

McAuley Ministries

2017-2018 Annual Report



MCAULEY MINISTRIES
LIMITED

Introduction

While McAuley Ministries was established four years ago our origins lie at the heart of the Gospel message of Mercy and the vision of Catherine McAuley.

Established in July 2014, McAuley Ministries Limited (MML) holds the formerly unincorporated ministries which had been directly responsible to the Institute Leader. MML provides spiritual, pastoral, education and accommodation services within the mission of the Institute of Sisters of Mercy Australia and Papua New Guinea (ISMAPNG).

As part of its exercise of good governance, MML has given support to its ministries in a number of ways. These have included opportunities for professional development, facilitation of the development of appropriate structures for accountability and assistance in finding an appropriate governance “home” for new ministries.

True to the tradition of Mercy are the passion, dedication and commitment of our sisters, staff and volunteers who are the ‘face of mercy’ each day in their ministries. On behalf of the Board I thank you for all you do. The achievements in this report are a tribute to each of you.

Angela Jordan rsm
Chair

"We ought then have great confidence in God in the discharge of all these offices of Mercy, spiritual and corporal, which constitute the business of our lives."

Catherine McAuley



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McAuley Ministries

Our Mission¹

The Board of McAuley Ministries exercises governance for the formal non-incorporated ministries² of ISMAPNG.

The Board seeks to govern, empower and enable those ministries in the provision of excellent, professional services.

Our Vision³

The people and ministries in McAuley Ministries give expression to God's mission of mercy. The ministries enhance the quality of life of those who are served.

Sisters and lay people within MML serve with a strong sense of purpose, confident that they contribute to the larger reality of mercy mission.

Under the McAuley Ministries banner, sisters and partners in Mercy provide a wide range of services in the spirit of the Spiritual and Corporal Works of Mercy including:

- Ministering as educators, theologians, scripture scholars, liturgists, writers and publishers, poets, researchers, archivists, musicians, artists, bioethicists, environmentalists and ecologists, lawyers and advocates for justice.
- Providing counselling, psychological therapy, pastoral supervision, mediation, retreats and spiritual direction.
- Working in community development, and facilitation.
- Supporting rural communities.
- Offering hospitality in retreat, spirituality and heritage centres.
- Teaching music, speech and drama.



McAuley Ministries Ltd

VALUES

*"We should be shining lamps,
giving light to all around us"*

Catherine McAuley



Hospitality



Compassion



Justice



Excellence



Respect



Diversity

1. A mission explains the overall purpose of the organisation – what you do, for whom you do it and the benefit. A vision statement gives the picture of the preferred future.
2. MML uses the term formal non-incorporated ministries to distinguish the ministries in MML that offer a professional service, as separate from the many non-incorporated ministries of ISMAPNG.
3. A vision statement answers the question, "If the organisation fulfils its mission, what will the future look like?" In other words, the vision is a statement that describes how the future will look if the organisation meets its mission.

MML Ministries

At the end of June 2018, MML engaged **53** sisters, including the CEO, Denise Fox rsm on loan from Aotearoa New Zealand, and employed **43** staff in a total of **54** different ministries.

48 of the sisters are engaged in full or part-time individual mercy ministry, **one** manages a Centre which employs professional staff (music teachers) and **3** manage Centres where support staff are employed.

Of the employees, **one**, who manages a Centre, is full-time. The remaining **42** are part-time staff and include an Events and Marketing Co-ordinator, **7** music teachers and a wide range of support staff working in administration, guest services, or as cleaners or cooks.

There are, as well, volunteers who provide invaluable assistance on several sites.

These numbers fluctuate continually as sisters and/or Community Leaders seek to have a ministry included within MML or to discontinue their involvement in a particular ministry. In addition, staffing needs change at Retreat, Conference or Music Centres. During this financial year, **3** new ministries have joined MML and **4** have closed.

The majority of sisters in MML provide services on a part-time basis and some have additional ministry commitments to a variety of other ministries. Most work from Institute owned premises while a few work out of parish or other premises.

The MML Administration Office located at Stanmore is staffed by Denise Fox rsm, the Chief Executive Officer, who has accepted appointment until October 2020, her part-time Executive Assistant, Danielle Sutherland and the part-time Finance Officer, Barbra Parmaxidis.

Details of ministries are to be found in Appendix 3.



MML Appointments

Following the resignation of Kath Tierney rsm, Barbra Parmaxidis was appointed Company Secretary and Denise Fox rsm was appointed Public Officer.

