



ANNUAL REPORT

2015 16

FOREWORD



At the beginning of the Extraordinary Jubilee Year of Mercy, in November 2015, Pope Francis wrote in the proclamation announcing the Jubilee Year 'Misericordiae Vultus' (The Face of Mercy) "Mercy is the very foundation of the Church's life... we are commissioned to announce the mercy of God, the beating heart of the Gospel". Throughout the Jubilee Year of Mercy, I was delighted that Mercy Community Services embraced and participated in events, formation opportunities, pilgrimage experiences and life and ritual celebrations to acknowledge God's abundant gift of mercy and to reflect upon God's grace in our lives.

In the past year, Mercy Community Services faced many challenges as it continues to position itself to be a viable and resilient respondent to need, in a climate of organisational change and government reform. These reforms will bring much competition and impact on the ministry's sustainability, while our mission focus of supporting vulnerable, disadvantaged and marginalised people, challenges us ever to consider, plan for and implement new and creative responses where need is evident.

It was opportune that the Congregation Leadership Team, as sole Company Member, took time during the first quarter of 2016 to reflect on and discern the future for this ministry. Resulting from this process was a decision to refresh the Board membership. I am grateful to the members of the previous Board who led the organisation through the journey to incorporation; managing the merging of several service providers into one ministry with various service streams.

I was pleased to be involved in the senior staff reflection and formation day 'How do we engage with this thing called Mercy?' and to have the opportunity to share aspects of my own public witness of mercy. It was a humbling experience to hear from staff how Mercy can transform us and those to whom we respond. Across the year, there have been numerous opportunities to contemplate the mystery of Mercy and allow it to be a wellspring. Amongst these was the Mercy International Pilgrimage to Rome in April attended by Ms Lisa Eastment General Manager, Mission Integration and Sr Mary Lawson, Congregation Leadership Team, an invitation to staff to participate in the Mercy International Reflection Process, an opportunity to go 'on pilgrimage' to Mercy sites in Brisbane and for a significant number of Mercy Community Services staff the opportunity to participate in the Mercy Leadership Pilgrimage to Dublin, Ireland later in 2016. Among other highlights was the celebration of Mercy Day. It was wonderful to see so many staff, Board members and Sisters of Mercy gathered to celebrate 'mercy moments' and acknowledge the achievements of long-serving staff.

I take this opportunity to acknowledge and thank Dr John O'Donnell, Board Chair and Mr Peter Sydes, Chief Executive Officer for their ongoing support of and belief in the mission, vision and values of Mercy Community Services. To all staff, you are 'God's face of Mercy', sincere thanks for your commitment and contribution to the service of mercy and for the care and compassion that is shown daily in the discharge of your duties in Aged Care, Disability and Family Services throughout the ministry in Queensland.

Sister Catherine Reuter
Congregation Leader
Sisters of Mercy Brisbane
Congregation

ABOUT THIS REPORT

The Mercy Community Services SEQ Limited Annual Report provides the community, our sponsors and other key stakeholders with a summary of our operational and financial performance during 2015-16.

The theme of this report is *'The Mercy Difference'* and in the report, we endeavour to tell you the story of who we are and how we are creating a positive difference in the lives of the people we support.

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CHAIR & CEO message

In the Catholic Church's Jubilee Year of Mercy, Mercy Community Services pursued its mission in a spirit of genuine collaboration during a period of major reform. We continued to engage with all stakeholders through a lens focussed on outcomes; and socially meaningful change for people who access our supports and services.

We are moving into a more competitive environment where the provision and procurement of human services rightly is geared towards individuals exercising choice and control over the types of services they purchase and who provides those services. We embrace the fact that stakeholders are looking closely at service effectiveness and efficiency and most importantly the impact of the social and personal outcomes achieved by the services we provide and/or facilitate.

This report highlights the broad range of human services Mercy Community Services provides and our extensive reach across Queensland communities. A number of key achievements and highlights include:

Commitment to early intervention child protection

We continued our involvement in early intervention child protection by opening a number of new services. A collaborative partnership between Kurbingui Youth Development Limited, Indigenous Family and Child Support Services (IFACSS) and

Mercy Community Services saw the establishment of an integrated Family and Child Connect and Indigenous Family and Child Connect service in the Brisbane region. Teams from each organisation work closely together under the guidance of a single program manager and report to a leadership team consisting of representatives from across the three organisations. The partnership delivers critical support services that protect vulnerable children, young people and families.

Mercy Community Services also opened Family and Child Connect services in Browns Plains, Beaudesert and Moreton Bay and these new sites are helping strengthen hundreds of Queensland families.

Opening of new Community Services Centre in Caboolture

We opened a new centre in Caboolture that provides a space where children, young people and families can access support services in a welcoming and therapeutic environment. The centre houses our

Education and Vocational Support and the Supported Independent Living programs, which assist young people in the community to find pathways to employment and to transition to living independently.

The centre is also a family-friendly place for children and their families to spend time together and be supported by the Department of Child Safety to strengthen family relationships and wellbeing.

Appointment of a Domestic and Family Violence Services Development Manager

As we continued to work in collaboration with specialist domestic and family violence agencies we appointed an experienced and skilled manager to; identify gaps in services across the full spectrum of supports, from preventing violence to recovery; pursue the development of service models to address these gaps; and to seek avenues to fund service delivery.

We have a number of proposed initiatives currently before government and non-government agencies and set a goal over the coming year to establish new services to address at least one of the identified gaps.

Community engagement to improve community-based home care offering

During the year our Aged Care Services team undertook a community consultation and engagement program seeking to strengthen our understanding of what outcomes people are seeking to achieve with the support

of community-based care. The knowledge gained from this work has seen our home care services focus on wellness; what people want to keep doing and what's most important to them. This approach will guide the growth of our community-based services once the licensing to provide government funded home care is deregulated from February 2017.

Focus on integrated services

During the year we developed and implemented an integrated child protection and disability support practice framework to support young people with a disability living in out of home care.

Development of new Integrated Leadership System

To further enhance and shape a values-rich leadership culture, we developed a new Integrated Leadership System (ILS). The ILS will foster a consistent whole of Mercy Community Services leadership approach at all levels of the organisation to ensure our leadership behaviours best enable us to meet the needs of today and the challenges of tomorrow.

During the year the Company Member of Mercy Community Services SEQ Limited, the Sisters of Mercy Brisbane Congregation, took the decision to refresh our Board membership. This change will see the organisation continue to be guided by strong and strategic governance and be well placed to face the many challenges arising from significant reforms in aged care,

disability support services and child protection. We take this opportunity to pay tribute to the hard work and dedication of members of the former Board of Directors and thank them for their service to the community. We also welcome the new members of our Board of Directors who commenced with us on 1 July 2016.

We thank the Congregation Leadership Team of the Sisters of Mercy Brisbane Congregation for their guidance, trust and support and acknowledge and thank all staff and volunteers for their dedication and ongoing commitment to excellence in pursuing the Mercy Community Services mission.



Dr John O'Donnell
Chair



Peter Sydes
CEO



Board of Directors

From left: Terry Crawford, Lynn Smart, Adjunct Professor Iyla Davies,
Shane Fracchia, Dr John O'Donnell, Gail Davidson

OUR COMPANY MEMBER, **board of directors** AND EXECUTIVE TEAM

The sole Company Member of Mercy Community Services SEQ Ltd is the Corporation of the Trustee of the Order of the Sisters of Mercy in Queensland.

