



Mercy
Community
Services
Australia

Mercy Community Services Australia Limited

2024–25 Annual Report





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Mercy Community Services Australia Limited (MCSAL) acknowledges Aboriginal and Torres Strait Islander peoples as Australia's First Peoples and as the Traditional Owners and Custodians of the land on which we live, work and play. We pay our deep respects to Elders past, present and emerging, and acknowledge all Aboriginal children, young people, families and staff who are a part of the ministries of MCSAL. We embrace and commit to the spirit and work of self-determination and reconciliation.

About us

Mercy Community Services Australia Limited (MCSAL) and its ministries exist to support our community's most vulnerable, by striving to alleviate disadvantage, exclusion and inequality.

The Sisters of Mercy and their associated ministries have been supporting disadvantaged communities across Australia since 1846. There has been a significant Mercy presence in the Catholic community services sector ever since.

MCSAL was established in 2021 to provide an overarching governance structure for a range of separate ministries in the community services sector. These include ministries with a Mercy background, as well as other ministries which have benefitted from the charism and endeavours of multiple congregations, including the Christian Brothers and the Sisters of St Joseph.

Mercy Connect, Mercy Services and MacKillop Family Services (incorporating McAuley Community Services for Women) are governed by a common, highly experienced Board of Directors who share a strong commitment to social justice and good governance.

Our vision statement

As companions in ministry, we seek to bring about a compassionate and just society and Church by striving to alleviate disadvantage, exclusion and inequality.

Our mission statement

We collaborate in the mission of Jesus by fostering a heart for Mercy within our ministries, in the broader society and for our environment.

Our values

Compassion: We respond with kindness and generosity to those we serve, our ministry colleagues and all with whom we interact

Hope: We see within our current situation possibilities and promise, which nurture and shape our future

Hospitality: We are welcoming of people and ideas, bringing an openness of heart, mind and spirit to our work and life

Justice: We treat everyone with fairness and advocate for the rights and responsibilities of all, especially those who experience disadvantage, marginalisation and vulnerability

Respect: We uphold the intrinsic dignity of each person, no matter their circumstances

Chair Report



Charles Reis
Chair, MCSAL

Mercy Community Services Australia Limited (MCSAL) is a not-for-profit organisation providing diverse community services to people facing serious life challenges or at risk of harm.

During the FY2025, the Group recorded revenue of \$365.58m (up 5.8% on previous year) however incurred an operating loss of \$8.4m, largely driven by an increase in employment expenses at MacKillop Family Services; and significant costs associated with the winding up of our aged care provider, Mercy Services. MCSAL and its Ministries are working towards a return to profitability in 2025–26 and remain in a strong financial position with combined net assets of \$133.5m.

As you read through this, our first Annual Report, you will see how our work makes a tangible difference in the lives of people living on the margin of society. Too often, it is assumed that those in need are the authors of their own misfortune—but nothing could be further from the truth. The women who flee domestic violence never imagined their lives would take such a turn. The children in our care did not choose to be born into circumstances where their parents are unable to meet their care needs. And our residents and day clients living with severe disabilities do so in our care with the knowledge that they are part of our shared humanity.

These are the people for whom our nearly 3,000 staff and 600 foster carers rise each morning—to care, to support, to guide, and to offer dignity and hope.

Despite demand that often exceeds our capacity, MCSAL and its Ministries have had a noteworthy year. Building on the work of our founders, each Ministry continues to go where the need is greatest—extending the reach of services and finding new, innovative ways to improve the life chances of those who turn to us for help.

Yet challenges remain. We continue to face unmet needs in Indigenous communities. We need more resources to attract and retain foster carers. We see daily the shortage of stable housing for people experiencing homelessness. And we require sustainable funding to expand our specialist schools, which are successfully re-engaging children to build life-long skills after being shunned or excluded from mainstream education.

Another significant challenge this year was the Board's difficult decision to withdraw from aged care in Newcastle and the Hunter Valley. This decision, made with great care and deliberation, reflected increasing legislative and governance complexities, and the financial realities of operating at a scale too small to remain sustainable.

In closing, I extend my heartfelt thanks to our dedicated staff, foster carers, and volunteers for bringing the vision of our founders to life every day. I also acknowledge the MCSAL Board, which concurrently serves our Ministries, and offer particular gratitude to our retiring Board Members — Vicki Clarke OAM, Dr Linda Mellors, and Bridgid Connors — for their outstanding service and commitment.