LBW & Partners, Chartered Accountants and Business Advisors, were appointed in September 2017 to set up the Xero Accounting System and to act as consultants to Barbra Parmaxidis, who was appointed Finance Officer in November 2017.

The transition of financial management from ISMAPNG to MML was effective from January

1 2018. ShineWing was re-appointed Company Auditors for the 2017-2018 financial year.

Two sisters were appointed to managerial positions: Elizabeth Nicholls rsm to St Catherine's House of Hospitality Tuart Hill for three years, and Liz Callen rsm to Star of the Sea Apollo Bay for a further year.

Resignations were received from the Manager of Mercy Spirituality Centre Toronto and the Manager Formation and Projects Far North Queensland.

The ministry at the former was closed and the latter position

has not been filled in the light of the ongoing review of ISMAPNG Mission and Ministry and the stated intention of the ILT to build a comprehensive plan for formation across the Institute.

In response to changing circumstances, the Board has approved the appointment of a new Ministry Advisory Committee to Santa Casa Queenscliff and some changes to the membership of others.

(Appendix 2)

Indifference. It is when we say, 'That doesn't regard me; it's not my business; it's society's problem'. It is when we turn away from a brother or sister in need, when we change channels as soon as a disturbing question comes up, when we grow indignant at evil but do nothing about it. God will not ask us if we felt righteous indignation, but whether we did some good.

Pope Francis (2017), Homily for Mass of World Day of the Poor.

MML Board of Directors

Governance & Compliance



MML Directors: Kath Tierney rsm, Angela Jordan rsm (Chair), Gabriella Gresz rsm, Sharon Price rsm, Faith Jones rsm and Mrs Sheena Barber

ACHIEVEMENTS

The MML Board has met six times in the 2017–2018 year, four times at the Institute Centre in Stanmore, once at the Institute Office in Melbourne and once in Perth where MML has two ministries, St Catherine's House of Hospitality and Mercy Heritage Centre.

COMPLIANCE

All compliance requirements have been met, including timely notification to ASIC and ACNC as required.

Reports on Finance and Work Health and Safety included as regular meeting

agenda items and a rolling agenda ensure that Risk Management and Insurance, Legal Compliance, regular review of policies and the annual review of the Board have been addressed.

The Code of Conduct for MML was updated in 2018.

Risk management and safeguarding polices are firmly in place.

MML has contributed to Institute initiatives in the following ways:

- Participation in the One Mercy Mission Forum prior to the 2017 Institute Chapter and contribution to the Report from this

Forum to the Chapter.

- Participation in the 6 month pilot by the Institute to outsource inspection and reporting on Essential Safety Measures for ISMAPNG property. All sites used by MML were found to be fully compliant.
- Contribution to the Institute's response to the National Catholic Safeguarding Standards Consultation.
- Membership of the Planning Committee for the ILT's Governance Forum by the CEO.

The Board provides an annual budget to fund each of its ministries and its operations.

The ISMAPNG Governance Charter requires each Board of Directors to review its overall effectiveness every two years.

In February 2018, the Board used the following criteria identified by Margery Jackman in her presentation to the MML gathering in 2017 "Living our Mercy Charism Today" as the basis of its review:

Catherine McAuley's response to her world was characterised by:

- ✓ **God centred common sense**
- ✓ **Professional excellence**
- ✓ **Innovation (Risk Taking)**
- ✓ **Inclusivity**
- ✓ **Collaboration**

Outcomes of this review for the Board include the need to work towards succession planning for both Directors and the CEO, to develop ways of measuring the quality of service provided in each ministry, to remain aware of the local context out

of which tensions may arise from MML decisions and to remain open to risk taking.

Professional development of the Directors included site visits and relevant professional reading. One Director participated in the 2018 Institute Leadership pilgrimage.

ONGOING CHALLENGES

The identification and induction of additional Directors is a priority for the Board.

Ring the bells that
still can ring
Forget your perfect
offering
There is a crack,
a crack in everything
That's how the light
gets in

*Anthem
Leonard Cohen*

Achievements and Ongoing Challenges in the light of the MML Strategic Plan Goals (2017-2020)

1. The Board of MML assists ministries to deliver excellent services in a professional manner

ACHIEVEMENTS

- The MML Administration Office is professional in its dealings with MML ministries, sisters and employees. Staff members are prompt and helpful in responding to requests and inquiries. The newly appointed Finance Officer provides timely and focussed support.
- The CEO visits sites and maintains telephone and email communication.
- The Directors meet at least once each year at an interstate ministry.
- Requirements for compliance and accountability are in place for all sisters in ministry in MML including that they belong to professional associations related to their ministry, undertake regular professional supervision and that they report to the CEO on their ministry each six months. Each year this self-reporting has become more focussed and detailed.
- In addition all employees are required to engage in an annual performance appraisal.