Our directors and executive team have extensive skills and experience in service delivery, strategy development and organisational governance.

Board of Directors

DR JOHN O'DONNELL

Chair, MBBS (Adel), MHP (UNSW), Hon MD (Qld), FRACMA, FACHSM (Hon), FAIM, FAICD

TERRY CRAWFORD

Deputy Chair, B Economics, LLB

ADJUNCT PROFESSOR

IYLA DAVIES

Director, LLB (Hons), LLM, FAICD

SHANE FRACCHIA

Director, MBA B Com, CertTech, FCPA, FAICD

LYNN SMART

Director, B Com, CPA, MBA, FAICD

GAIL DAVIDSON

Director, GAICD

Previous Board of Directors (tenure ended 31 March 2016)

LEE BICKLEY

Chair, LLB MBA MAICD

ROBYN HUNT

Deputy Chair, B Business, FCA, MAICD

PETER MAHER OAM

Director, M Education, Grad Cert Management MAICD

KATHIE SADLER

Director, BA LLB, MBA, LLM GAICD

Mercy Community Services acknowledges the previous members of the Board who left their tenures during the financial year. They undertook a significant amount of work to lead the organisation through the incorporation process and we thank them for their time and dedication during a time of considerable change for the organisation.

Executive Team

PETER SYDES

Chief Executive Officer, B Business Management, MAICD

STUART DEMPSTER

Chief Financial Officer, BA Economics, CA, ATI

JULIE PURCELL

General Manager Aged Care Services, Registered Nurse, B Education, MBA

STEVEN KING

Executive Director Family Services, BA Honours Psychology

LEONIE HOGARTH

Executive Director Disability Services, BA Health Science, Grad Dip (Community Services Management), Cert IV Disability Studies, Cert IV TAE

LISA EASTMENT

General Manager Mission Integration, Grad Dip (Early Childhood), B Education, MA (Leadership), Cert IV TAE, GAICD

VICKIE BACHMANN

General Manager Strategic Service Development, Dip Management, Dip Project Management

JOHN HOFFMAN

General Manager People, Culture and Organisational Development, BA Industrial Psychology

OUR Journey

WHO WE ARE

Mercy Community Services is a Catholic Ministry established and owned by the Sisters of Mercy Brisbane Congregation. Mercy Community Services values the human dignity of every person and is committed to enhancing the quality of life and wellbeing of those who access our services, believing that through actions of merciful love, mercy is given and received. The organisation drives innovative, integrated, inclusive, coordinated and responsive social services in the communities we serve.

Mercy Community Services' history lies within the tradition of the Sisters of Mercy Brisbane, a group of Catholic women who, as Religious followers of Jesus Christ, understand their mission as participating in God's mission of mercy. Inspiration is drawn from Catherine McAuley, who founded the Sisters of Mercy in Ireland in 1831. Catherine recognised and responded to the needs of those who were marginalised and oppressed by the unjust social attitudes and practices of the day.

OUR MISSION

is to support and empower those who are poor, vulnerable, marginalised or in a position of disadvantage.

OUR VISION

is to be a leading provider and facilitator of quality, responsive community services.

OUR VALUES

are at the centre of everything we do:

Mercy: We act compassionately and courageously, open to others and to their needs.

Acceptance: We embrace unconditionally the uniqueness and diversity of people, fostering quality and fairness in relationships.

Excellence: We are committed to quality, continuous learning and improvement.

Dignity: We treat all people with respect, accepting their right to spiritual, emotional and physical safety and care.

Empowerment: We assist and advocate passionately for and with people, enabling them to make life enhancing choices and to gain control over life shaping decisions.

Integrity: We act ethically, justly and honestly according to our values.



MERCY

We act with mercy and acceptance, embracing diversity and fairness.



PEOPLE

We provide people-centric services enabling empowerment and dignity.



INNOVATION

We deliver innovation through excellence and are committed to continuous improvement.



COMMUNITY

We build collaborative community partnerships based on trust and integrity.

HOW WE work

what we do

Mercy Community Services provides a broad range of community services that support and enhance the wellbeing of families and children, older people, people seeking asylum, and people with a disability.

HOW WE SUPPORT FAMILIES AND CHILDREN

We provide support services for children, young people, families and local communities in Queensland. We support disadvantaged and vulnerable people and families to feel valued, connected and strengthened. We focus on promoting community relationships and strengthening partnerships with funding bodies to enable the delivery of quality services for people.

Our individual and family support programs include counselling, family intervention, family support, group work, live-in home supports for mothers and babies, community engagement and community development programs.

The focus of our work is strengthening family life through linking families with their local community resources and creating support networks that enable them to realise positive family life experiences and hope for the future.

Our Residential Care and Transition Services provide safe, fully supported placements for children and young people with complex needs who may require intensive support during their residential care or support with independent living placements. Our practice models focus on structure, nurture, play, trauma and attachment informed interventions.

In partnership with the Queensland Government and other community organisations, we deliver Family and Child Connect services. Family and Child Connect supports vulnerable families to connect with services they need to safely care for their children at home, build capabilities and improve family resilience.

We deliver foster and kinship care programs in partnership with the Queensland Government. We recruit, train, assess, support and monitor foster and kinship carers who provide safe and nurturing homes for children and young people.

We provide a range of multicultural supports for refugees and migrant families in Brisbane, Logan, Toowoomba, and the south west Queensland region, including the Unaccompanied Humanitarian Minors, Settlement, and Community Action for a Multicultural Society.



The Romero Centre provides practical supports, and facilitates participation and community engagement for people seeking asylum and refugees residing in the Greater Brisbane area.



SUPPORTING OLDER PEOPLE

We provide residential aged care services for 194 people. Services include speciality care for people with dementia, and those whose needs include palliation, ageing disability and complex clinical care. We welcome new residents through two key pathways: Transition to Care and Person Centred Care. Both pathways focus on the person having a unique set of preferences, history and style of living that are important aspects of tailoring both individual care and support when moving into an aged care facility.

Community-based home care supports 25 people living in their own homes and provides flexible home care services including a full range of domestic, nursing, personal, wellness (including therapy and allied health sessions in the home,

exercise classes and dietary advice) and lifestyle services. Our person-centred care approach means people make the decisions around their care to ensure they receive the support they need to enable them to live the life they choose. This support aims to enhance an individual's sense of self-worth in order to promote independence, self-sufficiency and active control over their own life. Access to respite care is available which assists the transition to residential care if the need arises.

