



# Annual Ministry Planning Guide - 2026 Edition



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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.*

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# Welcome

Dear Ministries,

Welcome to our 2026 Edition of our Annual Ministry Planning Guide.

Below is an overview of the updates included in this edition.

## 3 - Formation

- This section has been completely updated to reflect the new Formation model and references the Ministry Board Formation for Mission Policy and Framework and clearly articulates the Formation responsibilities of Mercy Partners and each ministry Board.

## 4 - Grants Available

### 4.2 Nudgee Trust

- As a result of the 2025 Nudgee Trust review, a dedicated Nudgee Trust microsite hosted within Mercy Partners Ministry Portal has been developed.
- A new online grant application process has been introduced and includes a theory of change framework.

## 5 – Board Approvals and Advice

### 5.3 - Ministry Board Appointments and Approvals

- Introduction of a Policy Guideline for Parent/Carer of Current Students as Directors of Education Ministries. (*applicable only to education ministries*).
- The Ministry Board Member Application has been updated to incorporate an acknowledgement that Ministry Board Members agree to disclose any potential conflicts of interest in relation to their role as a Director and to comply with the Australian Charities and Not-for-profit Commission (ACNC) Governance Standard 5 – Duties of Responsible Persons.

### 5.6 – Ministry Annual General Meetings

- Mercy Partners requests that the 1<sup>st</sup> draft of the audit clearance/close report is provided to Mercy Partners to allow our Treasurer sufficient time to review the report and contact the ministry with any queries prior to the AGM taking place.

## 6 - Ministry Reporting Responsibilities

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

- Introduction of the new Financial Reporting template.
- Introduction of the new Formation Reporting template.

### 6.8 Board Meeting Dates

- Ministries are requested to provide Mercy Partners with a list of their Board meeting dates each year. This will be used to assist with the planning and scheduling of Mercy Partners induction sessions and visits to ministries.

## 8 - Connect with Mercy Partners

### 8.3 – Ministry Events

- Introduction of Acknowledging Mercy Partners at major ministry events.

A quick reminder: All documents referenced in the Annual Ministry Planning Guide are readily available on the Ministry Portal. If you've misplaced your ministry login details, please contact our office at [info@mercypartners.org.au](mailto:info@mercypartners.org.au) and we'll be happy to assist.

Kind regards



Dr Ricki Jeffery  
Chair – Mercy Partners

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# 1. Introduction

Mercy Partners and its ministries collaborate to strengthen their shared mission and achieve mutual benefit.

Mercy Partners fosters open communication and close working relationships with ministries, ensuring they receive appropriate support, oversight, and accountability. To promote these positive partnerships, the Annual Ministry Planning Guide has been developed as a quick reference resource covering the following key areas:

- Mercy Partners Formation
- Available Grants for Ministries
- Board Approvals and Advisory Processes
- Ministry Reporting Requirements
- Marketing and Brand Support
- Connecting with Mercy Partners

This guide is reviewed and updated annually and is published on the Ministry Portal for easy access by all ministries.

*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

# 1. 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.

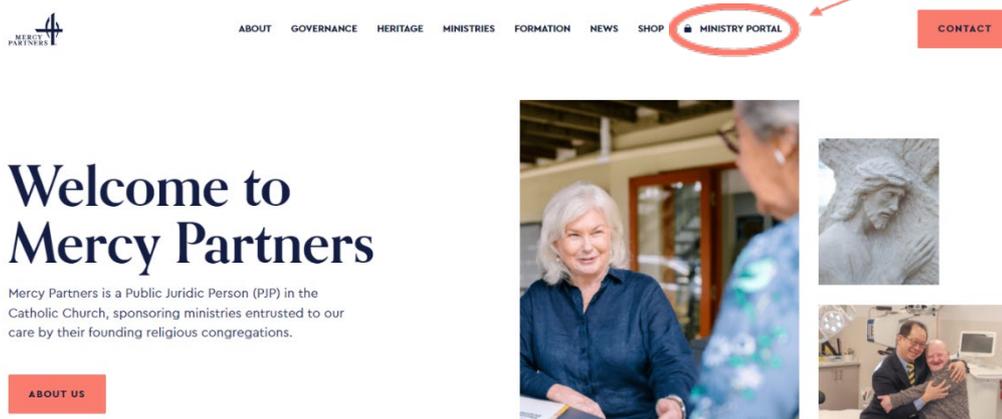
The Portal can be accessed 24/7 and contains the following key information areas:

