prior year**
 - a. Where such a financial snapshot analysis is prepared, please provide Mercy Partners Limited with a copy.
- **External Benchmarking Surveys**
 - a. Where the ministry has participated in an external benchmarking survey, please provide Mercy Partners Limited with a copy of the survey results.

The above information is required to be submitted to Mercy Partners no later than 14 days prior to your AGM. This timeline will allow the Mercy Partners Treasurer sufficient time to review your submitted information and contact the ministry should they have any queries prior to the AGM taking place.

Support material: [The Ministry Financial Statements Memo Checklist](#)

Conducting Ministry Annual General Meetings Procedures

Mercy Partners, as the canonical sponsor and civil Member of each ministry, has standards and expectations for the conduct of ministry AGMs.

When conducting their AGM, the ministry is required to undertake the following:

- Preparation of Special Purpose Financial Report and Auditor's Statement
- Declaration of the Directors
- Preparation of an Annual Report
- Preparation of a prayer
- Preparation and distribution of the formal meeting notice at least 21 days prior to the meeting.
- Preparation and distribution of the AGM agenda and supporting papers one week prior to the meeting.
- On receipt of the Special Purpose Financial Statement, the Treasurer of Mercy Partners/Mercy Partner Board may request responses to specific questions from the Company Secretary/Business Manager prior to or at the meeting.
- The ministry Chair invites the Auditor to attend the AGM.

Conduct of the meeting includes the following:

- The meeting is convened on the ministry company's premises.
- The nominated Mercy Partner Board Member is to Chair the meeting.
- The ministry Chair or nominee conducts the prayer.
- The ministry Chair presents the ministry's Annual Report and speaks to that report. The report includes ways in which the ministry has addressed its mission, Catholic identity and made progress towards their Strategic Plan.

These procedures are intended to assist the ministry Boards to prepare for and facilitate the conduct of the AGM.

After the AGM, the ministry Chair and Company Secretary/Business Manager complete all statutory requirements and attend to any matters raised by Mercy Partners.

5.7 Updates to Ministry Board Director Contact Details

Should a ministry Board Director's contact details change, please remember to update Mercy Partners. Updates to Board Director contact details can be emailed to board@mercypartners.org.au.

6. Ministry Reporting Responsibilities

6.1 Ministry Board Reports (Quarterly or Half Yearly)

The reporting structure of the Quarterly or Half Yearly Report has been revised with a new structure being implemented. The reports are now to include the following:

- Report on formation activities undertaken by the Board and Leadership in the reporting period.
- Performance against Strategic Plan.
- Performance against Operational Plan.
- Performance against Financial Plan.
- Progress on Capital Projects.
- Identified risks in the operations of the ministry.
- Report on the progress of the ministry's Board succession planning.

The report should be no longer than six pages in total and the financials included in the report should be the most up to date monthly management accounts.

We appreciate there will be a transition time to the new reporting structure and therefore request that ministries ensure the new structure is used from July 2025 at the latest.

Each ministry submits regular reports (signed off by the ministry Chair) to Mercy Partners as per the schedule below.

Ministry	Reporting Timeframe	Reports Due
Education Ministries	January through to June	August
Education Ministries	July through to December	March
Health, Aged Care and Commercial Services Ministries	January through to March	May
Health, Aged Care and Commercial Services Ministries	April through to June	August
Health, Aged Care and Commercial Services Ministries	July through to September	November
Health, Aged Care and Commercial Services Ministries	October through to December	March

Ministry Board Reports should be submitted to board@mercypartners.org.au. Upon receipt of the reports, they will be tabled at the next Mercy Partners Board meeting.

6.2 Ministry Annual Reports

Each year the ministry will provide a copy of their Annual Report to Mercy Partners. Each ministry's Annual Report is tabled at the Board's meetings.

Ministry Annual Reports should be submitted to board@mercypartners.org.au.

Should your ministry require an editorial from the Mercy Partners for inclusion in the ministry's Annual Report, we ask that a minimum of two weeks' notice is provided in the instance where the ministry drafts the editorial, or one months' notice where Mercy Partners is required to write the editorial.

Requests for Annual Report editorials should be submitted to board@mercypartners.org.au.