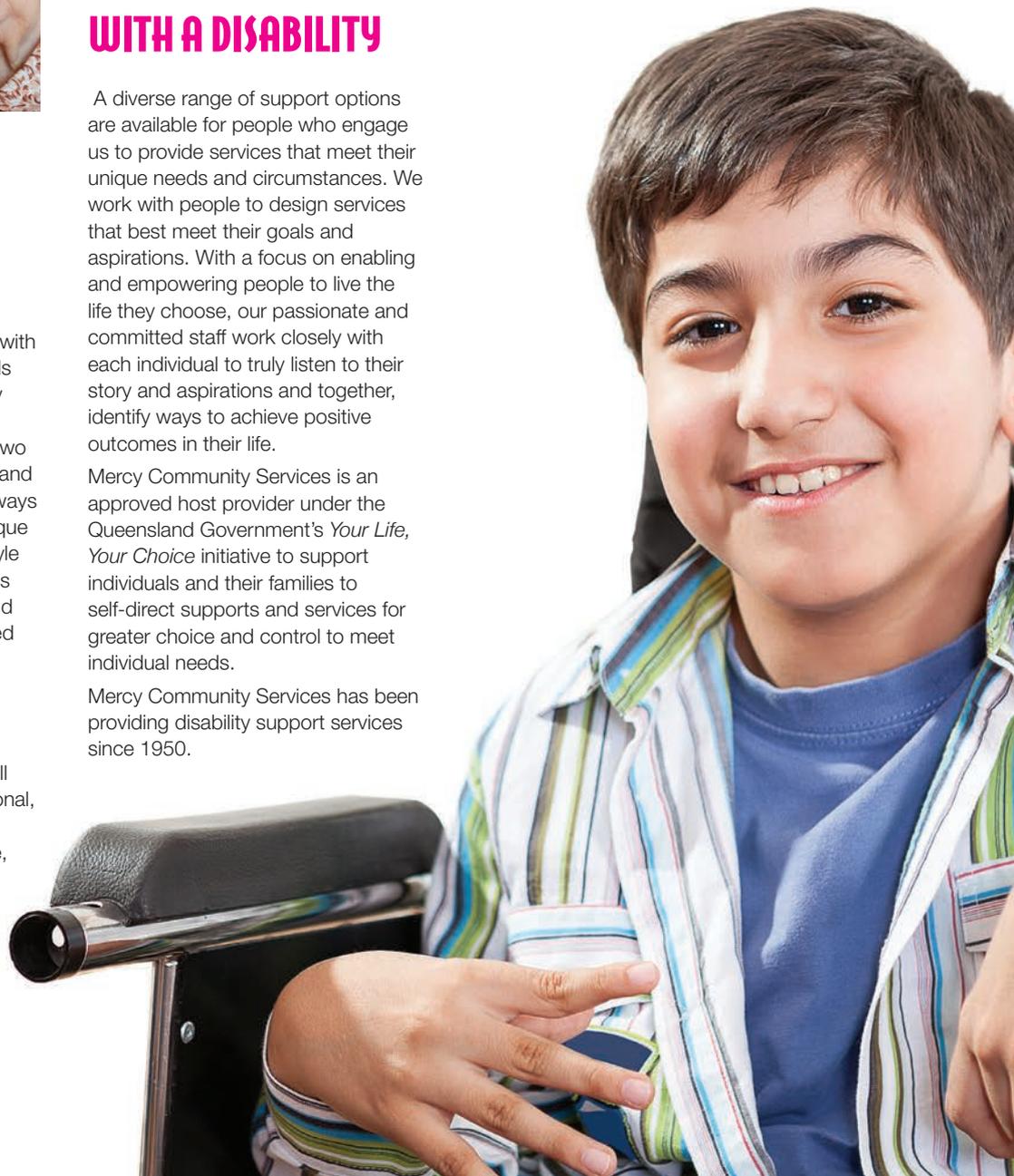
SUPPORTING PEOPLE WITH A DISABILITY

A diverse range of support options are available for people who engage us to provide services that meet their unique needs and circumstances. We work with people to design services that best meet their goals and aspirations. With a focus on enabling and empowering people to live the life they choose, our passionate and committed staff work closely with each individual to truly listen to their story and aspirations and together, identify ways to achieve positive outcomes in their life.

Mercy Community Services is an approved host provider under the Queensland Government's *Your Life, Your Choice* initiative to support individuals and their families to self-direct supports and services for greater choice and control to meet individual needs.

Mercy Community Services has been providing disability support services since 1950.

To find out more about our services please call: 3866 4160 or visit www.mercycs.org.au



OUR Impact



**246,418
NIGHTS**

of foster and kinship care provided through our foster and kinship care programs and services

**19,475
NIGHTS**

of care provided to young people in our Residential Care and Transitional Services

**22,237
NIGHTS**

of out-of-home care was provided to Queensland children and young people through the Intensive Intervention Placement Service

48 people with a disability supported in their own home in the community

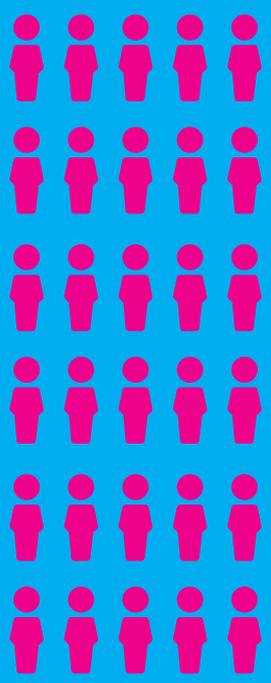
30 Queenslanders with a disability supported to participate in recreational and social activities

5 people with a disability employed at the Cookery Nook Catering and Conference Centre and 4 other people undertook work experience

24 older people provided with flexible home care support

25 people with a disability and their carers were supported through the Older Carers' Initiatives

41 active volunteers supported the work of the Romero Centre



38 unaccompanied humanitarian refugee minors supported

460 foster and kinship carers supported to provide care through our foster and kinship care program

690 Queensland children and young people supported through our foster and kinship care program

669 people supported to improve their social connections at the Fatima Centre in Toowoomba

276 people provided residential aged care services

297 people attended information sessions at the Fatima Centre in Toowoomba

310 FAMILIES

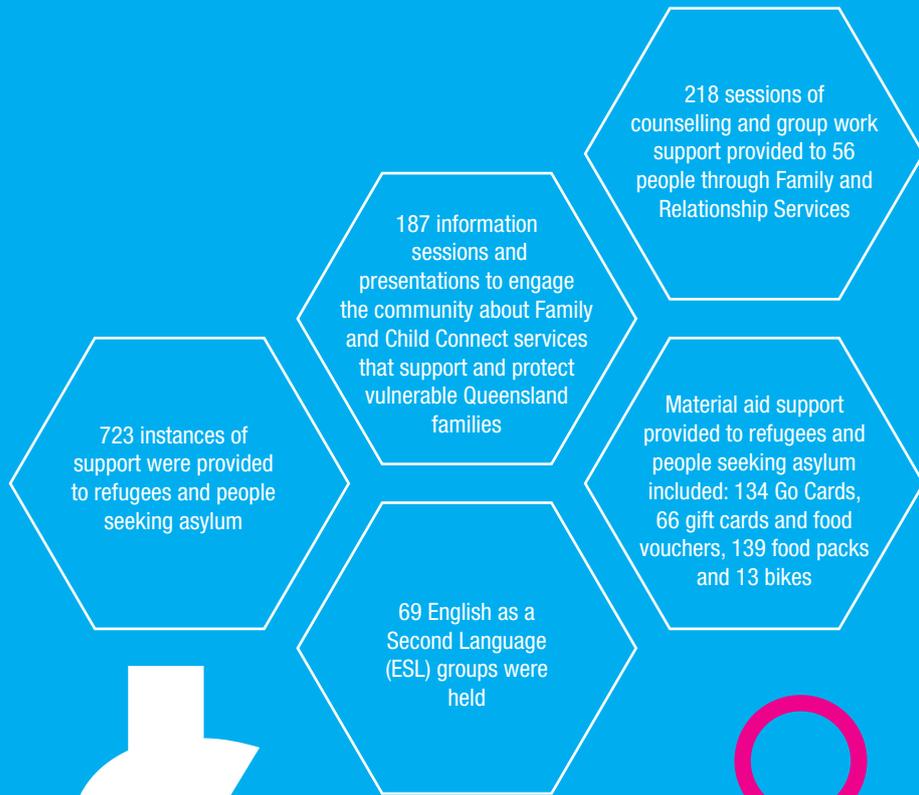
referred to our Connected Families program