The professionalism and enthusiasm of Managers of Centres has resulted in a growth in client numbers and services:

- Seville Mercy Conference Centre, St Catherine's House of Hospitality and Star of the Sea Guest House Apollo Bay all have marked increase in client numbers.
- Santa Casa Queenscliff has a plan to change the type of retreats they offer to better meet the needs of clients seeking opportunities other than six day retreats.

- Sacred Spaces Singleton is developing initiatives e.g. *Hair 101* for single dads and partnerships with the Army to respond to local needs.

ONGOING CHALLENGES

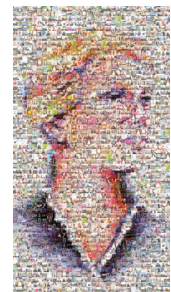
- A system for performance appraisal for each sister is to be developed.
- The introduction of client feedback in 2018-2019 will be an additional element in the appraisal of all ministries as will be feedback from sisters about the quality of the support they receive from MML administration staff.

2. Membership in MML encourages and supports sisters, employees and volunteers in their ministry, providing formation and professional development, and an understanding of the place of their ministries within ISMAPNG

ACHIEVEMENTS

2.1 Annual Gathering

The focus of the 2017 annual gathering was “Who are we becoming as MML” and contained elements that fostered identity and provided professional development. There was substantial input on Sustainability, Living our Mercy Charism and Opening up New Opportunities for Ministry. The programme included a Safeguarding/Professional Standards training component. The Riches to Share sessions that have become an invaluable and regular part of the gathering show just how much members can learn from each other.



2.2 Managers' Meetings

MML Managers met three times during the year (once by teleconference). Each meeting included a professional development component e.g. using the new finance system Xero, exploring the qualities of a good manager, strategic planning for each ministry in the context of the MML strategic plan, developing ways of evaluating client satisfaction of the services they offer. Equally, if not more important is the opportunity for networking and sharing of resources and skills.

2.3 Formation

The Managers of Centres provide formation in Mercy ethos to staff and volunteers.

2.4 Communication

- Regular MML Newsletters in the year are circulated to all in MML.
- *Mercy Matters* and *Just Mercy* were made available to all MML staff to assist in their understanding of ISMAPNG and the place of MML ministries within ISMAPNG.
- MML has a presence on the new ISMAPNG website.

ONGOING CHALLENGES

In the past few years, MML has made a valuable contribution to its ministries and to the Institute in regard to the exploration of what constitutes Mercy Ministry in today's world. There is, however, further work to be done in the context of the Mission Integration Unit being established by the Institute Leadership Team (ILT). Further refinement of the criteria for MML membership previously developed by the Directors will follow.

The establishment of processes for both the induction of new staff and ongoing professional development of staff in Mercy ethos is a priority. It is anticipated that a digital strategy will be achieved through collaboration between Fraynetwork and the CEOs of the Institute Companies.

A MML intranet linked to the Institute website is in the final stages of development and is expected to be operational before the end of 2018.

3. The Board of MML promotes the growth of MML by a proactive approach to the development of new formal non incorporated ministries

ACHIEVEMENTS

- The CEO has provided assistance to individual sisters to grow or enhance their ministries and has developed systems to welcome sisters who join MML.
- Where appropriate and as the need arises, the CEO has been actively engaged with the sisters and appropriate persons or groups in discerning the appropriate governance 'home' for emerging ministries.

ONGOING CHALLENGES

Further communication between MML and the ILT, Community Leaders and the ISMAPNG Mission Integration Unit will establish greater clarity regarding respective roles and the location of decision making round the establishment and nurture of new ministries and the inclusion of a new ministry in MML.

4. Evaluation and other processes enable each ministry to move through its life cycle in a way that is appropriate to the ministry and the people it serves

Ministries linked to a site

ACHIEVEMENTS

In the past twelve months there have been three significant developments relating to the life cycle of ministries:

4.1 Mercy Spirituality Centre, Toronto:

- A ministry review was conducted and the decision was made to continue the ministry while a religious was available to fill the role of Manager.
- The Manager subsequently resigned. As there were no applications from a religious for the position, the recommendation was made to the ILT that the ministry be discontinued.