Our Ministries



Mercy Connect

Mercy Connect provides a range of supports in Albury, Orange, Cowra and Wagga Wagga, to adults, children and older people with a disability, to live independently and be more actively involved in the community. Mercy Connect provides services which range from accommodation, respite care, therapy and clinical services, Community Inclusion and Day Programs

Mercy Connect's values reflect the ethos of the Sisters of Mercy; to enhance the wellbeing of those they support.



MacKillop Family Services

MacKillop Family Services is driven by the belief that every child deserves to grow up in a safe and supportive home, where they can heal from past trauma and access education and other supports required to develop into thriving adults. We deliver a range of programs in early intervention and family support; out of home care; and education across Victoria, NSW, ACT, NT and WA. We also provide a supported records release service to adults who grew up in care with MacKillop, and other organisations run by our founding congregations: the Sisters of Mercy, the Christian Brothers and the Sisters of St Joseph of the Sacred Heart.

MacKillop staff are guided by the example of our courageous and visionary founders, Mary MacKillop, Catherine McAuley and Edmund Rice.



McAuley Community Services for Women

For over 35 years, McAuley Community Services for Women has helped women and children who have faced family violence and homelessness to take control of their lives and build a brighter future. McAuley provides 24/7 support 365 days a year through refuge accommodation, independent living and outreach services. McAuley's programs are holistic, providing wraparound care that brings together accommodation, health, legal, financial, education and recreational responses. McAuley is innovative in its approach and has a long and proud history of advocating for the removal of systemic barriers that inhibit the ability of women and children to live safely.



Mercy Services

Mercy Services delivered community services in the Hunter region of New South Wales from the arrival of the first Sisters of Mercy in the region in 1875, through to May 2025. Over this time, Mercy Services provided community and in-home support across parts of Newcastle, Lake Macquarie and the Lower Hunter region of NSW to the elderly, those living with disability, those affected by drug and alcohol abuse, the socially disadvantaged and families.

Our Impact



6,300+

families supported with early intervention and parenting support



670

young people provided a safe and supportive home



1,055

young people supported to access education



71

people living with disability supported in our Independent Living Service



177

people living with disability participated in our Community Inclusion, Day Program or Behaviour Support Services



68,000+

hours of support coordination, community inclusion, and youth transition and respite services delivered



130 women and 11 children

who had been at risk of homelessness were provided supported accommodation



255 women and 390 children

who had experienced family violence were provided support through outreach support or supported accommodation



398

legal and financial issues addressed for women who have experienced Family Violence

Mercy Connect CEO Report



Caroline Cummins
CEO, Mercy Connect

This past year has been a reminder of the strength, resilience, and determination that define our organisation.

Despite the ongoing challenges presented by the changing NDIS landscape, our staff have demonstrated remarkable adaptability, ensuring that the people we support remain at the heart of everything we do.

In December 2024, I was honoured to step into the permanent CEO role. This milestone is not just a reflection of my journey, but of the trust, support, and collaboration of our Board, staff, and community, for which I am deeply grateful.

Growth has been an important focus of our strategy. Since its establishment, our Transition Respite and Youth Service has gone from strength to strength, delivering incredible outcomes for young people who deserve every opportunity to thrive. We have also expanded our services in the Central West region of NSW, providing much-needed support to more communities, families, and individuals.

We have also been investing in improving how we operate. New systems and enhancements to existing ones are helping us work more efficiently while lifting the quality of care we deliver. We have also continued to invest in our properties, ensuring our homes are not only functional but also inclusive, welcoming, and places that people are proud to call their own.

I have particularly enjoyed witnessing the creativity of our staff in action. From gamification in our Learning and Development programs to fun and practical activities like Cooking with Care and Smash Sessions, we are finding new ways to learn, connect, and improve outcomes for participants. These initiatives reflect the culture we are nurturing, one that is engaging, collaborative, and always focused on making a real difference.

A meaningful milestone this year has been the development of our first Reflect Reconciliation Action Plan. While still in draft, it represents a significant step forward in our commitment to reconciliation. I sincerely thank everyone who has contributed, your insights, dedication, and collaboration are helping us lay the foundations for meaningful and lasting change.

Financially, we close the year in a strong position. This is a remarkable achievement given the challenging environment, and it reflects the dedication and hard work of our staff and leadership. Beyond stability, this result provides a platform for growth, innovation, and the ability to respond quickly to emerging needs. It positions us with confidence to invest in our future and continue expanding the impact of our work.