- 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](http://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](mailto: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.

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## 2. Formation

To fulfil its canonical responsibilities regarding leadership Formation, Mercy Partners provides Formation opportunities for key leaders, including Ministry Board Directors, Chief Executive Officers, Principals, and Mission Leaders, within its ministries.

*Further reading: [Responsibilities for Mercy Partners' Ministries Procedure](#)*

### 3.1 Ministry Board Formation for Mission Policy and Framework

Please refer to the Ministry Board Formation for Mission Policy and Framework for further details. This document outlines:

- Mercy Partners definition of formation, focusing on the communal rather than the individual experience.
- Formation responsibilities for ministry Boards and Mercy Partners.
- Formation principles.
- The Formation for Mission Framework.
- The ministry Board Formation reporting template.

*Further reading: [Ministry Board Formation for Mission Policy and Framework](#)*

### 3.2 Formation for Mission Framework

The Domains within Mercy Partners Formation Framework for Ministry Boards is detailed below.

|  |   |
|--|---|
| <b>Mission</b>                                 | Understanding of and alignment of the mission of Mercy Partners to the Ministry, with a personal expression of mission. |
| <b>Spirituality and Theological Reflection</b> | Engaging in personal and communal prayer, discernment using synodal processes, and theological reflection.              |
| <b>Catholic Thought and Context</b>            | Understanding of scripture, Catholic doctrine, practice, and Catholic social teaching within relevant contexts.         |
| <b>Leadership and Governance</b>               | Demonstrating competency in leadership and governance roles.  |
| <b>Ministry Context</b>                        | Maintaining knowledge and experience of Mercy Partners' ministry context.   |
| <b>Human Relations</b>                         | Respecting the dignity and diversity of all people and stakeholders.  |

Appendix One of the Framework provides examples of the formation areas covered within each domain.

### 3.3 Formation for Mission Planning

Ministry Boards assess their Formation needs based on the above framework and develop an annual Formation Plan. It is anticipated that all domains will be addressed over a three- to five-year timeframe.

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## 3.4 Formation Governance – Formation Responsibilities

The Mercy Partners Canonical Statutes and Constitution, along with the ministry Board Constitutions, outline the Formation responsibilities of both Mercy Partners and the ministry Boards.

| Mercy Partners PJP Responsibilities   | Ministry Board Responsibilities   |
|---|---|
| Ensure that ministries operate within the teachings and laws of the Catholic Church.                                    | Ensure that Catholic Social Teaching, Scripture, Theology, and the founding charism are reflected within the Board and across the organisation.   |
| Confirm that the charisms and traditions of the founding religious congregations/orders continue within the ministries. | Lead the ministry's charism and heritage Formation.   |
| Lead the delivery of Catholic Identity Formation to support ministry Boards, CEOs, and Principals.                      | Establish an annual Formation Plan for Directors using the Formation for Mission Framework as a guide.  |
| Ensure that the Mercy Partners Board undertakes Formation based on its Formation for Mission Framework and Plan.        | Report ministry Board Formation to Mercy Partners on a six-monthly basis using the current reporting template (available in the Ministry Portal). |
| Report the Formation of the ministry Boards and the Mercy Partners Board to the Holy See.                               |   |

## 3.5 Ministry Board Catholic Identity Formation

Mercy Partners co-ordinates with each ministry the delivery of at least one Catholic Identity Formation session each year. The Mercy Partners office will liaise with ministries to schedule this session.