6.3 Ministry Update Presentations

In early 2025 the Board of Mercy Partners decided to restructure the Ministry Update Presentations.

Going forward, the Ministry Update Presentations will be replaced by regular meetings (either in person or online) between the Ministry Board Chair and the Mercy Partners Ministry Board Liaison. These meetings will discuss the ministry's Quarterly or Half Yearly Reports. A summary of these discussions will be reported back to the Mercy Partners Board at their regular Board meetings.

6.4 Ministry Board Meeting Minutes

The ministry will provide Mercy Partners with copies of their approved Board Meeting minutes, after each meeting once available. Ministry Board minutes are tabled at the Mercy Partners Board's meetings.

Approved Board Meeting minutes should be submitted to board@mercypartners.org.au.

The Ministry Board minutes should record what formation is undertaken at each meeting. Specifically, the Board of Mercy Partners would like the Board minutes to include what core element is undertaken from the below four formation quadrants.

CORE ELEMENTS

Board members, as part of their appointment, are required to engage with the four elements below during their tenure.

MISSION	PERSONAL SPIRITUALITY
M1. Scriptural foundations of God's mission M2. Leadership for mission within ministries M3. Charism and mission M4. Mission and the engagement of the Church with the contemporary world M5. Catholic social teaching as a guide to mission M6. Mission as a core element of strategic and organisational planning and development M7. Care for Earth: our common home M8. Partnership and inclusivity of Indigenous culture and wisdom M9. Synodality and God's mission	S1. Spirituality of leadership S2. Leadership of a faith community S3. Charism through personal witness and action S4. Theological framework: partnership for mission S5. Theological reflection, prayer and worship S6. Development of nurturing and enabling communities S7. Touchstones of charisms: retreats and pilgrimages S8. Indigenous wisdom and spirituality S9. Synodal processes for reflection and discernment
CATHOLIC IDENTITY	GOVERNANCE
C1. Core elements of being Catholic C2. Personal and organisational actions to enhance Catholic identities C3. Catholic social teaching C4. Church history and tradition as guides to Catholic leadership C5. The theological foundation of mission and ministry C6. Church relationships, communion and lay leadership C7. Community which respects human dignity and the common good C8. Commitment to people in vulnerable communities C9. A Synodal Church for the future	G1. Public Juridic Persons (PJPs) and their emerging importance in the Church G2. Civil and canonical governance responsibilities of Catholic boards and ministry leaders G3. Canon law as it applies to PJPs G4. Sponsorship and accountability G5. Partnership for mission within Mercy Partners and the wider Church G6. Stewardship of resources for mission G7. The pastoral dimension of ministry G8. Ethical decision making based on Gospel values G9. Synodal processes in governance and leadership

6.5 National Redress Scheme

Mercy Partners is the Authorised Administrative Representative under the National Redress Scheme for some of their existing ministries. An Authorised Administrative Representative is the first point of call from the Scheme should a claim be received. The Authorised Administrative Representative then liaises with the ministry directly regarding the claim.

For new ministries, there is the option to appoint Mercy Partners as their Authorised Administrative Representative. However, it should be noted that the ministry would need to be re-declared should they wish to appoint Mercy Partners as their Authorised Administrative Representative, which may take the Scheme several years to re-declare.

6.6 Reporting of Media Incidents

The Board of Mercy Partners expects ministries to ensure incidents likely to be reported in the media or picked up by the media, which would impact the reputation of Mercy Partners in any way, are reported to Mercy Partners in a timely manner. This includes any positive or defamatory publicity.

Ministries are to advise the Mercy Partners Chair and CEO in writing to board@mercypartners.org.au in advance of any publicity.

Incidents may include but are not limited to:

- Accusations of impropriety such as harassment
- Discrimination
- Financial or legal misconduct
- Similar complaints.

6.7 Safeguarding

Mercy Partners is committed to creating and maintaining environments that support the safety, wellbeing, and participation of all people.

Mercy Partners' ministries have a responsibility to safeguard children and at-risk adults through promoting their welfare, health and development in a safe and caring environment that supports their best interests and prevents abuse.

The ministry will report to the CEO of Mercy Partners, in a timely manner, any significant incidents involving the safeguarding of children and vulnerable adults.