As I reflect on the year, what stands out most is not only what we have achieved, but how we have achieved it, through teamwork, creativity, and a shared commitment to making a difference. I thank every member of our staff, Board, partners, and supporters for being part of this journey. Each challenge we overcome by working together helps us to build a stronger, more hopeful, and inclusive future.



2024 Sister Scholastica Scholarship recipient

We are proud to share the inspiring story of one Year 10 student, a young Yazidi woman who has shown extraordinary determination since arriving in Australia from Iraq just two years ago.

As a refugee, Ghalia Sleman's journey has not been easy. She and her family have faced incredible challenges, including the struggle to access consistent education and financial hardship as they rebuild their lives. Yet, through all of this, she has remained unwavering in her commitment to learn, grow, and succeed.

Since joining Wagga High School, she has worked tirelessly to improve her English and immerse herself fully in her studies. Her love of mathematics shines through in every lesson, and she has already set her sights on becoming a math teacher in the future, driven by a passion to give back to her community and help others just like her. Her strength, resilience, and quiet leadership have made a deep impression on staff and students alike.

It is with great joy that we awarded Ghalia the 2024 Sister Scholastica Scholarship. This annual scholarship

is awarded to a female student who demonstrates not only potential but the courage and perseverance to rise above life's challenges. It provides financial support to help Ghalia fully engage in her education and reach for the future she envisions.

This scholarship is not just a recognition of her past efforts, it is an investment in her future. We can't wait to see where her journey leads, and we know she will continue to inspire others with her strength and heart.

Celebrating Sister Schol's legacy

In recognition of more than 70 years of faithful and Mercy led service, Mercy Connect continues to pay tribute to the remarkable work and volunteerism of Sister Scholastica (Sr Schol). Sr Schol entered the Mercy Congregation in 1949, taking the name Saint Scholastica, the patron saint of education. Her dedication and commitment have left an indelible mark on our community, inspiring generations through her tireless efforts.

Sister Scholastica's lifelong commitment to education, compassion, and community service left a profound impact on all who knew her, and her passing marked the end of a remarkable chapter in the history of Mercy Connect. Through

her gentle leadership and unwavering faith, Sr Schol inspired generations and helped shape the values we uphold today.

To honour Sr Schol's legacy, Mercy Connect proudly offers the Sister Scholastica Scholarship annually. This scholarship is awarded to a female student who demonstrates exceptional potential to thrive in the school environment. It provides financial assistance to help the recipient achieve their fullest potential and engage meaningfully with all aspects of their primary or high school education. The scholarship embodies Sr Schol's passion for education and her belief in the transformative power of learning.

MacKillop Family Services CEO Report



Dr Robyn Miller AM
CEO, MacKillop Family Services

This year at MacKillop Family Services, we have stayed grounded in the belief that good outcomes are not just aspirations, but achievable when we invest in what works and collaborate with intent.

We've maintained a clear focus on building the evidence base to understand what best supports children, families and staff. Through our collaboration with universities, research and evaluation, we're strengthening our practice and contributing to sector-wide knowledge.

One example of this commitment was our 2025 Lead the Way Conference, which brought together close to 500 delegates across the education and community service sectors. The energy and insight shared at the conference reaffirmed the importance of working together to tackle complex challenges and drive innovation.

We have put unrelenting energy into embedding consistently therapeutic, trauma-informed care, supported by strong systems. We have halved the rate of incidents over the past six years and this year, we have reduced it to our lowest ever result – a significant marker of safety and wellbeing for our children and staff.

Preventing harm is a core priority, and we continue to invest in professional development, supervision and leadership that support our teams to deliver consistent, high-quality care.

This year we also deepened our commitment to First Nations children and families with the development of a Stretch Reconciliation Action Plan. The actions and deliverables in our RAP will strengthen cultural connection and safety; drive cultural humility in our practice; and maintain our focus on transitioning young people in care to Aboriginal Community-Controlled Organisations.

Listening to the voices of children, young people and families remains central to our work and we have changed practice according to their feedback, such as introducing more pets into our residential homes with carefully thought out policies.

This year, we also undertook a staff engagement survey. With over 1,200 responses, our engagement score was our best ever and significantly above sector benchmarks. 82% of respondents said MacKillop is a “truly great place to work.” This is a powerful reflection of the culture we've built together.

Education continues to be a key area of growth. We were proud to open two new schools – in Annandale (NSW) and Clifton Hill (Victoria), expanding access to inclusive education. Through our trauma-informed education model ReLATE, we're helping schools respond to complex needs and challenging behaviours, ensuring every child has the opportunity to learn in a safe and supportive environment.