4.2 St Catherine's House of Hospitality, Tuart Hill:

- A review of the ministry was conducted after the resignation of the Manager. The review indicated that the ministry is highly valued; subsequently a sister was appointed in this role.
- An application for a Lottery West grant to fund upgrading of the facilities was unsuccessful and the decision was made that only essential improvements be undertaken, funded by a small reserve held by the ministry.

4.3 Mercy Ministries Far North Queensland (MMFNQ):

- The Board had recommended to the previous Executive Leader: Mission and Ministry and to the ILT that the formation service offered by this ministry belonged more appropriately within the Ethos Team.
- Following the resignation of the MMFNQ Manager: Formation and Projects at the end of 2017, the decision was made by the Board not to appoint a replacement. When the Mission Integration Unit is in place it is anticipated that it will determine how best to meet the formation needs in Far North Queensland previously met by MMFNQ.
- Programmes have continued to be offered at Seville with the support of the staff of the MML Administration Office and the local community.
- Financial Support for MMFNQ projects has continued. These include Rosie's, Mercy Creek and coffee vouchers for Mercy Place as well as the local youth group REACH and Mt St Bernard's College activities.

In addition, MML has done all it can to help broker the shared ministry use of the sites used by Sacred Spaces in Singleton and Mercy Heritage Centre Perth.

ONGOING CHALLENGES

Mercy Heritage Centre Perth and Sacred Spaces Singleton

- Mercy Heritage Centre Perth and Sacred Spaces Singleton are two ministries with a heritage focus with both sites in need of significant capital works. They have been under the governance of MML while the Institute develops a heritage policy which will assist the ILT in the decisions around funding the major maintenance programmes on each location if ministry is to continue there. At present property maintenance on these sites is limited to necessary emergency and WH&S matters.
- Delays in decision-making in relation to both sites have meant ongoing expenses including staffing, property and insurance, for MML and ultimately for ISMAPNG.
- Discernment and decision-making about the appropriate future of a ministry are complex tasks with many factors at play, including emotional ties and strong local support, leading to the need for well-designed strategies for communication and management of local responses to change.

Financial viability is not the only issue in discerning the future of a ministry but it is a significant factor for the Board in determining the best way of using its resources.

Ministries of an individual sister or a small number of sisters

ACHIEVEMENTS

- There is a strong relationship of trust and openness between MML and the ILT and regular communication between the CEO and Community Leaders.
- The contribution of a sister who has decided to discontinue her ministry within MML is celebrated at a local gathering.

ONGOING CHALLENGES

- Drawing the ministry of a sister to a close and/or determining realistic options regarding the future of ministries which historically have relied on a sister for continuation are highly individual situations and require discernment and communication involving the CEO, the sister and other appropriate groups.

5. MML matures as an organisation

ACHIEVEMENTS

- The Board and the MML administration office staff have developed systems and good relationships internally and externally.
- Financial management is now undertaken by MML, where formerly the service was provided by ISMAPNG.
- MML has a strong identity within ISMAPNG and continues to use ISMAPNG systems and staff for Human Resources, Insurance, WH&S compliance and Property Management.

ONGOING CHALLENGES

Because of some overlap in respective areas of responsibility between different groups within ISMAPNG and MML when major decisions are to be made, there is need for:

- Further clarification in the area of governance and management responsibilities.
- Co-ordination and careful management of communication with all stakeholders.

MML Ministries



Achievements and Ongoing Challenges in the light of MML Objectives for 2017-2018 stated in the Annual Financial Report (2016–2017)

- 1. The main focus identified for action in the Financial Report year end June 30, 2018 was to develop further the identity and operation of MML as a separately incorporated ministry company in the area of financial management by:**

1.1 Working towards the financial sustainability of MML

ACHIEVEMENTS

The appointment of a Finance Officer to MML and the separation of MML's financial services from ISMAPNG have provided timely and detailed reporting to assist with future planning and to provide greater clarity about sources of funding, including donations from ISMAPNG and the income streams from ministries.

1.2. Identifying the upper limit of the subsidy by ISMAPNG for ministries and clarifying the length of time ISMAPNG is prepared to subsidise existing MML Ministries in the light of competing demands of other existing and emerging ministries

ACHIEVEMENTS

The budget for year ending 2019, based on the growing pool of information from the previous three years, will assist the individual ministries and MML in determining more accurately the level of funding required for each ministry.

ONGOING CHALLENGES

- MML will always require financial subsidy from ISMAPNG.
- The growing knowledge of income and expenditure and of the services provided will assist with sound decision-making in relation to the future of each ministry based on both the need for the service (mission values) and the funding required for a ministry.