3,296 QUEENSLAND FAMILIES

were referred to our Family and Child Connect Services and 1,494 vulnerable families were connected with support services

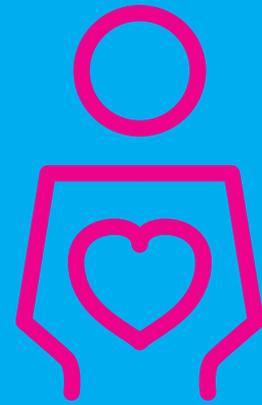
281 FAMILIES

received community outreach and group work support through our Family Matters program in Goodna



\$174K

In revenue generated by the Australian Disability Enterprise, The Cookery Nook Catering and Conference Centre



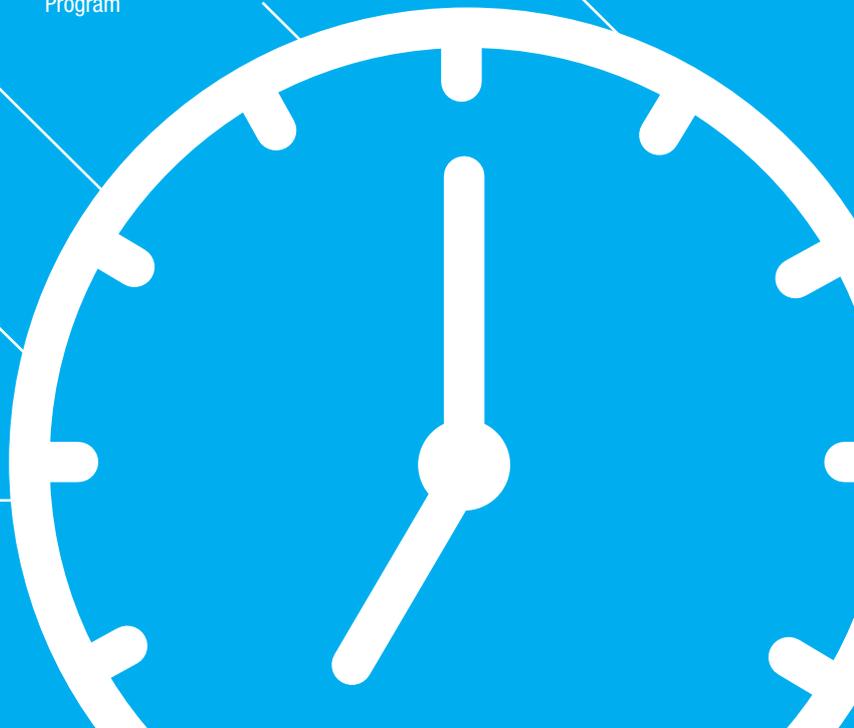
Provided 11,857 hours of intensive family support to Queensland families through our New Families Program

7,486 hours of service delivered to families in Toowoomba through our Family Intervention Program

3,333 hours of counselling provided to 73 people in Toowoomba

1,779 hours of support provided to young people through our Education and Vocational Support Program

3,705 hours of sexual abuse counselling provided in Goodna and Toowoomba



CASE studies

INTEGRATED MODEL OF CARE

Mercy Community Services (MCS) developed an innovative, integrated model of practice operating across child protection and disability services to provide fully-tailored supports for a young person in care. The individually designed service meets the complex, changing and broad support needs of a young person with a disability living in out-of-home care. The supports were developed specifically to enable the young person to build capacity to pursue their needs and aspirations, heal and grow, develop resilience and reconnect with family.

“Tyler” is developing emotional literacy and has improved his ability to manage emotions while utilising appropriate ways to express his views and wishes. He is now accessing an education environment regularly and in addition to learning outcomes, is experiencing improved peer relationships within the school environment. Tyler is also developing his social connections and ability to access the community, and is using music therapy to promote healing and growth.

ADDITIONAL RESPIRE CARE

We responded to a community need and renovated rooms in our aged care facilities to support more people seeking short-term care and

accommodation, often in emergency situations. One person to benefit was “Sam” a gentleman with an intellectual disability. Sam’s support needs increased significantly in a very short period of time and his safety was at risk. We were able to offer Sam emergency accommodation and support whilst the assessment process to determine his eligibility to access funded aged care services was underway. Once the assessment process was completed, Sam was offered care and support in one of our aged care facilities on a permanent basis and both of Sam’s ageing and disability support needs are being met to enable a full life of choice and control.

HEALING CHILDHOOD WOUNDS

Trauma experienced in childhood has a special ability to wound. “Jack”, an 8 year old child supported by MCS, had his fair share of trauma and has the wounds to show it.

Jack went from one placement to the next. Uprooted multiple times, many different homes and schools resulted in Jack struggling to settle into the schools he attended at each placement.

After many attempts, good things started happening in his life. He was placed with a perfectly suited and loving foster family in a small town.

It was here that Jack started a new chapter in his life. In his new bedroom, his carer had skillfully painted Jack’s favourite movie

characters around the walls. At his new school, his teacher believed that Jack was clever and well behaved. For the first time in his life, Jack started doing his homework every day. Good behaviour awards and achievement certificates soon followed.

As healing took hold, Jack began to express a desire to make music. Unfortunately, his carers were unable to find the money for the bass guitar Jack wanted so much to learn to play.

Mercy Community Services’ workers made plans to raise the money, and offered to donate funds to help this dream come true. At a stakeholders meeting at his school, Jack’s dream was discussed and the principal generously offered for the school to buy a bass guitar that Jack could borrow.

There is much to overcome with a troubled childhood, but sometimes beautiful things happen. For Jack, the sweet sounds strumming from the belly of a bass guitar may push along the recovery process.

DEVELOPMENT THROUGH PARTNERSHIP

A young person in Toowoomba, experiencing her first time in





departmental care and supported through Mercy Community Services' Intensive Intervention Placement Service, recently lost valuable educational time as she was undergoing the move into a long term guardianship.

With support from staff at Mercy Community Services' Fatima Centre in Toowoomba, regional child safety officers and a grant from Toowoomba's St Saviour's College for tuition fees, "Sarah" was able to settle successfully into her new learning environment at the college. Within a few weeks of arriving at St Saviour's College, she had made new friends and was focusing on her studies.

St Saviour's College and the Catholic Education Office provided additional funding to support her to catch up on missed weeks at school.

A strong collaboration between Mercy Community Services, Department of Community, Child Safety and Disability Services, St Saviour's College and Catholic Education Office Toowoomba has supported the educational needs of a young person significantly affected by trauma and undertaking momentous change.

THE JOURNEY INTO YOUNG PARENTHOOD

Young mothers who have grown up as foster children can face additional fears that, without support, their babies may be removed from them and also face the challenges of growing up as children in foster care.

Mercy Community Services' focus through the Supported Independent Living Program is supporting young mothers who are moving from foster care to independent living to prepare to become young parents.

This year, we intensively supported two young mothers to engage in antenatal care and medical appointments, link in with mental health antenatal services, prepare birth plans, shop for baby items and pack for hospital.

We also supported them in engaging with Department of Community, Child Safety and Disability Services around their plans for the future and provided emotional support they needed through challenging times.

They began to talk openly about their expectations for the pregnancy and birth and make their own decisions about the birth and post-birth care. We were with them during the births and supported them in bringing their babies home safely from hospital.