I want to thank Charles Reis for his leadership and wise counsel in his first year as Board Chair. His generosity and guidance have been deeply appreciated. To our staff, carers, partners and supporters – thank you for your unwavering commitment.

The magical moments

“It’s the tiny things,” Caitlin says. “The first hug that lets you know you’ve earned their trust; when they ask you to sit by their bed and tell you about their day; or when they choose to hang out with you in the lounge. Those are the magical moments – and I write each of them down.

Caitlin is a foster carer with MacKillop, caring for three siblings. But her journey with MacKillop began when she was studying youth work and did a work placement.

“I fell in love instantly. The Sanctuary model, the values, the way my team in the East of Melbourne felt like a family – everyone pitched in. I knew I was exactly where I was meant to be.”

After seven years as a residential care supervisor, Caitlin made the difficult decision to resign, so she could become a foster carer. Having grown up in residential care herself, Caitlin explains, “I used to listen to audiobooks about foster care on repeat while driving to work. I dreamed of having a big family and giving back to kids who didn’t have a stable home life.”

Caitlin continues to sing the praises of MacKillop, now she is supported by them as a foster carer.

“MacKillop don’t just support me. They surround me with community. Reflective practice, peer connection, outings for the kids ... it’s a village, and we’re never alone.”

The children are thriving – attending school, learning life skills, and reconnecting with family.

“We do a lot of family connection. Their older sister comes over for dinner now. We talk about mum and dad all the time.”

Caitlin’s advice to potential foster carers is, “It’s a journey. There are tears and laughter, ups and downs. Be realistic. Trauma and disability bring challenges. But if you trust the process and let the community in, you’ll witness magic. I’ll never regret the decision to become a foster carer.”



McAuley Community Services for Women CEO Report



Jocelyn Bignold OAM
CEO, McAuley Community Services
for Women

Throughout our lives, we witness many changes, but rarely do we see a true shift in collective mindset.

This year at McAuley – a year marked by innovation, growth, and deepened impact – we believe we are at the cusp of such a moment, where awareness, empathy, and action are reshaping how society understands and responds to family violence, homelessness and disadvantage.

A major step toward real systemic change was the launch, in February, of our Safe at Home trial in the Geelong and Barwon region. Funded by the Victorian Government for three years, this bold initiative challenges the long-standing norm of displacing women and children who are experiencing family violence and instead supports them to remain safely in their homes, while holding perpetrators of violence accountable. This approach not only promotes safety and works to disrupt the violence – it also preserves stability and community connections while preventing homelessness.

While we are still in the early days of the trial – having begun taking referrals in May – we are already able to identify pervasive systemic challenges, including long-held beliefs and ways of working, that need to be addressed for this response to become a reality in state-wide practice.

Another highlight of the year was the opening of Jan's Place in Melbourne's west. Named in honour of the late Janice (Jan) Geason, a Sister of Mercy for 64 years who supported McAuley's early work, Jan's Place is a modern, purpose-built refuge offering flexible, independent spaces for up to 20 women and children. Featuring McAuley's wrap-around support model and our first Peer Support Worker, who will use their lived experience to provide emotional and practical support to residents navigating similar challenges, Jan's Place is a welcoming, safe space that fills a critical service gap in the region.

We also launched our Children's Strategy, an organisation-wide commitment to focusing on the holistic needs of children and young people who have experienced family violence. Informed by the voices of mothers and children in our care, and underpinned by evidence that early, trauma-informed intervention can change the course of a child's life, the strategy drives a child-centred approach in all areas of our work. Strengthening this focus, we introduced an Enhanced Maternal Child Health Nurse into refuge, and an Education Specialist to support young people to re-engage with school. These key initiatives build upon the support available through our long-standing children's programs, including McAuley Learning Support and our team of Children's Practitioners based in refuge, and strengthen our capacity to support this critical need.

From crisis to creativity: Lucy's journey to healing through art

Lucy* met her ex-partner when she was 19, but after seven years of emotional and financial abuse, she finally made the difficult decision to leave. Like so many women fleeing violence, Lucy was left homeless, and found herself in and out of crisis accommodation for almost two years.

“I broke up the relationship, and leaving was dangerous,” she said. “I was living in my car for a while and in a tent – I went up and slept on Mount Buninyong ... it was tough but also eye-opening ... my life was on hold, but I still had a heater in my car, and I had warmth, and I got to see some amazing views.”