## 3.6 Mission Leaders

Mercy Partners supports Mission Leaders through:

- The annual Mission Leaders Gathering, providing opportunities for networking and shared learning.
- The sharing of information regarding external formation experiences.
- Access to Mercy Partners Formation resources.

For ministries without a dedicated Mission Leader, Mercy Partners provides assistance with Formation planning and delivery as required.

## 3.7 Orientation and Induction

All new ministry Board Directors, Chief Executive Officers, and Principals are expected to participate in a Mercy Partners Induction Session. The Mercy Partners office will liaise with ministries to schedule these sessions. The induction includes:

- An overview of the governance structure of Mercy Partners.
- The functions of a Public Juridic Person (PJP) within the Church.
- The canonical and civil responsibilities of Mercy Partners as a PJP.

An induction refresher session is offered every three years to all ministry Boards. The Mercy Partners Director of Formation provides induction for new Mission Leaders.

## 3.8 Resources for Board Directors and Mission Leaders

### Partners in Mission

Mercy Partners has developed the Partners in Mission series, which outlines the canonical and civil responsibilities of both Mercy Partners and its ministry Boards. It also provides information on ecclesiastical goods, stable patrimony, reserve powers, and succession planning.

The series includes references to Mercy Partners' governance policies and articulates Mercy Partners' expectations of ministry Directors.

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

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## Prayer Resources

Mercy Partners produces prayer resources for use with leaders and staff in meetings and formation events. Each set includes a “how to” guide, an Acknowledgement of Country, and multiple copies of each title. Available titles:

- 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, produced by Mercy Partners, support leaders in deepening their understanding of the founding charisms or preparing for formation events:

- Keep the Lantern Burning — Presentation Charism
- Be as Shining Lamps — Mercy Charism
- Enflamed with God’s Love — Franciscan Charism

## Mercy Moments

Mercy Partners produces monthly Mercy Moments reflections for leaders. To subscribe, please complete the sign-up [form](#).

## Ordering Formation Resources

All formation resources can be ordered through the Ministry Portal within the *Formation Support* area. For enquiries, contact the Mercy Partners Office on email: [formation@mercypartners.org.au](mailto:formation@mercypartners.org.au).

## 3.9 Formation Consultants

Mercy Partners engages a panel of Formation Consultants who assist with the delivery of Formation for ministry Boards and for ministries that do not have a Mission Leader.

Ministries may also engage these Consultants to support formation initiatives with their staff.