Further reading: [Mercy Partners' Protocol – Safeguarding Children and Adults Protocol](#)

*Just as the founders of religious congregations responded
to the needs of their times with love, respect, compassion, and mercy,
we too are called in our age to respond.*

Source: Mercy Partners Theological Framework

7. Marketing and Brand Support

Mercy Partners is connected with each ministry through their story and identity, and it is critical for this to be reflected in all marketing and communications materials.

A unified and consistent approach to describing and acknowledging the relationship between the ministries and Mercy Partners is integral. This can be undertaken through the use of a tagline acknowledgement and relationship descriptor.

7.1 Tagline Acknowledgement

In line with your Mercy Partners' Stewardship Agreement, ministries are required to publicly acknowledge their connection to Mercy Partners through the inclusion of a tagline **A Ministry of Mercy Partners**. This tagline should be included on such things as:

Digital

- Website – including the Relationship Descriptor (refer to the Relationship Descriptors section in this Guide for details)
- E-signatures

Marketing Materials

- Letterhead
- Newsletters
- Brochures including your Annual Report
- Other publicly facing documents
- Media release templates
- Formal event invitations templates
- Job advertisements.

Branding Material

- Ministry logo (tagline) – this is optional (refer to the Mercy Partners Logo Usage section in this Guide for details)

The positioning of the tagline on the above items is at the discretion of each ministry so that it aligns with its own branding requirements.

In addition, ministries are welcome to include the tagline on other branded items.

Tagline Artwork Approval

To ensure the tagline is implemented correctly, ministries are asked to submit draft artwork incorporating the tagline for Mercy Partners to review and approve.

Approval requests should be emailed through to info@mercypartners.org.au.

7.2 Relationship Descriptors

To assist with describing the relationship between ministries and Mercy Partners, the below acknowledgment can be used. This should be used on ministry websites (the suggested location is the ministry's About or History pages of their website), in brochures etc.

When using this acknowledgement on the ministry's website, it is recommended that ministries link their website to the Mercy Partners website (www.mercypartners.org.au).

Below is the relationship descriptor that needs to be updated with the ministry's name, original Congregation/Order owner name and transition date.

<insert ministry name> is under the canonical sponsorship and civil ownership of Mercy Partners. The ministry was entrusted to Mercy Partners by the <insert Congregation/Order name> on <insert transition date >.

The Mercy Partners ministerial PJP assumes the role of the canonical sponsor of <insert ministry name>. The civil relationship is that Mercy Partners Limited is the sole Member of the organisation that operates the ministry. The day-to-day operations of the <insert ministry name> remains under the governance of their board.

Mercy Partners commits to ensure that their ministries flourish as Catholic ministries that contribute to the emergence of a world where the healing, liberating and life-giving mercy of God is experienced.

7.3 Mercy Partners Logo

Ministries of Mercy Partners are able to use the Mercy Partners logo. Mercy Partners also encourages the public identification of the ministry's link with Mercy Partners through the inclusion of a tagline into the ministry's logo.

To request use of the Mercy Partners logo, please provide details of how the logo will be used along with supporting artwork (if available). Once received, Mercy Partners will review the request and provide approval. Such logo use requests should be emailed to info@mercypartners.org.au.

7.4 Acknowledgement in the Official Directory of the Catholic Church in Australia

Ministries are required to ensure that their services are listed under their correct name within The Official Directory of the Catholic Church in Australia. The Directory is updated annually.

The ministries should also include Mercy Partners as the 'Parent Body' and not as the Governing Authority.

Access: [The Official Directory of the Catholic Church in Australia](#)

8. Connect with Mercy Partners

8.1 Communication Protocols

The following Communication Protocols will assist ministries with connecting with Mercy Partners. All listed email accounts are regularly monitored.

For any urgent matters, please call the Mercy Partners office on 07 3267 5840.