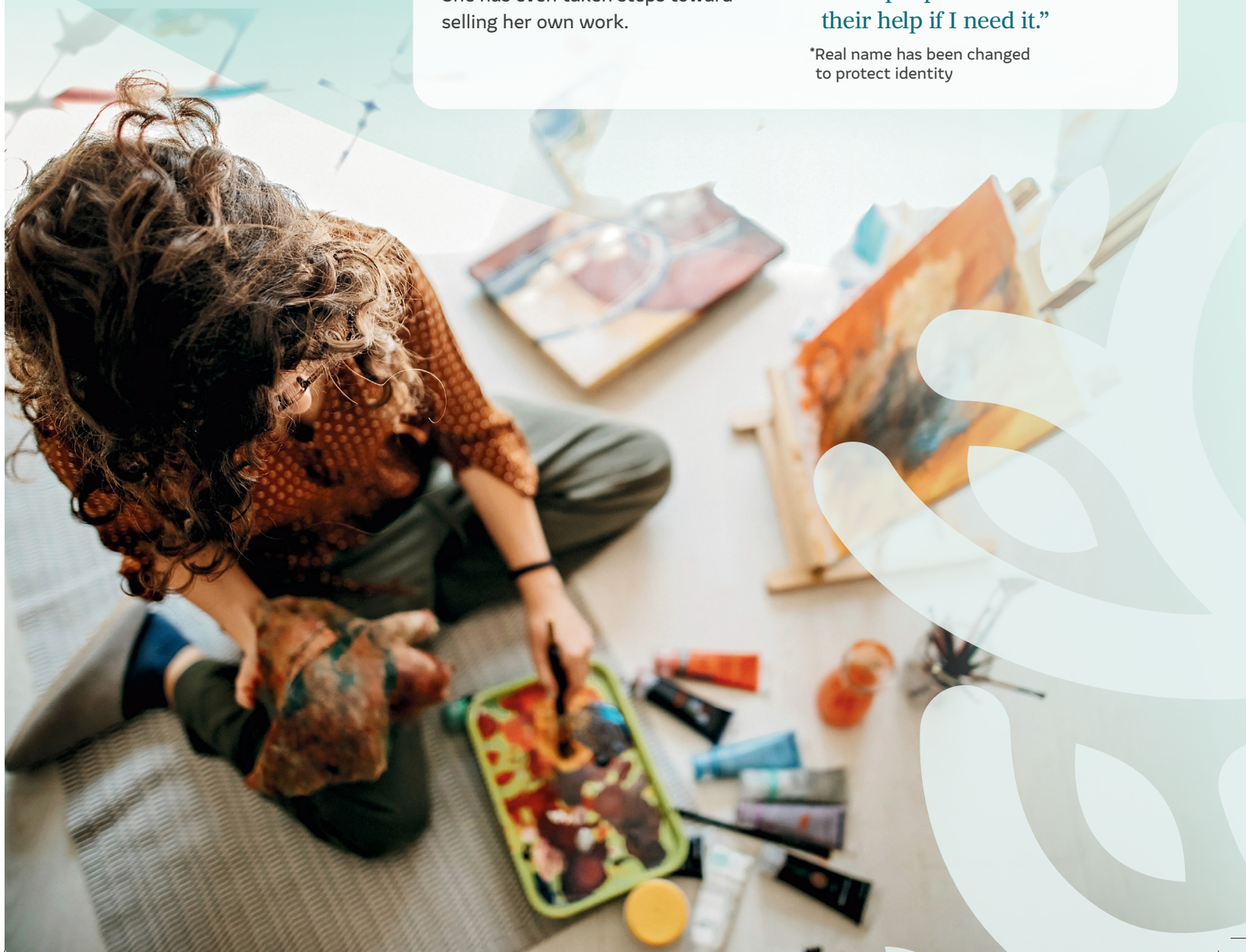
Now 28, Lucy has found stability living at McAuley House Ballarat and been able to pursue her true passion – art. She has even taken steps toward selling her own work.

“It has been good for me – I’ve settled in well,” said Lucy. “I now have jobs at Pizza Hut and McDonalds and am looking to get into disability work. The stability of my life at McAuley has enabled me to pursue my goals like setting up an online store, which is a hobby but also a business. The art is very healing for me.”

Lucy has been living at McAuley House for five months and in time, the McAuley team will help her to transition to long-term housing.

“The staff here are very supportive and motivating to work with ... they helped me a lot in terms of gaining employment, gaining confidence back in the community, just having that support network again and knowing that I can rely on those people to turn to for their help if I need it.”