Together, we worked on routines for caring for their baby, managing their own and their baby's emotions and understanding the importance of self-care. They learned to ask for help whenever they needed it.

Like other young parents we have supported through this program, these two young mothers were able to keep their babies in their full-time care, with no orders from Child Safety.

This is an enormous accomplishment by these young women during an emotionally tumultuous time and an exciting and rewarding outcome for the program.

CASE studies

JOURNEY TO COMMUNITY LIVING

My name is Katie Campbell. I am 49 and I live at Mercy Community Services in Woolloowin. One of my favourite things about having gone to Aspley Special School was the opportunity to get a job at the Holy Cross Laundry. After working at Holy Cross for a few years, I was able to move out of my family's home and into a shared unit at Mercy Community Services. I continued to work at the laundry, folding towels and sorting sheets for the hospitals. An opportunity arrived while living at Mercy Community Services, and I got to do some work for the Community Resource Unit where they would come to me and ask questions about my life. They were using my answers to get me more involved in the community with a plan to move me out of the unit and into a house in the community. While I haven't moved into the community yet, I did move into a small flat at Mercy Community Services by myself.

I like living here, because I get to be more independent but still live close to all my friends.

When the Laundry moved to Banyo I had to learn how to catch public transport to get to and from work, and now can go pretty much anywhere on my own using public transport! Apart from work, I like to go to Toombul Shopping Centre, Stafford City Shopping Centre and to Brookside on a regular basis.

Since then, I have learned more and more about being independent such as being able to do my own shopping and banking, and although I still receive a little bit of support at home, I am confident in my abilities and I am excited to be moving into the community in the future.

DIANA – ROMERO CENTRE

"Diana", a Somali woman, had been attending English classes to prepare for her citizenship test. After failing the test three times, she discussed her situation with a Romero Centre volunteer coordinator who, in conjunction with a student on placement from Queensland University of Technology, planned and designed a learning strategy to assist her with the preparation for the test. After three months of intense sessions, she successfully passed the citizenship test. Diana thanked Romero Centre for their support, commitment and encouragement.



“I work with children, adolescents and their families, which brings me into contact with many of the services of Mercy Community Services, particularly foster care and child counselling services. When I hear that one of my families or a young person is supported by a Mercy Community Services worker, I know that they are being provided quality support, information and best practice help. I can say objectively that Mercy Community Services sets the standard for care in the Toowoomba and Southern Downs area where I work.”

External provider of psychological counselling

SAFETY AND CONNECTION FOR PEOPLE SEEKING ASYLUM

People seeking asylum in Australia are often at risk of homelessness, having little or no income and being ineligible for community or public housing. This creates a great deal of stress in the lives of our clients and over the years the Romero Centre has built up a strong network of Parishes and individuals who are able to provide short, medium and long term, safe and welcoming housing to our clients.

Both the Jubilee and Moorooka Salisbury Catholic Parishes have been providing housing, practical, spiritual and emotional support to Romero Centre clients for many years and we would like to thank Fr Peter, Fr Henry and their parishioners for their ongoing support. We also have a number of community volunteers support us in times of need.

During the year, we had a young woman who was homeless arrive on our doorstep at 9 am on a Monday morning. “Gemma” was over eight months pregnant, with no money, no community links and in urgent need of emergency accommodation.

We were able to reach out to our networks and supporters who assisted us to provide a safe room for her that same day. At 4 am the next morning Gemma went into labour

and she welcomed her beautiful baby girl the next day. Gemma was able to stay at Jubilee Parish for three months, receive post-natal care from the community health nurses and learn to be a new mother in a safe environment. Gemma and her baby are now safely living in the community with the support of a family.

This housing support has greatly contributed to the sense of connectedness and wellbeing that our clients have needed during very stressful times in their lives. During the year we were contacted by community volunteers who were keen to support housing vulnerable people seeking asylum and we welcome any other community members who would like to be involved in caring for people seeking asylum in this way.



OUR strategy

In order to fulfil our vision to carry forward and drive innovative, integrated, inclusive, coordinated and responsive social services in the communities we serve, we are guided by a strategic plan. The plan focusses on four strategic pillars: client/ stakeholder, learning and growth, systems and processes, and financial. In this section, we report on the progress made against our goals and planned initiatives during the 2015-16 financial year.

OUR KEY STRATEGIC GOALS DURING THE YEAR WERE TO:

- be known as a leading provider and facilitator of quality, responsive community services
- effectively and meaningfully develop innovative and integrated models of service
- sustainably grow in response to community needs
- be recognised as having a best practice governance framework
- continue to support a mission and values aligned organisational culture that attracts, retains and celebrates staff and volunteers
- provide staff and volunteers with support and development opportunities
- ensure frontline services benefit from best practice, scalable and integrated support services
- manage information and knowledge effectively and efficiently to support quality service
- ensure organisational growth and sustainability by efficiently and effectively utilising required financial resources and to maintain financial viability.



SOME OF OUR KEY INITIATIVES AND WHAT WE DID

We said we would transition Mercy Community Services to respond to an NDIS environment, providing capacity building supports and services for customers.

What we did

- An improved practice framework was developed and will be implemented in 2016-17.
- The NDIS Readiness project was created and a full-time project manager appointed.
- Additional expertise was sourced to assist to identify, design and progress business transition elements.
- People currently supported by Mercy Community Services are engaging in pre-planning activity to support the development of, and their transition to, a successful NDIS plan.
- We engaged with universities to support the development of sector capacity and pre-planning activity.

We said we would develop our capability to attract and respond to customers in a Consumer Directed Care environment (Aged Care Services).

What we did

- We asked the community what

they wanted and we co-designed customer needs for home-based community care.

- We transitioned from paper based to electronic, evidence-based clinical management systems.

We said we would pursue initiatives aligned to the Carmody Child Protection report.

What we did

- Established three new Family and Child Connect (FaCC) services.
- Worked in partnership with three Brisbane-based Aboriginal and Torres Strait Islander organisations to establish integrated FaCC and Intensive Family Support services across Brisbane.
- Continued to develop collaborative and community integrated initiatives aligned with the Carmody review and child protection reforms.

We said we would mature the organisation's Aboriginal and Torres Strait Islander community engagement and cultural alignment strategy.

What we did

- Appointed an Aboriginal and Torres Strait Islander Engagement Officer.
- Reviewed and commenced roll-out of the Cultural Competence in Aboriginal and Torres Strait Islander Awareness course.
- Formed an Aboriginal and Torres Strait Islander Advisory Group.

We said we would mature the organisation's Marketing and Communications Strategy.

What we did

- Developed a brand management framework and implemented a brand review roadmap including undertaking a Mercy Community Services Brand in Practice Staff Survey.
- Matured our consumer-focused marketing, communications and fundraising strategies.

“We said we would mature the integration of mission, values and ethics across the organisation.”

What we did

- Progressed Mercy Formation by providing an enhanced history and heritage staff induction program, and the Mercy, Today and the Future training program that all staff complete following two years of service. The program is evolving and responsive to the needs of staff and clients.
- During the Jubilee Year of Mercy, staff undertook a number of activities pertaining to Pope Francis' Encyclical Laudato Si, the cry of the Earth and the cry of the people.
- Reviewed the volunteer recruitment practice across Mercy Community Services.
- Recruited a Pastoral Care and Volunteer Coordinator.

continued overleaf...

“We said we would define and map the unique Mercy Community Services leadership attributes and competencies and implement an Integrated Leadership System across the organisation.”