Business Area	Contact Email
Approvals and Reporting Including applications for Board Directors, renewal or resignations, submission of Half Year/Quarterly Ministry Reports, Board minutes and general correspondence with the Mercy Partners Board.	board@mercypartners.org.au
Invitations Including Ministry AGM and event invitations.	board@mercypartners.org.au
Formation Programs, Events and Resources To discuss your ministries formation program, available resources including videos, charism books and prayer resources etc.	formation@mercypartners.org.au
Accounts Including Stewardship/Service Delivery Fee invoice enquiries and account queries.	accounts@mercypartners.org.au
Marketing and Communications Including branding, website, and newsletter editorial submissions.	info@mercypartners.org.au
Annual Ministry Planning Guide Including any questions or feedback on our Annual Ministry Planning Guide.	info@mercypartners.org.au

8.2 Board Liaisons

It is important that each ministry builds a strong working relationship with the Board of Mercy Partners. To assist with this, each ministry has been allocated a Board Director as their Board Liaison.

The Board Liaisons have been allocated to ministries based upon their expertise, interests and sometimes geographic location.

The primary Board Liaison for each ministry will:

- Regular meetings (either in person or online) with the Ministry Board Chair.
- Review the ministry's Quarterly or Half Yearly Reports and Board's meeting minutes and raise any issues of concern or seek any clarification of matters with the ministry Board Chair.
- Report back to the wider Mercy Partners Board on the meetings and key highlights from the ministry's Quarterly or Half Year Reports.
- Chair the ministry's Annual General Meeting.
- Attend the ministry's key events.

The table below details the Board Liaisons that have been allocated to your ministry. Biographies on each of our Board Directors can be found on our [website](#).

Ministry	Industry	Board Liaison Officers
All Hallows' School	Education	Kieran McCarthy and Lee Anne Perry
Holy Cross Services	Social Enterprise	Cath Bartolo and Les Jones
Mater Misericordiae	Health	Les Jones and Cheryl Caughley
Mercy Community	Aged Care, NDIS	Cheryl Caughley and Cath Bartolo
Mercy Foundation	Social Enterprise	Jon Anderson and Patricia Bergin
Monte Sant' Angelo Mercy College	Education	Patricia Bergin and Kieran McCarthy
Mount Alvernia College	Education	Lee Anne Perry and Cath Parker
Our Lady of Mercy College Parramatta	Education	Patricia Bergin and Kieran McCarthy
St Patrick's College Townsville	Education	Lee Anne Perry and Cath Parker
St Rita's College	Education	Cheryl Caughley and Cath Bartolo
St Ursula's College	Education	Cath Parker, Cheryl Caughley
Whitefriars College	Education	Patricia Bergin and Cath Bartolo

Should a ministry wish to contact their Board Liaison, please forward communications through to board@mercypartners.org.au.

8.3 Ministry Events

The Mercy Partners Board recognise that ministries hold many events throughout the year. A list of key ministry events has been included below to assist ministries identify the type of celebrations that the Mercy Partners Board should be invited to attend.

- AGMs (which are chaired by Mercy Partners)
- Opening year masses
- An event towards the end of the year such as a Board Dinner
- Building openings
- Staff Awards (optional)
- Ad hoc events such as new Principal inductions

Ministries are not required to extend invitations to Mercy Partners to attend such events as:

- Student Speech/Awards nights/Presentation evenings
- Musicals
- Graduation celebrations
- Feast Day masses

We would ask that your event invitations be sent to board@mercypartners.org.au and not directly to Board Directors. Upon receipt of your event invitation the event will be added to our Board calendar and invitations emailed to the ministry's Mercy Partners Board Liaison. RSVPs will be collated and advised to the inviting ministry.

8.4 Key Ministry Contacts

In order to keep connected, please remember to update Mercy Partners should any key staff move on from your ministry. In particular, we ask that if there are any changes to your Company Secretary/Business Manager, please let us know. Key contact updates can be advised to Mercy Partners by emailing info@mercypartners.org.au.

8.5 Newsletters

Mercy Partners Newsletter

Mercy Partners is always on the lookout for positive stories from our ministries which could be included in our newsletter. Mercy Partners produces four newsletters a year that are distributed in March, June, September, and December. Ministries have a few options with regard to submitting stories for consideration and possible publication in the Mercy Partners Connected newsletter, details of which are below. Editorial submissions for the Mercy Partners newsletter can be sent to info@mercypartners.org.au.