*Real name has been changed to protect identity



Mercy Services

Withdrawal from Mercy Services in Newcastle and Singleton

In October 2024, the Board of Mercy Services made the deeply considered and difficult decision to permanently withdraw from the Mercy Services ministry in Newcastle and Singleton.

Closing an agency with more than 150 years of ministry required us to carefully reflect on the extraordinary legacy of the Mercy Sisters and the many dedicated secular staff who served the Hunter Valley community. It was a decision of significant responsibility—one that demanded rigorous discernment grounded in mission, human, and financial considerations, and capable of sustaining our leaders through a challenging implementation process.

The decision to cease involvement in aged care resulted in the closure of the Singleton residential aged care facility and the transfer of Home Care and Community Transport Services to Mercy Health and Aged Care. The Alcohol and Other Drug Service was transferred to an alternative provider.

We acknowledge that closing the 42-bed Singleton facility caused distress within the local community. This response was entirely understandable, as the loss of an aged care facility represents a real gap in services for the elderly in a regional town. However, the Board proceeded only after confirming that other local providers were planning to expand their operations and that new facilities were being established nearby.

History of the Mercy Sisters in the Hunter region

The Sisters of Mercy arrived in the Hunter region in 1875, when Mother Mary Stanislaus Kenny and ten Sisters settled in Singleton, New South Wales. Subsequently, the Sisters established local convents and served in many schools, including the Monte Pio Orphanage in West Maitland (1910–1972), Home for Unmarried Mothers in East Maitland (1967–1975), Mater Misericordiae Hospital in Waratah (1921–2006), Taree Aboriginal Apostolate, Toronto Retreat Centre, Mercy Services (1976–2025) and Mercy Nursing Home in Singleton (1983–2025).

The Singleton nursing home was originally intended to serve the ageing sisters in the attached Convent. However, before long it was opened to anyone in the local community in need of supported aged care. With approximately 40 beds, the home was an appropriate scale for the 1980s and operated successfully for the next 30 years. The service spurred in-home care and other innovative services that supported elderly people in Newcastle and the Hunter Valley.

However, the operating environment for aged care was beginning to change. These were small regulatory changes at first, to improve care standards and to incentivise private investment. As large private operators began to enter the aged care sector, the industry became more regulated. And as competition increased, the scale of providers began to change with operators building larger and larger facilities and offering better amenities on a scale that made it increasingly difficult for smaller operators like Mercy to compete. At the same time, the Federal Government introduced important reforms to the sector to ensure standards of care met community expectations, bringing tighter governance and more stringent reporting. These changes created a significant burden on smaller operators such as Mercy Services, and its residential aged care began trading at a loss. Over its final decade, our nursing home at Singleton became financially unviable, leading to the decision to close the facility.

Reasons for withdrawal from Aged Care

1.

Increasing challenges for small, stand-alone providers

Operating a single-site residential aged care facility had become increasingly difficult.

- › The sector now faces heightened compliance obligations and financial pressures that exceed the capacity of small-scale organisations.
- › Sustainable aged care requires deep clinical and governance expertise, ongoing capital investment, and comprehensive oversight—requirements that Mercy Services, as a smaller provider, could no longer meet over the long term.
- › This decision in no way reflects on our management or staff, whose dedication and quality of care remained exceptional. Indeed, it was because of their commitment that we were able to continue operating for as long as we did.

2.

The Singleton facility had reached the end of its useful life

The Singleton facility was nearing the end of its operational lifespan. The financial and practical demands of maintaining or redeveloping it were beyond what Mercy Services could sustain. While several options were explored—including sale or redevelopment—the investment required was not viable and would only have extended the facility's life for a limited time.

3.

Focusing on sustainable and mission-aligned impact

The Board's decision also reflected a need to focus resources where Mercy Community Services Australia Limited (MCSAL) can achieve the greatest and most sustainable impact. As with many community-sector organisations, we must steward our limited resources responsibly. MCSAL continues to deliver a broad range of ministries, and our priority is to concentrate on areas where our mission can be most effective and enduring.

We recognised that the closure would affect residents, families, and staff most directly. Mercy Services provided nearly five months' advance notice and worked closely with all parties to ensure as smooth a transition as possible. Alternative accommodation was arranged for residents, and staff were supported through retention bonuses, intensive employment assistance, and outplacement advice.

Compassion and Integrity in Implementation

Throughout the process, the Board was committed to ensuring that the closure was handled with compassion, transparency, and respect. Residents, families, and staff were informed promptly once the decision was made, allowing ample time for alternative arrangements. Dedicated care planners assisted residents in finding suitable accommodation, while staff worked tirelessly to ease the burden of relocation.