*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

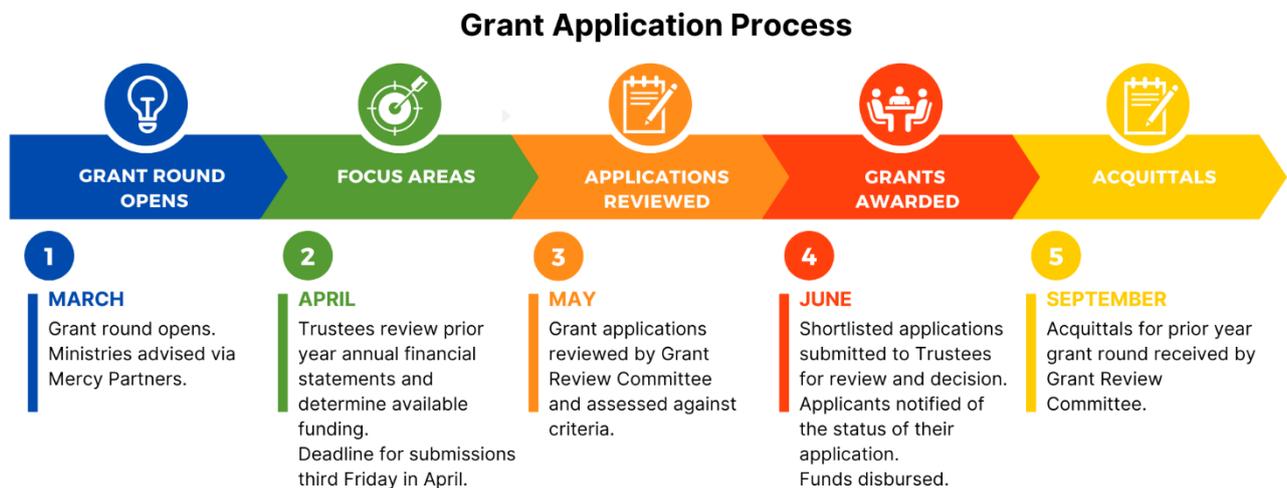
## 4.1 Nudgee Trust

The Nudgee Trust, established in 1869 and now entrusted to Mercy Partners, continues to provide financial support to our sponsored ministries through an annual grant round so they can deepen and extend their mission to those most in need. Since acquiring responsibility as Trustee for the foundation on 1 January 2019, Mercy Partners has distributed more than \$6 million in grants across diverse initiatives to support Indigenous family services, refugees and the vulnerable elderly.

From 2026, ministries will be able to apply through a dedicated Nudgee Trust microsite hosted within the Mercy Partners website. The microsite will include:

- clear information about the Trust’s purpose, governance, and funding cycle
- easy-to-navigate grant guidelines and FAQs
- online submission forms
- case studies showcasing previously funded initiatives.

### Grant Application Process



Key changes in 2026 include a stronger focus on impact using the theory of change framework. In addition, updated certification wording for Chair and CEO signatures ensures accountability without adding unnecessary paperwork. To apply you will need to access the microsite via the 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](mailto:nudgeetrust@mercypartners.org.au).

# 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 more than 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](mailto:board@mercypartners.org.au).

*Further reading: To review a comprehensive list of Reserved Powers, please refer to the 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. Please note that Board meetings are not scheduled in December and January each year so please consider this when submitting approval requests.

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          |
|------------------------------|-----------------------------|
| Wednesday, 28 January 2026   | Wednesday, 11 February 2026 |
| Wednesday, 25 February 2026  | Wednesday, 11 March 2026    |
| Wednesday, 25 March 2026     | Wednesday, 8 April 2026     |
| Wednesday, 29 April 2026     | Wednesday, 13 May 2026      |
| Wednesday, 27 May 2026       | Wednesday, 10 June 2026     |
| Wednesday, 24 June 2026      | Wednesday, 8 July 2026      |
| Wednesday, 5 August 2026     | Wednesday, 19 August 2026   |
| Wednesday, 26 August 2026    | Wednesday, 9 September 2026 |
| Wednesday, 30 September 2026 | Wednesday, 14 October 2026  |
| Wednesday, 28 October 2026   | Wednesday, 11 November 2026 |

## 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"> <li>Review the Board Skills Matrix and identify gaps that need to be filled.</li> <li>Source and in turn interview potential ministry Board Director candidates.</li> <li>Select a potential candidate based on gaps in the ministry's Board Skills Matrix.</li> <li>Ensure the candidate is able to obtain a Directors ID through ASIC.</li> </ul>  | Board Skills Matrix template   |
| 2 Collate Documentation   |  |
| <ul style="list-style-type: none"> <li>Discuss and agree with the potential ministry Board Director about their tenure length and commencement date.</li> <li>Collate the following:               <ul style="list-style-type: none"> <li>Board Director's CV</li> <li>Mercy Partners Ministry Board Director Application Form (completed by the candidate)</li> </ul> </li> </ul>  | Ministry Board Member Application Form                                     |
| 3 Obtain Approval   |  |
| <ul style="list-style-type: none"> <li>Ministry Board endorses the appointment of the proposed Board Director.</li> </ul>   |  |
| 4 Submit Application to Mercy Partners  |  |
| <ul style="list-style-type: none"> <li>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"> <li>Ministry Board Director Application Form (Mercy Partners form) ensuring that the position, start date and tenure term has been completed.</li> <li>Board Director's CV.</li> <li>Updated Board Skills Matrix (that includes both the existing Board along with the recommended new Ministry Board Director).</li> </ul> </li> </ul> | Ministry Board Member Application Form<br><br>Board Skills Matrix template |
| 5 Discernment   |  |
| <ul style="list-style-type: none"> <li>The Board of Mercy Partners reviews and either approves or declines the appointment of the proposed ministry Board Director.</li> </ul>  |  |
| 6 Notice of Approval of the Appointment   |  |
| <ul style="list-style-type: none"> <li>Mercy Partners issue an appointment letter to the approved Board Director. This letter is copied to the ministry Chair and Company Secretary/Business Manager.</li> <li>Mercy Partners contacts the new appointee to arrange induction into Mercy Partners.</li> </ul>   |  |

