

WHĀNAU MERCY MINISTRIES

Annual Report

*To the Dicastery for Institutes of Consecrated Life and
Societies of Apostolic Life*

November 2024 – October 2025



Published: 11 November 2025

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The format of this report is based on a template provided by the Dicastery, guided by advice from those who worked toward the establishment of Whānau Mercy Ministries.

On 1 April 2023, Whānau Mercy Ministries assumed the work of Ngā Whaea Atawhai o Aotearoa Sisters of Mercy New Zealand to serve the mission of the church through sponsorship of its education, health, and social and community ministries.

The following report, authored by trustees, provides an overview of the work of Whānau Mercy Ministries from November 2024 – October 2025.

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01. Introduction

Annual Report: November 2024 – October 2025

Tena koutou, ngā mihi atawhai – Mercy greetings to you

It is with pleasure we present this second report to the Dicastery for Institutes of Consecrated Life and Societies of Apostolic Life as we approach the third anniversary of the establishment of Whānau Mercy Ministries¹ as a ministerial Public Juridic Person (PJP).

Whānau Mercy Ministries was established by decree, Prot. n. W.20-1/2022, on 27 November 2022.

As a church authority in New Zealand, Whānau Mercy Ministries participates in the mission of Jesus, in the spirit of the Gospel, in the tradition of Catherine McAuley, and Te Tiriti o Waitangi (The Treaty of Waitangi).² Its ministries of education, healthcare, and community services respond to the needs of the people they serve.

The trustees confirm that Whānau Mercy Ministries:

- builds on the charism and sound traditions of the founding sponsor congregation, Ngā Whaea Atawhai o Aotearoa Sisters of Mercy New Zealand, within the Roman Catholic Church
- continues the mission of Jesus Christ and exercises responsibility to develop health, education, and community service ministries of the Roman Catholic Church
- ensures through its governance policies and practices that each of the works for which it is responsible operates in conformity with the teachings, discipline and laws of the Roman Catholic Church.

Those involved in governance and leadership within the ministries of Whānau Mercy Ministries exercise their responsibilities in a spirit of service, mindful of the call to care for our common home and all who reside on it.

We acknowledge the great trust the founding congregation placed in Whānau Mercy Ministries and continue to value both the work of the congregation and the great affection the Sisters of Mercy had for their ministries.

All ministries remain committed to the mission of Jesus to serve in a spirit of aroha, whanaungatanga, and kaitiakitanga³ in the tradition of Mercy.

¹ In English, the name of the ministerial Public Juridic Person (Whānau Mercy Ministries) could be translated as 'The Family of Mercy Ministries'.

² Te Tiriti o Waitangi (in English, the Treaty of Waitangi), New Zealand's founding document, established a partnership between Māori and the British Crown. At heart of the treaty is partnership between all people in Aotearoa New Zealand and genuine power-sharing. Commitment to Te Tiriti is a central part of the legacy of Ngā Whaea Atawhai o Aotearoa Sisters of Mercy New Zealand, and now of Whānau Mercy Ministries.

³ Aroha, whanaungatanga, and kaitiakitanga are simply translated as love, relationships, and guardianship. These values are explored on page 2 of this report.

02. Purpose of the Public Juridic Person

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The pontifical Public Juridic Person Whānau Mercy Ministries was established by Ngā Whaea Atawhai o Aotearoa Sisters of Mercy New Zealand (the Congregation), to provide governance in the name of the church to ensure the continuation and flourishing of their Catholic ministries.

Whānau Mercy Ministries is committed to the Gospel of Jesus Christ, the tradition of Catherine McAuley, Te Tiriti o Waitangi, and the sacredness of all creation.

Out of God's mercy, we respond willingly and walk compassionately with those who are seeking:

Healing and Wholeness

Relief from Suffering

Restoration of Human Dignity

Knowledge, Understanding and Wisdom

Care for our Common Home

We do this through our education, healthcare, and community ministries in the name of the Catholic Church.

Whānau Mercy Ministries – Statement of Purpose

The PJP operates in civil society as a registered charity in New Zealand law – Whānau Mercy Ministries Trust, a charitable trust.

Tikanga Mercy

Tikanga (customs, or way of doing) Mercy refers to the Mercy way of embracing our Christian, Catholic and Mercy heritage in Aotearoa New Zealand. Foundational to Tikanga Mercy is the recognition of Māori, the indigenous people of Aotearoa, as tangata whenua (people of the land). We remain committed to the original invitation from wāhine (women) Māori to establish the mission of Mercy in Aotearoa New Zealand, to Te Tiriti o Waitangi (the Treaty of Waitangi), and the cry of earth and the cry of the poor.