As difficult as this process has been, every decision and action was guided by our Mercy ethos—carried out with integrity, diligence, and deep concern for all those directly and indirectly affected.

Governance

Group Governance Structure

The Trustee Directors of Mercy Ministry Companions (MMC) play a pivotal role in the governance and stewardship of Mercy Community Services Australia Limited (MCSAL) and its subsidiary organisations. MMC is a ministerial public juridic person within the Catholic Church, entrusted with the stewardship of a range of ministries, including MCSAL and its subsidiaries. The Trustee Directors of MMC serve as the canonical stewards and civil board directors of MMC and collectively act as the single member of MCSAL.

MCSAL is the sole member of MacKillop Family Services (incorporating McAuley Community Services for Women), Mercy Connect Limited, and Mercy Services Limited. The boards of each of these organisations are comprised of the same directors, ensuring consistent leadership, shared values, and unified strategic direction across the group. Each organisation operates as a company limited by guarantee and is registered as a charity, with governance frameworks that comply with the ACNC Governance Standards and the Corporations Act.

MCSAL board composition and responsibilities

The MCSAL board is responsible for strategic leadership, risk management, financial oversight, and compliance with legal and regulatory obligations. It provides integrated oversight of its subsidiaries and facilitates collaboration across the group. Directors are appointed for their expertise, commitment to mission, and understanding of community service governance. They are indemnified and insured to the extent permitted by law.

Board committees

The board is supported by a number of committees, each with delegated authority to oversee specific areas of governance and operations. These committees play a vital role in enhancing the effectiveness of the board, by focusing on key areas such as finance, risk, audit, governance, and service quality. Through regular meetings and reporting, committees help the board fulfil its fiduciary, strategic, and regulatory responsibilities, and support continuous improvement across the organisation.

MCSAL board members

Charles Reis (Chair)

Janet Farrow OAM (Deputy Chair)

Vicki Clark OAM
(resigned 31 July 2025)

Elizabeth Clear

Bridgid Connors
(resigned 27 August 2025)

Dr Michelle Cotter

Peter Lavis

Stephen Mamouney

Ella McPherson

Elizabeth (Libby) Mears

Dr Linda Mellors
(resigned 24 October 2025)

Marcelle Mogg

John Sutherland

Consolidated Financial Summary*

The group reported a consolidated comprehensive loss of **\$8.4m** (FY2024: \$4.2m surplus), primarily due to the winding up of Mercy Services, a substantial payroll backpay at MacKillop, and a loss in MacKillop's NSW therapeutic residential care service.

Total income increased to **\$365.6m** (FY2024: \$345.5m), driven primarily by higher government funding.

Total expenses rose to **\$376.9m** (FY2024: \$348.8m), with employee expenses up to \$292.4m (FY2024: \$270.5m) and operating expenses at \$76.1m (FY2024: \$70.5m).

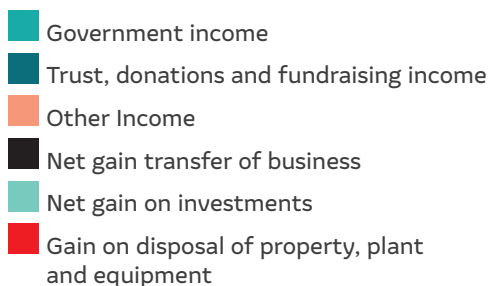
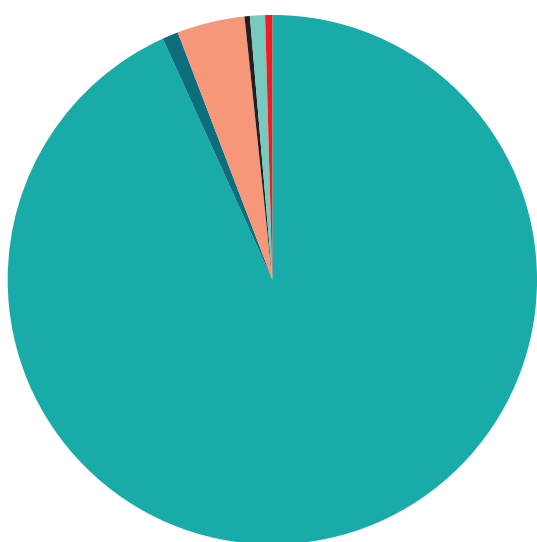
Net assets remain strong at **\$133.5m** (FY2024: \$147.1m), underpinned by significant property and financial asset holdings.