The following table provides the approximate percentage subsidies provided by ISMAPNG to cover the operating costs of MML:

Year	Subsidy from ISMAPNG as % of Operating Costs
2015/2016	30%
2016/2017	30%
2017/2018	20%
2018/2019 (Budget)	30%

When comparing the subsidies across these years it is important to note the following:

- In the first 2 years there were major maintenance costs on ministry properties.
- In the 2018-2019 budget there are costs not incurred in prior years. The finance function that was previously managed by the ISMAPNG finance department is now managed and funded by MML directly.
- In 2018-2019 there are further scheduled property maintenance costs.
- Decisions about the subsidy of ministries and their future will be a task going forward and, in all cases, the final decisions rest with the Institute.
- The impact of delays in decision-making on financial outcomes for MML has been mentioned in section 4.1.

Significant Trends and Issues to be addressed

Work in Progress from previous years

Most of the points listed below have been elaborated under the Ongoing Challenges in the preceding sections of this report.

The focus and structure of the new Mission Integration Unit within ISMAPNG will provide a context for and have an impact on the ongoing work of previous years and particularly in the following:

1. Contemporary understanding of Mercy Ministry

The Board will continue to explore what constitutes Mercy Ministry in today's world and further refine the criteria developed by MML.

2. Emerging ministries

The Board will contribute to the growth of MML by encouraging the development of new formal non-incorporated ministries and working with appropriate groups to develop processes by which MML can be part of their nurture.

3. Exit strategies

Evaluation and other processes will enable each ministry to move through its life cycle in a way that is appropriate to the ministry and the people it serves.

3.1 Ministries linked to a site

MML will engage with the ILT and the Mission Integration Unit in discerning:

- The most appropriate future governance 'home' for ministries e.g. heritage centres

- The future of a ministry if the site is judged to be no longer available.
- The future of a ministry if there is no longer a sister available to manage it.
- MML will develop, in collaboration with the ILT and Community Leaders, processes to manage local responses to the closure of or major change to a ministry.

3.2 Ministry of an individual sister or a small number of sisters

MML will continue to engage with the ILT, the Mission Integration Unit and Community Leaders in discerning the need for and future of an individual sister's ministry when she is no longer to be involved in the ministry.

4. Best practice

The Board and Management of MML will model best practice in the governance of small ministries both of an individual sister and in Centres.

Issues Identified for action in 2018-2019

1. The Board and CEO will work within the processes for financial sustainability of ISMAPNG to identify and implement limits to the subsidy by ISMAPNG for individual MML ministries.
2. The Board will develop succession planning for the Directors and for the CEO by:
 - Collaboration with the Executive Officer Ministries to identify potential Directors.
 - Induction of New Directors.
 - Initiation of a Performance Review for the CEO role.

3. The Board will collaborate with the new Mission Integration Unit of ISMAPNG to clarify the place of MML in nurturing and supporting emerging ministry initiatives.
4. The CEO will develop systems for the performance appraisal for each sister and of evaluation of client satisfaction for each of the separate MML ministries.
5. The Board will foster the relationship between the Directors and the nominated ILT contact person.

Saint Bonaventure...pointed out that true Christian wisdom can never be separated from mercy towards our neighbour:

"The greatest possible wisdom to share fruitfully what we have to give....Even as mercy is the companion of wisdom, avarice is its enemy. There are activities that, united to contemplation, do not prevent the latter, but rather facilitate it, such as the works of mercy and devotion."

Acknowledgements

- The Board is grateful to retiring Director Kath Tierney rsm for her formative influence on the operation and ethos of the Board and for her generosity in sharing her expertise and the fruit of her rich experience especially in the area of financial management.
- The Board acknowledges with gratitude the ongoing interest in and support of the work of MML by the previous ILT and welcomes the newly appointed ILT.
- The Community Leaders have willingly and generously collaborated with the CEO in addressing practical issues as they arise with sisters and their ministries.
- MML has been well served by the ISMAPNG Operations Unit and in particular by Ian Hobbs its former Leader and David Penny the Executive Leader Professional Services. We have received helpful advice and ready assistance in Legal matters, Human Relations, Insurance, Property and Work Health and Safety, Communications and Technology. The Finance department has been generous and helpful in the establishment of MML's financial operations.
- The Board appreciates the ongoing open communication with Elaine Wainwright, Executive Leader: Mission and Ministry and looks forward to a productive relationship with the Mission Integration Unit.
- The Board gratefully acknowledges the work of Jonathan Campton in his role as Executive Officer Ministry Governance.
- Fraynetwork has added an additional creative dimension to the MML gatherings by developing, initially, the MML Faces of Mercy pull-up which has been centre stage each year, videos and most recently, the thought-provoking logo for the 2018 gathering.
- The office, directors and ministries are well served by the quality, professional service provided willingly by Danielle Sutherland, Executive Assistant and Barbra Parmaxidis, Finance Officer.
- Finally the Directors express their sincere appreciation of the enthusiasm, expertise, experience, commitment and creativity that Denise Fox rsm brings to her management role in MML and to her Administration Staff for the unfailing professionalism they bring to all they do.