What we did

- Leadership map and framework completed.
- Three levels of leaders identified and associated capabilities and behaviours developed. Integrated Leadership System will be launched in July 2016.



We still have more to do to create real and valued impact in the communities we serve.

We said we would enhance information and knowledge sharing by substantially enhancing the organisation’s intranet.

What we did

- Intranet enhanced and actively used to communicate across the organisation.
- An Intranet Action Group was established to drive shared responsibility and continuous improvement.

We said we would investigate and implement a process to demonstrate the social return on investment (SROI) provided by programs as part of the organisation’s outcomes framework.

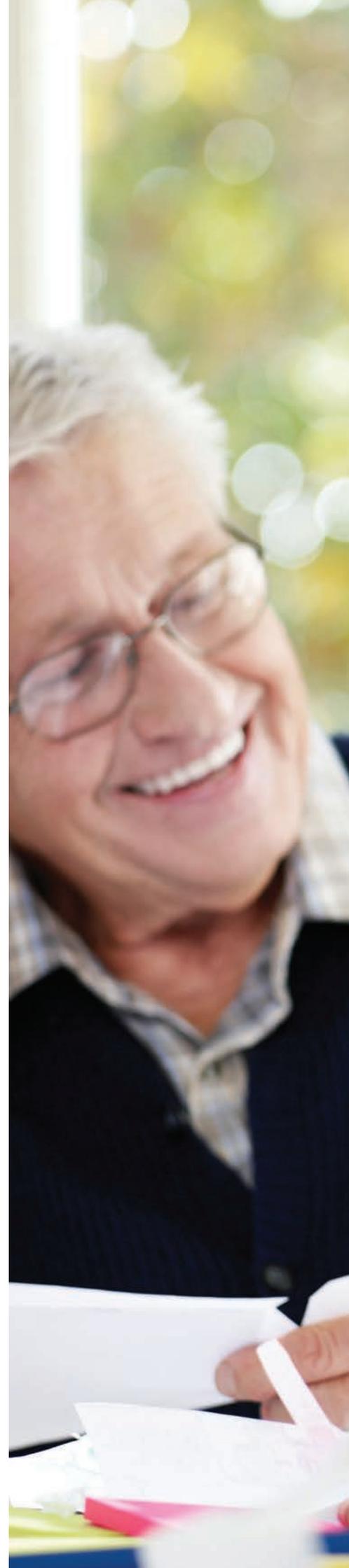
What we did

- Audited assessment activity (psychometric tools) to ensure we are effectively monitoring, measuring and adjusting service activity to maximise the impact of the outcomes we achieve.
- Engaged with sector experts to identify a robust tool to measure SROI.

We said we would develop and implement a fundraising strategy for the organisation.

What we did

- A new fundraising role was created as part of developing a more mature marketing, communications and fundraising business service.



LOOKING AHEAD

What's next in 2016-17 and beyond?

In 2016-17, Mercy Community Services will undertake a complete review of its strategic plan to ensure the organisation remains well positioned to respond to sector changes, government reforms and focused on individual choice and control.



OUR people

Mercy Community Services employs a highly professional, experienced and skilled workforce.

Our people hold relevant vocational and tertiary qualifications (including certificates III and IV, Diplomas, Bachelors, Masters and PhDs) in areas such as community services, aged care services, counselling, social work, disability services, human resources, psychology, health and behavioural sciences, policy and governance, business, marketing and management. We actively recruit staff from diverse cultural backgrounds to ensure cultural diversity and culturally appropriate practice.

We support employees' professional development through internal and external learning and development opportunities as well as formal and informal supervision.

Mercy Community Services' internal culture is of great importance to the organisation. At the core of our culture are our organisation's values that form the foundation for every decision we make. We also focus on implementing cultural support strategies such as the Sanctuary Model, an organisational culture model that promotes employee safety and wellbeing through core commitments such as open communication and social responsibility along with practical tools.

During the year we developed an Integrated Leadership System that provides for a leadership map identifying a set of core leadership capabilities and behaviours for every level within the organisation, that facilitates our servant leadership focus. Our management teams are driving these cultural development programs resulting in greater staff satisfaction, retention, and sense of organisational wellbeing as well as improved outcomes for clients who are supported by resilient and engaged staff.



Mercy International Reflection Process

A group of nine staff participated in the Mercy International Reflection Process as part of Mercy Year activities. The group discerned the topic of 'Social Isolation and Alienation' in relation to older people, ethnic groups, children in care, and people with different abilities.

Jubilee Year of Mercy Pilgrimage

During the year, Mercy Community Services General Manager Mission attended the Jubilee Year of Mercy Pilgrimage in Rome sponsored by the Congregation Leadership Team of the Sisters of Mercy Brisbane Congregation. There were 39 Sisters, Associates and Partners in Mercy gathered in Rome during the week after Easter for this global Mercy Pilgrimage.

| Service Area | Number of Staff | Permanent full time | Permanent part time | Casual | Volunteers | Gender (female as % of total) |
|-----------------------------|-----------------|---------------------|---------------------|-----------|------------|-------------------------------|
| Aged Care Services | 232 | 13 | 197 | 22 | 45 | 89.7% |
| Disability Services | 80 | 14 | 45 | 21 | 21 | 69.9% |
| Family Services | 327 | 221 | 83 | 23 | 83 | 75.2% |
| Integrated Support Services | 62 | 47 | 14 | 1 | 0 | 56.5% |
| Total | 701 | 295 | 339 | 67 | 149 | 72.8% |

OUR PEOPLE'S ACHIEVEMENTS

It is important to Mercy Community Services that our people are acknowledged and recognised for the outstanding work they are doing to ensure our organisation is innovative and responsive to community need.

Mercy Moments Awards: people who exemplify our values in action



The Townsville Family and Child Connect (FaCC) team were presented with a Mercy Moments Award in the Living the Values category. This award recognises employees who, through their attitude and behaviour, inspire others and embrace the organisation's values of mercy, acceptance, excellence, dignity, empowerment and integrity. Townsville FaCC team members left no stone unturned by conducting their work exactly in line with the FaCC procedure regarding assertive outreach. They were thoughtful and thorough in the way they went about doing that in challenging circumstances.

Cherie Johnson from Family Services in Toowoomba was presented with a Mercy Moments Award in the category of Outstanding Service, an award that recognises above and beyond dedication and initiative that an employee has exhibited by delivering exceptional service to enhance the Mercy Community Services experience for other team members and those we support. Cherie received the award for being committed, determined and incredibly hard working. She builds rapport and trust with everyone and Sanctuary is a 'lived experience'. She shows mercy by giving and receiving love without judgement.



Noelene Rosengren won the award in the Volunteer category, which recognises and honours a volunteer who has passionately and selflessly made an extraordinary contribution to support aged care clients through volunteering. Noelene has so many things in her life but continues to give to the outside world. She has organised a weekly morning tea for many people for the past nine years and is committed, full of knowledge, and has an amazing ability to help those in need. Noelene's passion to restore dignity to residents through friendships she maintains is something our aged care residents appreciate and have a significant impact on their lives.



The Innovation at Work winner was Olivia Fernandez from our Aged Care Services team, for providing a breath of fresh air through the passionate and innovative environment she developed by introducing music therapy, and brightening everyone's day through her inspirational attitude to residents and staff. She has made a significant difference to resident outcomes due to the programs she developed and the trust they have in her.