Our Values



WHANAUNGATANGA WHĀNAU

The ministries of WMM 'give life' through our shared purpose, expressed uniquely in each ministry. To be whānau is to belong. Whānau provides an identity that is not earned but gifted, given, graced.

Whanaungatanga (relationship) is a core WMM value aiming to cause, make, and create relationships to enable belonging and inclusion.



AROHA MERCY

The purpose of WMM can be summarised as advancing the mission of Mercy in the tradition of Catherine McAuley by responding to need.
"I am, we are, Mercy"

Aroha (love, compassion) underpins our action, our work and speaks of relationship. Living by aroha results in a creative, concrete, and ingenious attitude



KAITIAKITANGA MINISTRIES

The civil structures for WMM and ministries are vehicles to enable the Trustees to govern WMM within the context of Aotearoa, as works of the Catholic Church.

Kaitiakitanga (guardianship) expresses an understanding governance: to guide and ensure the safety (spiritual, cultural, personal) of people & causes in the interest of all.



Hikoī Atawhai o Aotearoa: Participants on WMM pilgrimage at Morehu marae, Pawarenga, Northland, Aotearoa New Zealand

03. Profile of the Ministries of Whānau Mercy Ministries

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On 1 April 2023, ten ministries transferred from Ngā Whaea Atawhai o Aotearoa Sisters of Mercy Ministries New Zealand to the Whānau Mercy Ministries Trust. Since this time, a further two ministry companies have been created. During the period covered by this report, no new ministries were created.

Whānau Mercy Ministries has ministries within the following areas:

Education

Villa Maria College, Christchurch

Carmel College, Auckland

St Mary's College, Auckland

Whānau Mercy Education, incorporating: *St Mary's College, Wellington and St Catherine's College, Wellington*

Te Ngākau Kotahi, Mercy Collective

Healthcare

Mercy Healthcare, Auckland, incorporating: *Mercy Hospice and Mercy Hospice Services*

Mercy Hospital, Dunedin

Community Services

Te Waipuna Puawai Mercy Oasis, Auckland

Coolock Cottages, Dunedin

Mercy Villas, Upper Hutt



Read More:
www.whanaumercy.nz/ministry

04. Describing the Extent of our Work

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As Whānau Mercy Ministries develops we are able to provide ongoing updates on the work of our ministries.

Healthcare	01 April '24 - 31 March '25	Previous Year	Change +/-
Number of Ministries	2 (hospital and hospice)	2	-
Patient Contacts	18,808	16,651	+ 13.0%
Patient Bed Nights	9,610	9,037	+ 6.3%
Number of Staff	521	479	+ 12
Number of Volunteers	651	434	+ 217
Number of Directors	14	12	+ 2

Education	01 April '24 - 31 March '25	Previous Year	Change +/-
Number of Ministries	7 (five colleges, one collective, one shareholder ministry)	7	-
Rolls	3,657	3,576	+ 2.3%
Collection Rates ⁴	90.9%	90.8%	+ 0.1%
Number of Staff ⁵	2	2	-
Number of Volunteers ⁶	54	43	+ 11
Number of Directors	43	40	+ 3

Community	01 April 24 - 31 March 25	Previous Year	Change +/-
Number of Ministries	3 (two affordable housing + one community development)	3	-
Clients	1028*	639	+ 60.9%
Facility Utilisation	99.2%	99.1%	+ 0.1%
Number of Staff	13	13	-
Number of Volunteers	20	16	+ 4
Number of Directors	13	13	-

*Te Waipuna Puawai has changed the basis of measurement for reporting client numbers.

Trust

Whānau Mercy Ministries now has four employees employed by the trust. Following the appointment our first ko te hapai o/executive director and executive assistant in 2024, two new staff members have been appointed:

- Kaihāpai/Adviser, Operations and Projects
- Pou Atawhai/Formation and Development Lead

The PJP had been well served by contractors including the former group administrator, who transferred from the Sisters of Mercy Ministries Trust to Whānau Mercy Ministries, and a Mission and Governance lead. Both worked on selected projects until the appointment of the final staff members.

Financial services are provided by Vivid Accounting.

In a new initiative, Whānau Mercy Ministries appointed APL Property in September 2025 to provide property support services to the five college boards.

Our ko te hapai o/executive director and their team are responsible to the trustees of Whānau Mercy Ministries for providing strategic guidance and support to enable the trustees to effectively govern the ministries, both canonically and civilly. An office for Whānau Mercy Ministries is now established in the Congregation's buildings in Thorndon, Wellington.



WMM staff: (L-R) Rochelle Quan, EA; Julie Conder, Kaihapai; Natasha Watson, Pou Atawhai; David Mullin, Ko te Hapai O

⁴Collection rates refers to the attendance dues that proprietors of Catholic Schools in New Zealand (state-integrated) are able to charge parents to enable debt-servicing for property projects.