Appendix 1

Directors and Officers of McAuley Ministries Ltd

Director

Garbriella Gresz rsm

Kathleen Tierney rsm Resigned June 2018

Angela Jordan rsm

Sharon Price rsm

Faith Jones rsm

Mrs Sheena Barber

Company Secretary

Kathleen Tierney rsm 2015-2018

Ms Barbra Parmaxidis June 1, 2018

Appendix 2

Advisory Committees

Mercy Ministries Far North Queensland

Mr Luke Reed (Chair) Ms Nerina Caltabiano Ms Judy Collins
Sr Margaret Endicott Ms Eileen Lander Ms Toni Foley
Sr Therese Masterson

Sacred Spaces Singleton

Mr Peter Dunn (Chair) Dr Cameron Archer Sr Helen Baguley
Mr John Flannery Ms Di Sneddon

St Catherine's House of Hospitality

Sr Joan Buckham (Chair) Ms Julia Nelson Sr Martina Killeen
Sr Roberta Dillon Ms Chris Andrews Ms Catherine Broderick

Santa Casa Queenscliff Advisory Committee

Sr Kathy Ryan Sr Margie Abbott Sr Madeline Duckett
Sr Lizzie Finnerty

Appendix 3

Ministry Listing

	Contact	Ministry	Registered Trading Name
1	Sr Margie Abbott	Sociometrist; spiritual director; supervisor and group worker	Igniting Sparks
2	Sr Helen Baguley	Spiritual Direction	
3	Sr Grace Bartolo	Spiritual Direction	
4	Sr Margaret Bray	Workshops - art therapy, aromatherapy, retreats	
5	Sr Margaret Broadbent	Art, icon writing	Viriditas Contemporary Art Studio
6	Sr Rae Brooker	Spiritual Direction	
7	Sr Liz Callen	Manager Apollo Bay Guest House	Star of the Sea Apollo Bay
8	Sr Carole Carmody	Spiritual Direction Retreats	
9	Sr Roslyn Carr	Psychologist - private clients	
10	Sr Anne Cossar	Counselling	
11	Sr Eveline Crotty	Pastoral supervision educator/not active	Urban Ministry Movement
12	Sr Lorraine Cupitt	Retreat - Spiritual Direction	
13	Sr Giovanna Danza	Art and spirituality	
14	Sr Karon Donnellon	Consultancy: Organisational Development, Spirituality	
15	Sr Elizabeth Dowling	Scripture Scholar	
16	Sr Madeline Duckett	Retreats; "Together in Mercy"	
17	Sr Helen Duffy	Spirituality workshops, retreats	
18	Sr Carmel Dwan	Retreat Facilitator	
19	Sr Marg Endicott	Facilitator/Trainer	
20	Sr Lizzie Finnerty	Santa Casa Retreat Centre, Manager	Santa Casa Queenscliff
21	Sr Trish Fitzsimmons	Creative Arts Practitioner	
22	Sr Theresa Foley	Spiritual Direction	
23	Sr Denise Fox	CEO, MML	McAuley Ministries, Stanmore
24	Sr Patricia Fox	Theologian, Spiritual Direction	
25	Sr Anne Gallagher	Music therapist/music academy	Maclean Music Academy
26	Sr Helen Glasheen	Pastoral Supervision, group/individual Spiritual Direction	
27	Sr Kerry Gordon	Education - Speech and Drama Centre	The Magic House, Townsville
28	Sr Margaret Hart	Social Support/Liturgy	
29	Sr Pat Healion	Mediation and Legal services	
30	Sr Maureen Healy	Pastoral services	
31	Sr Patricia Johnson	Spirituality, social services	
32	Sr Helen Kearins	Facilitator, Sociodramatist, Pastoral Supervision	
33	Sr Berenice Kerr	BK Consulting - education	BK Consulting
34	Sr Veronica Lawson	Consultancy - scripture	
35	Sr Mary Ann Lennon	Guest services	Seville Mercy Conference Centre