Total assets decreased to **\$228.3m** (FY2024: \$260.7m), primarily due to the distribution and sale of assets in the winding up of Mercy Services and the operating loss at MacKillop.

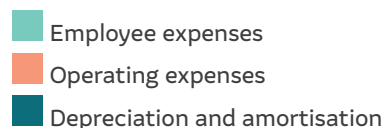
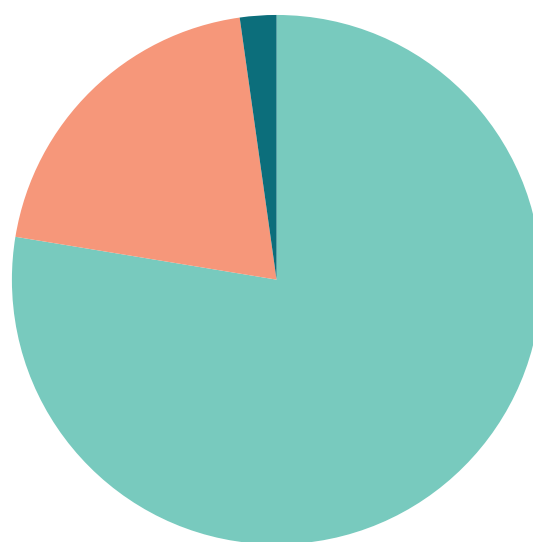
Total liabilities reduced to **\$94.8m** (FY2024: \$113.6m), mainly due to lower payables and borrowings.

Liquidity and solvency ratios remain healthy, supporting ongoing operations and future investment.

FY2025 MCSAL Revenue



FY2025 MCSAL Expenditure



*These financial statements been prepared the basis of a consolidation of the audited financial statements of MacKillop Family Services, Mercy Connect Limited, Mercy Services Limited and the unaudited financial statements of MCSAL. These financial statements have not been audited and are provided for general information only.

Statement of comprehensive income (for year ended 30 June 2025)

	2025	2024
	\$	\$
Revenue and other income		
Government income	340,762,973	317,501,157
Trust, donations and fundraising income	3,555,032	4,086,181
Other Income	15,124,805	19,735,107
Net gain transfer of business	1,182,466	-
Net gain on investments	3,368,770	3,348,839
Gain on disposal of property, plant and equipment	1,586,714	792,167
Revenue and other income	365,580,760	345,463,451
Expenditure		
Employee expenses	292,425,314	270,533,437
Operating expenses	76,073,251	70,529,796
Depreciation and amortisation	8,388,519	7,720,679
Expenditure	376,887,084	348,783,912
Deficit from ordinary activities	(11,306,324)	(3,320,461)
Other comprehensive income		
Net gain on revaluation of land and buildings	-	4,598,784
Net gain on revaluation of financial assets	2,864,635	2,908,799
Total comprehensive income (loss)/surplus for the year	(8,441,689)	4,187,122

Statement of Financial Position (as at 30 June 2025)

	2025 \$	2024 \$
Current assets		
Cash and cash equivalents	24,588,354	26,505,756
Trade and other receivables	9,400,115	13,243,432
Financial assets	5,751,537	18,213,842
Other assets	1,785,337	3,176,759
Total current assets	41,525,343	61,139,789
Non-current assets		
Property, plant and equipment	98,323,272	102,887,131
Right-of-use-assets	31,460,705	33,573,293
Financial assets	50,002,124	55,959,451
Intangible assets	6,952,852	7,153,504
Total non-current assets	186,738,953	199,573,379
Total assets	228,264,296	260,713,168
Current liabilities		
Trade and other payables	19,400,552	31,079,329
Provisions	21,576,523	22,136,563
Lease liabilities	4,338,514	5,213,552
Other financial liabilities	17,665,443	22,441,022
Total current liabilities	62,981,032	80,870,466
Non-current liabilities		
Provisions	3,698,569	3,475,941
Lease liabilities	28,093,095	26,221,778
Borrowings	-	3,000,000
Total non-current liabilities	31,791,664	32,697,719
Total liabilities	94,772,696	113,568,185
Net assets	133,491,600	147,144,983
Equity		
Retained earnings	72,293,066	90,942,741
Reserves	61,198,534	56,202,242
Total equity	133,491,600	147,144,983

These financial statements been prepared the basis of a consolidation of the audited financial statements of MacKillop Family Services, Mercy Connect Limited, Mercy Services Limited and the unaudited financial statements of MCSAL. These financial statements have not been audited and are provided for general information only.



Mercy
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