\* 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 deadlines for submitting agenda items such as Ministry Board Director approvals or reappointments.

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

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## 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).

*Please note that in September 2025, the Ministry Board Member Application Form was updated to incorporate an acknowledgement that Ministry Board Members agree to disclose any potential conflicts of interest in relation to their role as a Director and to comply with the Australian Charities and Not-for-profit Commission (ACNC) Governance Standard 5 – Duties of Responsible Persons.*

*Further reading: [Mercy Partners' Policy – Appointment, Reappointment, Resignation, and Removal of Directors Ministry Board Member Application Form](#)*

## Induction for new Board Directors

Each Ministry Board will undertake induction with Mercy Partners. The induction session will take place preferably face-to-face and will take a maximum of two hours. 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.

## Policy Guideline for Parent/Carer of Current Students as Directors of Education Ministries

Mercy Partners has introduced a Policy Guideline for Parents/Carers of current students as Directors of Education Ministries. This policy guideline has been introduced to provide a balance between the needs of the individual education ministries and that of Mercy Partners exercising good governance in relation to conflicts of interest and perceived conflicts of interest. The choice to appoint a current parent/carers is at the discretion of the Education ministry Board and is subject to the above-mentioned policy guideline.

*Further reading: [Mercy Partners' Policy Guideline - Parent/Carer of Current Students as Directors of Education Ministries](#)*

## 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 of 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](mailto:board@mercypartners.org.au). This notice will allow us to update our Ministry Board Tenures Register.

*Further reading: [Mercy Partners' Policy – Appointment, Reappointment, Resignation, and Re 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](mailto: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](mailto: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 2026  |
| April – May - June            | April                   | 30 April 2026    |
| July – August - September     | July                    | 31 July 2026     |
| October – November - December | October                 | 31 October 2026  |

Remittance advice of stewardship/service delivery fee payments should be emailed to [accounts@mercypartners.org.au](mailto: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](mailto:board@mercypartners.org.au). Upon receipt, availability will be checked with the Board, and a Board member will be nominated 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](mailto: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. *NB. Mercy Partners requests that the 1<sup>st</sup> draft of the audit clearance/close report is provided to Mercy Partners to allow sufficient time for our Treasurer to review the report and contact the ministry with any queries prior to the AGM.*
  - 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 for 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 being held 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 the 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](mailto:board@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

# 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 (using the new Formation Report template).\*
- Performance against Strategic Plan.
- Performance against Operational Plan.
- Performance against Financial Plan (Education ministries should use the new approved Financial Reporting template)
- Progress on Capital Projects.
- Identified risks in the operations of the ministry.
- Report on the progress of the ministry's Board succession planning.

\* Education and social justice ministries should include Formation reporting in their half-yearly reports. All other ministries are to submit their Formation reports as part of their Quarterly Reports for the quarters ending in June and December each year.

Support material: [Formation Report Template - Word File](#)  
[Financial Reporting Template - Excel File](#) (applicable only to Education ministries)

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 for the December 2025 report onwards.