36	Sr Jean McGonigal	B/B @ Newtown; bodywork spirituality; Retreats	
37	Sr Frances Moran	Psychologist; music teaching	
38	Sr Mary Moran	Music tuition	
39	Sr Ilsa Neicinieks	Liturgy Consultancy	
40	Sr Elizabeth Nicholls	Accommodation, Hospitality: Manager	St Catherine's House of Hospitality
41	Sr Ann-Maree O'Beirne	Spiritual Direction	
42	Sr Julie O'Brien	Professional Supervision of Ministry	
43	Sr Caroline Ong	GP: Medical practitioner	
44	Sr Eileen Quade	Loss and Grief Counselling	
45	Sr Colleen Rhodes	Retreats, Spiritual Direction	
46	Sr Nicole Rotaru	workshops, consultancy	
47	Sr Liz Rothe	Spiritual Direction, Reflection Days	
48	Sr Beverley Stott	Spiritual Direction	
49	Sr Noella Sullivan	Spiritual Direction	
50	Sr Lis Teggelove	Retreat, Spiritual Direction; teacher 'Heart of Life'	
51	Sr Mary Tinney	Newsletter and website - eco justice - EarthLink	
52	Sr Elaine Treagus	Spiritual Direction, Volunteer - Daily Life Retreats	
53	Sr Mary Wickham	Retreats/Writing/Poetry	
1	Danielle Sutherland	Executive Assistant	McAuley Ministries, Stanmore
2	Barbra Parmaxidis	Finance Officer	McAuley Ministries, Stanmore
3	Chris Andrews	Guest and Admin services	St Catherine's House of Hospitality
4	John Coleman	Guest and Admin services	St Catherine's House of Hospitality
5	Rod Cole-Clarke	Manager: Conference Centre	Seville Mercy Conference Centre
6	Leeanne Cole-Clarke	Guest services - casual	Seville Mercy Conference Centre
7	Nattie Gako	Guest services	Seville Mercy Conference Centre
8	Sam Gaunt	Guest Services	Seville Mercy Conference Centre
9	Johanna Delaney	Guest Services	Seville Mercy Conference Centre
10	Graham Pett	Gardener	Seville Mercy Conference Centre
11	Jenny Sleep	Guest services	Seville Mercy Conference Centre
12	Tonia Smith	Guest services	Seville Mercy Conference Centre
13	Kiara Too	Guest services	Seville Mercy Conference Centre
14	Kaye Unwin	Guest services	Seville Mercy Conference Centre
15	Kira Onton	Guest Services	Seville Mercy Conference Centre
16	Kerry Warner	Guest Services	Seville Mercy Conference Centre
17	Ms Annie Medley	Cultural Collections Curator (<i>employed by Institute</i>)	Mercy Heritage Centre Perth
18	Concetta Lionetti	MHCP - Cleaner	Mercy Heritage Centre Perth
19	Cynthia Mulholland	Sacred Spaces Events & Marketing Coordinator	Sacred Spaces Singleton
20	Anne Brooker	Sacred Spaces - admin services	Sacred Spaces Singleton
21	Jan Fallding	Sacred Spaces - concert organiser	Sacred Spaces Singleton
22	Kay Janssen	Sacred Spaces - Casual Cook	Sacred Spaces Singleton
23	Ben Mulholland	Sacred Spaces - Casual general support services	Sacred Spaces Singleton
24	Patrick Mulholland	Sacred Spaces - Casual general support services	Sacred Spaces Singleton

25	Ray Nelson	Sacred Spaces - Gardener	Sacred Spaces Singleton
26	Antony Varghese	Cleaner	Maclean Music Academy
27	Gweneth Berman	Music Tuition	Maclean Music Academy
28	Anne Commerford	Music Tuition	Maclean Music Academy
29	Connie de Dassel	Music Tuition	Maclean Music Academy
30	John (Jack) Eyles	Music Tuition	Maclean Music Academy
31	Anthony Hickey	Music Tuition	Maclean Music Academy
32	Elizabeth Moore	Music Tuition	Maclean Music Academy
33	Michelle Ryan	Music Tuition	Maclean Music Academy
34	Lorna Sneesby	Cleaner	Maclean Music Academy
35	Dawn Stewart	Admin services - casual	Santa Casa Queenscliff
36	Emine Ambrose	Cook	Santa Casa Queenscliff
37	Amanda Wootton	Cook	Santa Casa Queenscliff
38	Josephine Briffa	Cleaner, gardener casual	Star of the Sea Apollo Bay
39	Gaye Fox	Gardener (casual cleaner)	Star of the Sea Apollo Bay
40	Stephen Fox	Gardener (casual cleaner)	Star of the Sea Apollo Bay
41	Hugh Maggs	Guest Services cleaner	Star of the Sea Apollo Bay
42	Gaye Rees	Guest Services cleaner	Star of the Sea Apollo Bay
43	Loren Jenkins	Cleaner	

What our clients are saying

Sr Helen Duffy *(Spirituality, Workshops & Retreats)*

Feedback received from participants of the Queenscliff Retreat

"Thanks for sharing God's Love. Not only with your words, but also with your Life. For your trust in God and the courage in living your call. Your retreat has blessed me abundantly."