Presenting at conferences

At the International Foster Care Conference, Bobbie Zanlorenzi from Family Services presented on foster and kinship care self-care practices. At the International Sanctuary Network Conference Annalee Clarke presented on self-care practices for staff in an out of home care setting, and Dr Stewart Redshaw presented on the Sanctuary Journal Project. Team members also presented at the Evaluation and Outcomes Conference, Queensland Foster Care Conference and Association of Children's Welfare Agencies (ACWA) Conference.

THANKING OUR partners

Mercy Community Services works in collaborative partnerships with all tiers of government, community organisations, business, and local communities throughout Queensland.

These partnerships are critical to ensuring our services contribute to creating socially meaningful change for people.

OUR PARTNERS

ACAG (Agencies CALD Action Group)

Access Community Services

AccessEAP

Advantage Salary Packaging

Australian Catholic University

All Hallows' School

Australian Government
Department of Health

Australian Government
Department of Social Services

Bargumar Aboriginal and Torres
Strait Islander Corporation

BreastScreen Queensland –
Brisbane Northside Service

Brisbane City Council

Burnie Brae

Caboolture Regional Domestic
Violence Service Inc

Carbal Medical Services

Care Agency Services

Centacare Brisbane

Cleansweep Lawn and Property
Maintenance

Congregation of the Sisters of
St Joseph

Create Foundation

Domestic Violence Action Centre

Edmen Community Staffing

Endeavour Foundation

Foster Care Queensland

Hire a Hubby Murrarie

Indigenous Family and Child
Support Service (IFACSS)

Ipswich Independent Youth
Service

JSA Creative

Kedron Wavell RSL Emergency
Medical alarms

Kummara Association

Kurbingui Youth Development Ltd

Lawn & Order Property
Maintenance

Lifeline Darling Downs

Logan Elders

Mater Hospitals and Health
Services Brisbane

Mercy Partners

MICAH Projects

Mission Australia

Mobile Attendant Care Services
(MACS)

Multicultural Affairs Queensland

Multicultural Development
Association (MDA)

Mununjali Housing and
Development Company Ltd

North Queensland Domestic
Resource Service

Nundah Activity Centre Digital
Community Visitors Scheme

Nundah Community Centre

OzHarvest

Palm Island Community Company

Queensland Congregation of the
Presentation Sisters

Queensland Department of
Communities, Child Safety and
Disability Services

Queensland Department of
Housing and Public Works

Refugee & Immigration Legal
Service Inc

Sarina Russo

Suncare

Staffing Options

Tafe Queensland – South West
Toowoomba

Think Pharmacy

Working Against Violence Support
Service (WAVSS), the Regional
Domestic and Family Violence
(DFV) service for Logan and the
Redlands

WWILD (Working Alongside People
with Intellectual and Learning
Disabilities)



University engagement

As part of our commitment to quality and excellence, we continued to engage universities in research and practice partnerships, including:

- Student placements in disability services (Queensland University of Technology and Australian Catholic University).
- Nursing student placements in aged care (Australian Catholic University, Mater Health Services).
- Aged Care Services Telehealth research project with Queensland University of Technology. The project is focussing on the efficacy of accessing geriatrician support via telehealth.
- University of the Sunshine Coast – Instrument for the Classification and Assessment of Support Needs (ICAN) assessments, mobility assessments, user testing of National Disability Insurance Agency Avatar for participant interaction with portal.
- Research study ‘Supply and Sustainability of non-Government Disability Support in Australia – run by Curtin University, in partnership with the National Disability Services (NDS) Centre for Applied Disability Research (CADR).

The Romero Centre; supporting people seeking asylum.

“During the year, we were successful in our application to the Brisbane City Council for a \$10,000 grant to support the ‘We Are here’ project for people seeking asylum and refugees. The project involves the dramatization of stories from Romero Centre clients by Australian Catholic University students under the direction of Dr Tracey Sanders. Additionally, the initiative involves 40 Romero Centre clients connecting with the Cookery Nook and receiving group training in food preparation, kitchen skills and food handling including full barista training to provide them with catering and food service skills.”

OUR VOLUNTEERS

Mercy Community Services’ volunteers are instrumental to the important work we do in local communities. Volunteers are involved in many of our events and programs, and in carer and friendship roles in aged care and disability support services.

At Romero Centre, volunteers provide extensive support including legal, administrative, and English teaching support to people seeking asylum and refugees. We would like to acknowledge all of our volunteers for their talent and skills in supporting people and thank them for their time, passion, commitment and kindness.

Mercy Community Services has 127 registered volunteers.

Volunteer story:

For the past 10 years, Grade 7 Nudgee College students have been attending our aged care facilities once a week after school hours to volunteer their time with residents. They interact with residents while playing table games, talk about their lives, and discuss the students’ achievements at school.

Residents benefit from the visits as they access activities that are physically and psychologically enriching and they meet young people who have a different experience of life in an ever changing society. The students also benefit as they meet and talk with older people about their lives and learn from their rich experiences of life.

To find out more about joining our valued volunteer team, please call 3866 4160 or visit www.mercycs.org.au

THANKING OUR **supporters**

We would like to acknowledge the individuals and businesses that generously assist the work of our organisation through donations and in-kind support.

We truly value their contributions that really do make a difference in the lives of those we support. Their giving helps us in our efforts to grow the reach of our services in Queensland communities.

Mercy Community Services is committed to, and investing in, the development of a fundraising program and improving governance and structure to ensure that donors are valued and recognised for their support. One of our key fundraising priorities is to increase community support for the Romero Centre. Without the contributions of individuals and businesses donating and fundraising, it would be a much greater challenge for the organisation to progress the Romero Centre's core service of coordinating access to supports for people seeking asylum. Our team coordinates access to emergency support, legal support, accommodation, and pathways to training and employment.

We would like to acknowledge the ongoing and significant support of our sponsors, the Sisters of Mercy Brisbane Congregation. We would also like to thank the community member who bequeathed their home to Mercy Community Services in support of people living with a disability.

To find out more about our services please call:
3866 4160 or visit www.mercycs.org.au



STATE LIBRARY OF QUEENSLAND SUPPORTS ROMERO CENTRE

Long-term Romero Centre partner, State Library of Queensland (SLQ), worked with us to host a range of events engaging the community and raising awareness about asylum seekers and refugees again this year, including an International Woman's Day fashion parade and forum. SLQ also hosted A Taste of Belonging dinner event celebrating Brisbane's diversity, in which Romero Centre clients shared recipes from their homeland with local chefs who created an eclectic three course dinner attended by around 100 people.

GOVERNANCE statement

Mercy Community Services SEQ Limited is a company limited by guarantee and the sole Company Member is the Corporation of the Trustee of the Order of the Sisters of Mercy in Queensland. The member approves the statement of mission, philosophy and values of the company and appoints the Board of Directors.

The role of the Board is to; set the strategic direction of the company, approve the strategic plan, appoint, guide and monitor the performance of the Chief Executive Officer in achieving the company's strategic objectives and; oversee good governance practice.

The Board is supported by an independent Company Secretary and as part of effective governance processes all relevant governance documents are reviewed on a regular basis.

Board operations

The Board of Directors meets at least ten times per year in scheduled meetings where Directors receive monthly, quarterly or annual reports on key performance indicators relating to operations, strategy, risk and compliance from the Chief Executive Officer, Chief Financial Officer, service stream Executives and support service Executives. In addition to attending meetings, Directors read and analyse Board papers and reports prepared by management, engage in strategic planning sessions, visit service offices and locations and participate in discussions with management, staff

and other key stakeholders.