Feature Stories

Ministries are welcome to submit feature stories for consideration into our quarterly newsletter. For feature editorials, they should be up to approximately 250-300 words and should be accompanied by several photos to support the editorial. In addition, ministries are welcome to include any web links that support their editorial or even copies of media releases that the editorial could be linked to.

Mission in Action Stories

Mercy Partners has launched a new 'good news' feature, Mission in Action, that features in each edition of our quarterly newsletter. Such stories should demonstrate the legacy of the ministry's founding Congregation/Order and how the mission continues to live on within the ministry in today's world. If you have any such stories, please send them to Mercy Partners at info@mercypartners.org.au.

Newsletter Submission Deadline Dates

Edition	Submission Deadline Date	Newsletter Distribution Date
Summer Edition	Friday, 21 February 2025	Monday, 3 March 2025
Autumn Edition	Friday, 23 May 2025	Monday, 2 June 2025
Winter Edition	Friday, 22 August 2025	Monday, 1 September 2025
Spring Edition	Friday, 21 November 2025	Monday, 1 December 2025

Subscribing

To receive the Mercy Partners newsletter, please email us at info@mercypartners.org.au and we will arrange to add you to our newsletter email distribution list.

Ministry Newsletters

Should your ministry produce a newsletter, Mercy Partners would be grateful if you could send us a copy. Newsletters should be sent to info@mercypartners.org.au.

8.6 Ministry Photography

Should you have any updated photographs of your ministry that you are able to share with Mercy Partners, we would love to use them to freshen up our website. Photographs may also feature in our Annual Report or other publications. Preferred format is jpg or png.

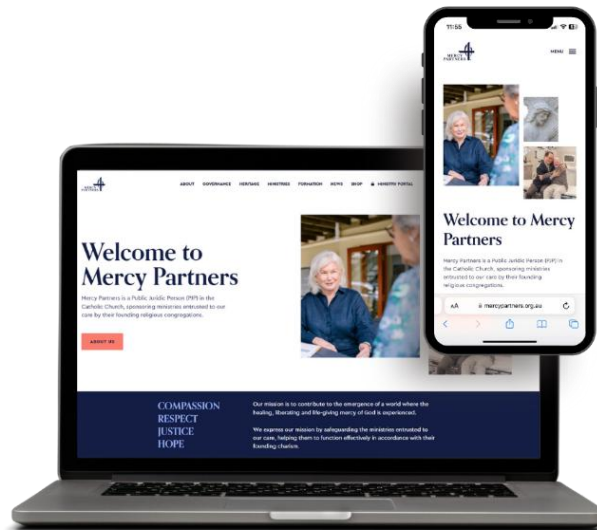
Please send through any new photography to info@mercypartners.org.au.

8.7 Mercy Partners Website and Social Media

Be sure to visit the Mercy Partners website that contains details about our formation resources and news items. You can now also follow us on Facebook and LinkedIn.

Website

www.mercypartners.org.au

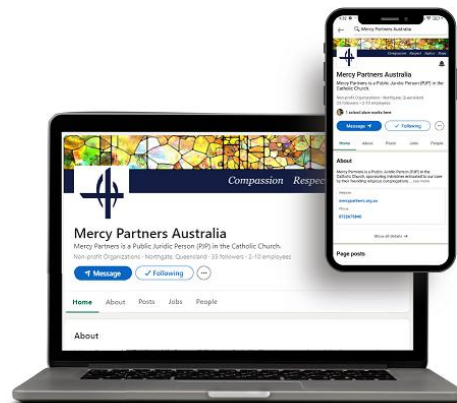


Facebook

www.facebook.com/mercypartnersaustralia

LinkedIn

www.linkedin.com/company/mercy-partners-australia



8.8 More Information

Should you require any further information on our Annual Ministry Planning Guide or any other component of Mercy Partners, please connect with Mercy Partners via the below email addresses and phone number as listed below.

Business Area	Contact Email
Approvals and Reporting	board@mercypartners.org.au
Ministry Event Invitations	board@mercypartners.org.au
Formation Programs, Events and Resources	formation@mercypartners.org.au
Account Queries	accounts@mercypartners.org.au
Marketing and Communications	info@mercypartners.org.au
General Enquiries	info@mercypartners.org.au

In addition, Mercy Partners can be contacted on phone **07 3267 5840**.