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 and Social Justice Ministries   | January through to June     | August      |
| Education and Social Justice Ministries   | July through to December    | March       |
| Health, Aged Care, Community and Disability Services and Social Enterprise Ministries | January through to March    | May         |
| Health, Aged Care, Community and Disability Services and Social Enterprise Ministries | April through to June       | August      |
| Health, Aged Care, Community and Disability Services and Social Enterprise Ministries | July through to September   | November    |
| Health, Aged Care, Community and Disability Services and Social Enterprise Ministries | October through to December | March       |

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

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## 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](mailto:board@mercypartners.org.au).

Should your ministry require an editorial from 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 month's notice where Mercy Partners are required to write the editorial.

Requests for Annual Report editorials should be submitted to [board@mercypartners.org.au](mailto:board@mercypartners.org.au).

## 6.3 Ministry Board Chair and Board Liaison Meetings

In early 2025 Mercy Partners introduced regular meetings (either in person or online) between the Ministry Board Chair and the Mercy Partners Ministry Board Liaison. The purpose of these meetings is to 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](mailto: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 domain element undertaken.

## 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](mailto: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.

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## 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: [Safeguarding and Professional Standards Policy and Protocol](#)*

## 6.8 Board Meeting Dates

Ministries are requested to provide Mercy Partners with a list of their Board meeting dates each year. This will be used to assist with the planning and scheduling of Mercy Partners induction and Catholic Identity formation sessions and visits to ministries. Before any dates are confirmed, Mercy Partners will liaise with each ministry to ensure the proposed date works for all parties.

Please email your Board meeting dates each year through to [board@mercypartners.org.au](mailto:board@mercypartners.org.au).

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# 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 using 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 items 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](mailto: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](http://www.mercypartners.org.au)).

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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](mailto: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](#)*

*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

# 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                  |
|--|--------------------------------|
| <b>Approvals and Reporting</b><br>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     |
| <b>Invitations</b><br>Including Ministry AGM and event invitations.  | board@mercypartners.org.au     |
| <b>Formation Programs, Events and Resources</b><br>To discuss your ministries formation program, available resources including videos, charism books and prayer resources etc.   | formation@mercypartners.org.au |
| <b>Accounts</b><br>Including Stewardship/Service Delivery Fee invoice enquiries and account queries.   | accounts@mercypartners.org.au  |
| <b>Marketing and Communications</b><br>Including branding, website, and newsletter editorial submissions.  | info@mercypartners.org.au      |
| <b>Annual Ministry Planning Guide</b><br>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 a nominated Board Director as their Board Liaison.

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

The Board Liaison for each ministry will:

- Schedule 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 Justice    | 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 |
| Our Lady of Sion College             | Education         | Patricia Bergin and Jon Anderson    |
| 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](mailto: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](mailto: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.

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## Acknowledging Mercy Partners at Events

Ministries are asked to acknowledge Mercy Partners at their major events such as building openings etc. This acknowledgement should be in the form of:

- Use of the tagline “Ministry of Mercy Partners” on the event invitation or any other event promotional material.
- Acknowledgment of Mercy Partners in the event booklet (if produced).
- Acknowledgement of Mercy Partners in the welcome speech – acknowledging both Mercy Partners and the Mercy Partners representative attending the event.

Mercy Partners Ministry Board Liaisons should be invited to such events. The ministry is welcome to invite the Mercy Partners representative to undertake formalities such as presenting awards, leading the acknowledgement of country, formalities around building openings etc. Mercy Partners requests that prior notice of such requests is provided, and a briefing is provided to the Board Liaison.

## 8.4 Key Ministry Contacts

To keep connected, please remember to update Mercy Partners should any key staff move on from your ministry. We ask 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](mailto: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. Editorial submissions for the Mercy Partners newsletter can be sent to [info@mercypartners.org.au](mailto: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 includes in its Connected newsletter a Mission in Action feature. This feature is linked to a page within our website that features links to good news stories from each of our ministries. Such stories 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. The links to the good news stories are taken from the ministry’s Facebook or LinkedIn accounts.