The Board of Directors has established a Finance, Audit and Risk Committee to assist it to fulfil its responsibilities. Directors have agreed to establish a Mission, People and Culture Sub-Committee which will begin to meet in 2016/2017. Each committee has its own terms of reference defining the authority delegated to it by the Board and outlining how the committee is to operate.

Finance, Audit and Risk Committee

The purpose of the Finance, Audit and Risk Committee is to monitor, review and advise the Board in relation to the company's internal and external control procedures with particular regard to financial policies, practices and reporting protocols as well as business and operational risk. The Committee meets ten times per year.

The Committee consists of four Directors and meetings are attended by the Chief Executive Officer, Chief Financial Officer, General Manager People, Culture and Organisational Development and other senior staff by invitation. Directors of the company who are not members of the Committee may attend the meetings.

Mission, People and Culture Sub-Committee

The purpose of the Mission, People and Culture Sub-Committee will be to monitor, review and advise the Board in relation to the company's mission and culture formation policies and practices and as well as human resource management, and safety policies and practices. The Sub-Committee will meet four times per year.

The Committee will consist of three Directors and an external representative nominated by the Company Member. Meetings will be attended by the Chief Executive Officer, General Manager Mission Integration, General Manager People, Culture and Organisational Development and other senior staff by invitation. Directors of the company who are not members of the Sub-Committee may attend the meetings.



FINANCIAL performance

Our financial activities during the year focussed on strategic goals to grow and develop services and ensure financial sustainability.

The 2015-16 financial year saw an overall result of \$2.4 million net surplus (4 per cent of income). This result included donations as well as significant write-downs/impairments of properties in our portfolio being redeveloped. The underlying 'business as usual' result from continuing operations was an operating surplus of \$3.7 million (after depreciation and interest but before donations and impairments events) which is 6 per cent of our income. This reflects well against the sector average of around a 3 per cent result for NGOs* and is an indication that we are establishing a strong platform of financial sustainability upon which we can continue to develop mission aligned services. This is evident in our continuing trend of strong revenue growth in the figure below.

Importantly, it also allows us to support an increasing number of projects which do not attract government or private sector financial support such as:

- additional research into the positive impact of the outcomes people achieve by accessing our services; and
- additional support for hundreds of people seeking asylum through the Romero Centre.

Our total income in 2015-16 was \$63.4 million, compared to \$56.4 million in the 2014-15 financial year, and \$31.1 million in 2013-14 (7 months only). This continuing pattern of growth reflects the development and operation of new services and the extension of existing services including:

- Our active involvement in the Queensland Government's Supporting Families, Changing Futures (previously Stronger Families) reform initiative, with funding secured for three new Family and Child Connect services in Brisbane, Moreton Bay and Browns Plains.
- The Australian Government's investment in family mental health support, and our organisation's delivery of new programs in this area.
- Our work alongside the Queensland Department of Communities, Child Safety and Disability Services in establishing a new family contact centre in Caboolture.
- Our development and implementation of an integrated child protection and disability support service to support young people with a disability living in out of home care.



* Forecasting the future: Community Services in Queensland 2025 Summary Report – April 2016, published by Deloitte Access Economics.

** The revenue from 2010-2014 reflects the consolidated separate service stream results, as Mercy Community Services SEQ Limited was incorporated on 28 October and commenced operations on 1 December 2013.

FINANCIAL SUMMARY

Statement of profit or loss and other comprehensive income For the year ended 30 June 2016

| | 2016 \$ | 2015 \$ |
|--|---------------------|--------------|
| Income | | |
| Revenue | 59,436,141 | 51,793,231 |
| Other income | 3,935,026 | 4,617,011 |
| | 63,371,167 | 56,410,242 |
| Expenses | | |
| Employee benefit expenses | (46,314,174) | (40,136,740) |
| Client service expenses and consumables | (2,512,739) | (2,393,104) |
| Administration expenses | (1,207,390) | (1,251,468) |
| Utility and property expenses | (3,154,245) | (3,004,301) |
| Motor vehicle expenses | (1,290,812) | (879,079) |
| Computer and communication expenses | (898,767) | (791,653) |
| Insurance expenses | (542,264) | (502,848) |
| Depreciation and amortisation expenses | (2,490,656) | (2,321,184) |
| Impairments | (2,543,746) | (283,565) |
| Winding down of subsidiary | 522,673 | (1,121,888) |
| Finance costs | (351,420) | (135,611) |
| Other expenses | (183,247) | (149,476) |
| Total expenses | (60,966,787) | (52,970,917) |
| Surplus for the year | 2,404,380 | 3,439,325 |
| Other comprehensive income | | |
| <i>Items that may be reclassified subsequently to profit or loss</i> | | |
| Change in fair value of financial asset | 3,466 | 3,445 |
| Other comprehensive income | 3,466 | 3,445 |
| Total comprehensive income for the year | 2,407,846 | 3,442,770 |

FINANCIAL SUMMARY

Statement of financial position At 30 June 2016

| | 2016 \$ | 2015 \$ |
|--------------------------------------|-------------------|-------------------|
| ASSETS | | |
| Current assets | | |
| Cash and cash equivalents | 32,472,125 | 27,585,385 |
| Financial assets | - | 424,154 |
| Trade and other receivables | 6,085,005 | 6,251,309 |
| Other current assets | 431,490 | 170,484 |
| Total current assets | 38,988,620 | 34,431,332 |
| Non-current assets | | |
| Financial assets | 623,659 | 735,607 |
| Property, plant and equipment | 52,238,122 | 54,146,448 |
| Intangible assets | 2,597,104 | 1,581,283 |
| Total non-current assets | 55,458,885 | 56,463,338 |
| Total assets | 94,447,505 | 90,894,670 |
| LIABILITIES | | |
| Current liabilities | | |
| Trade and other payables* | 41,664,756 | 30,896,982 |
| Employee benefits | 3,882,063 | 3,514,536 |
| Provisions | - | 1,121,888 |
| Other current liabilities | 5,010,941 | 4,509,041 |
| Total current liabilities | 50,557,760 | 40,042,447 |
| Non-current liabilities | | |
| Employee benefits | 402,775 | 505,622 |
| Borrowings | - | 10,492,477 |
| Total non-current liabilities | 402,775 | 10,998,099 |
| Total liabilities | 50,960,535 | 51,040,546 |
| Net assets | 43,486,970 | 39,854,124 |
| EQUITY | | |
| Contributed equity | 35,999,929 | 34,774,929 |
| Other reserves | 6,911 | 3,445 |
| Retained surplus | 7,480,130 | 5,075,750 |
| Total equity | 43,486,970 | 39,854,124 |

* Total Aged Care Accommodation Deposits/Bonds = \$40,283,818 (2015: \$29,695,763)

Aged Care Accommodation Deposits/Bonds expected to be paid within 12 months = \$8,056,764 (2015: \$5,939,153)

Aged Care Accommodation Deposits/Bonds not expected to be paid within 12 months = \$32,227,054 (2015: \$23,756,610)

“ WHEN I THINK WE ARE DONE,
WE SEEM TO BE BEGINNING
AGAIN. ”

Catherine McAuley
Founder of Sisters of Mercy



Executive team

From left: Stuart Dempster, Leonie Hogarth, Steven King, John Hoffman,
Lisa Eastment, Peter Sydes, Julie Purcell and Vickie Bachmann



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