"Thank you for the week's retreat at Santa Casa, I really enjoyed it and I was so relieved to find someone who knew Centering Prayer so well. I found this most helpful."

"..., your retreat was inspiring, challenging and gift."

St Catherine's House of Hospitality Tuart Hill

"Thank you for your time, your thought and kindness. May God walk beside you always."

"Thank you for making us feel so welcome." God Bless , everyone from the Healing Course.

"Thank you for looking after us with beautiful food and keeping us comfortable. I appreciated you all."

"T the A-Team - "A" is for Awesome! Best kept secret of Tuart Hill! Thank you, thank you."

Sr Elizabeth Dowling *(Scripture Scholar)*

Feedback received from participants Retirement for Mission 2018 - Come and See, Ecology - Johns Gospel

"Elizabeth led us into John's Gospel in a delightfully captivating way. Her accompanying notes are an invaluable asset for future reference and prayer."

"She presented me with a new perspective on St John's gospel. I liked it."

"I appreciated this presentation as it helped me in my journey of trying to make Jesus more "real" for me, but this is a long road to travel and I will do it."

"Liz, a woman, has energised me and brought St John's Gospel alive again in me. Commitment, learning and living the Gospel, especially from the perspective of inclusivity."

Star of the Sea Apollo Bay

"Thank you a million for your splendid hospitality. We felt so much at home and my family had a great time Liz, Thank you for welcoming us to this beautiful house"

"Thank you for your wonderful hospitality. It has been a joy to be able to stay in this lovely place."

"Thank you for Mercy hospitality."

"Thank you for your gracious kind hospitality. A great venue."

"As always we are very grateful to be able to stay in this lovely sanctuary far from home!"

"We all love coming here so much – it is such a special peaceful place. We also admire the work you do in enabling people who would not otherwise be able, to enjoy a holiday time here. This is a contribution for your families."

"Thank you sincerely for once again welcoming us to this lovely place and for responding so patiently to our SOS calls!"

"Thank you so much for your splendid hospitality and generosity. We thoroughly enjoyed our time here at Star of the Sea Guest House."

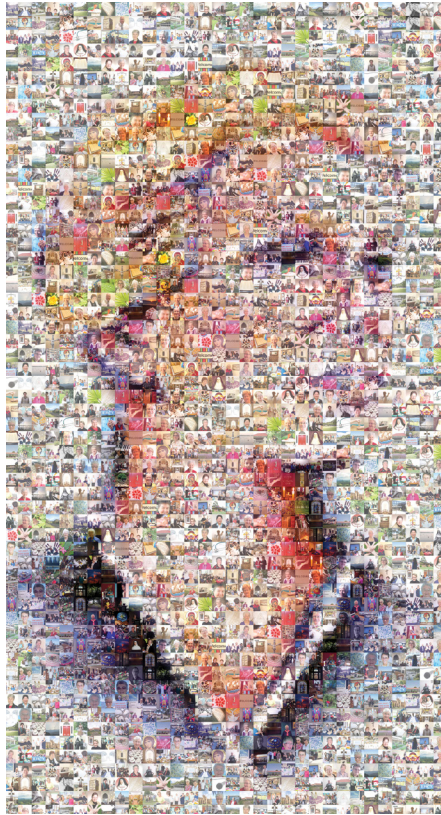
"These gatherings are so important for sisters who have individual ministries. They promote a sense of Institute. " - participant at the MML Gathering 2017

Sacred Spaces Singleton

"Thanks for putting on Hair 101 for Dads. I've been struggling to bond with my daughter and you gave me a great opportunity tonight to spend some time with her." – participant at Hair 101 for Dads, 29 May 2018

"Thanks for a great tour. Your enthusiasm and passion for the [Singleton Sisters of Mercy] Convent has made for an enjoyable morning. It's such a wonderful space." – tour participant, 2 May 2018

"Such a wonderful performance in a glorious venue." – participant at Sydney Balalaika Orchestra performance, 20 August 2017.



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