#### Newsletter Submission Deadline Dates

| Edition        | Submission Deadline Date | Newsletter Distribution Date |
|----------------|--------------------------|------------------------------|
| Summer Edition | Friday, 20 February 2026 | Monday, 3 March 2026         |
| Autumn Edition | Friday, 22 May 2026      | Monday, 2 June 2026          |
| Winter Edition | Friday, 21 August 2026   | Tuesday, 1 September 2026    |
| Spring Edition | Friday, 20 November 2026 | Tuesday, 2 December 2026     |

#### Subscribing

To receive the Mercy Partners newsletter, please email us at [info@mercypartners.org.au](mailto: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](mailto: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 or use them in our other marketing material or publications. Preferred format is jpg or png.

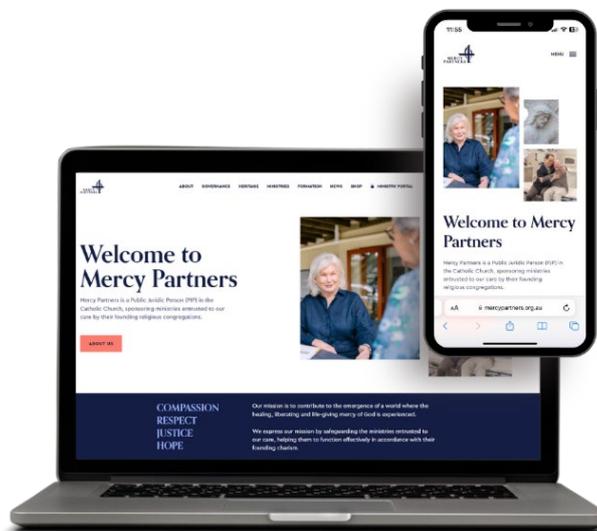
Please send through any new photography to [info@mercypartners.org.au](mailto:info@mercypartners.org.au).

## 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](http://www.mercypartners.org.au)

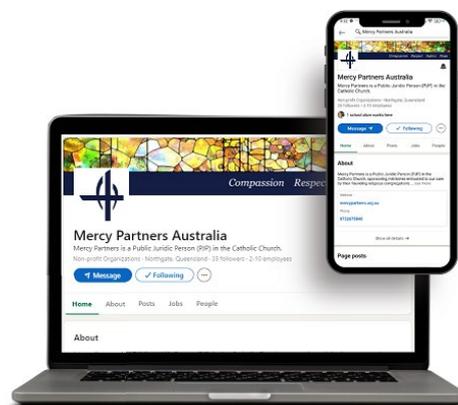
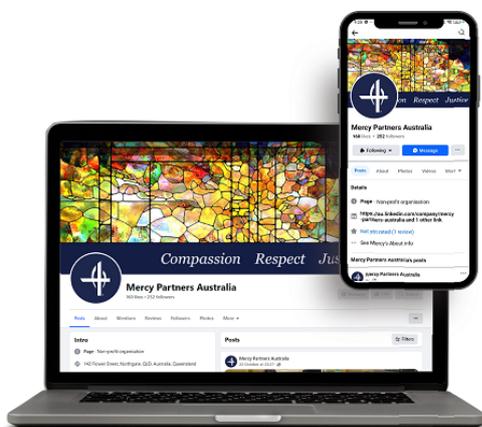


### Facebook

[www.facebook.com/mercypartnersaustralia](http://www.facebook.com/mercypartnersaustralia)

### LinkedIn

[www.linkedin.com/company/mercy-partners-australia](http://www.linkedin.com/company/mercy-partners-australia)



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## 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 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**.



**Mercy Partners Limited**  
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[www.mercypartners.org.au](http://www.mercypartners.org.au)