⁵The school board (a state run 'Crown-entity') employs the staff of the college including the principal, teachers, and support staff. These staff are not included in this report.

⁶The school board (a state run 'Crown entity') will also utilise parents and other members of the community as volunteers with the schools. These volunteers are not included in this report.

05. Relationship to Local Church

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Whānau Mercy Ministries has good relationships with local church leadership and continues to foster engagement. Interaction with each of the dioceses where ministries are located has been regular and positive. Trustees, trust staff, and ministry leaders have been working intentionally to further relationships with bishops, diocesan offices, parishes, and other church entities.

The Apostolic Nuncio to New Zealand, Archbishop Gábor Pintér attended the first Hui Whānau held by Whānau Mercy Ministries and presented a keynote address. Archbishop Pintér has taken a firm interest in ministerial PJPs and has engaged positively with Whānau Mercy Ministries.

As noted in last year's report, we continue to be conscious that the concept of a ministerial PJP is new to many, and we take the opportunities to make known the place of the PJP in the local church.

The trustees of Whānau Mercy Ministries have ensured that the ministries and the operations of Whānau Mercy Ministries are in accordance with the mission and teachings of the Catholic Church and the founding charism.

Regular communications between the chair of Whānau Mercy Ministries and the chair of the Sponsor's Council have ensured a collaborative and effective relationship. Trustees meet formally with the Sponsor's Council annually. These meetings ensure the council is informed of all pertinent matters in the governance of Whānau Mercy Ministries. A copy of this report is presented to the Sponsor's Council.

Trustees and trust staff continue to collaborate with ministry leaders, attending ministry annual meetings and functions, milestone celebrations, and formation and development events hosted by ministries.

Trust staff and chairpersons of ministry boards – or their representatives in the areas of education – participate in school proprietor collectives, such as the Archdiocese of Wellington Proprietors Group, Auckland Common Fund Limited, and New Zealand Catholic Education Office meetings and consultations.

A special connection with Manuel Beazley, vicar for Māori in the diocese of Auckland, has assisted Whānau Mercy Ministries greatly in establishing both our connection to that diocese but also in fostering and concretely grounding our commitment to Te Tiriti o Waitangi.

***Catherine McAuley had a dream.
We have the privilege of knowing it,
We have the possibility to understand it,
We have the call to protect it,
We have the honour of living it***

Maria McGuinness rsm



Statue of Venerable Catherine McAuley: founder of the Sisters of Mercy, in the Garden of the House of Mercy, Baggot Street, Dublin, Ireland

06. Wider Connections

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Whānau Mercy Ministries is a member of the Association of Ministerial PJPs (AMPJP) in Australia to ensure there are linkages within the wider church. The AMPJP brings together the ministerial PJPs of some of Australia's major Catholic health, aged and community care, and educational organisations. This umbrella body enables the canonical stewards/trustees of these PJPs to interact formally with bishops, church agencies and, importantly, with one another, particularly in the areas of formation and mission development in relation to the canonical role. Whānau Mercy Ministries is contributing to the association in a multitude of ways and gains a significant amount from membership. The chair is a member of the AMPJP council.

Whānau Mercy Ministries is a member of Mercy Mission Formation Network (MMFN). The network provides networking and formation for people involved in mission leadership in Mercy Ministries in Australia and New Zealand. Our pou atawhai/formation and development lead attended the 2025 network conference and continues to engage with the MMFM members.

Whānau Mercy Ministries is also a member of the Mercy Alliance, an alliance of the four Mercy PJPs in Australia and New Zealand. Trustees attend online meetings. The alliance offers online formation opportunities for all trustees, directors, ministry leaders and employees. Our pou atawhai/formation and development lead is a member of the Mercy Alliance's formation planning group.

Our ko te hapai o/executive director and the chair of Mercy Hospital Dunedin participated in the Mercy Leadership Program (and Dublin Pilgrimage) from March – July 2025. This programme is hosted and run by Mercy Ministry Companions, a PJP in the Mercy Tradition, based in Australia. The 2024 cohort for this programme included trustee, Philip Alexander-Crawford. As part of his project, Philip is developing an initiative to form an indigenous Mercy alliance. This alliance has begun with engagement between Māori, indigenous to Aotearoa New Zealand, and indigenous peoples in Australia. The hope is that this alliance expands to the broader Oceania region in 2026.

The Mercy International Association (MIA), based in Dublin, Ireland, through its Mercy Global Action (MGA) arm have offered an MIA-MGA Emerging Leaders Fellowship. This fellowship is described as a transformational experience for women who are passionate about advancing mercy and justice. It has been designed to stimulate creative and critical thinking, promote collaborative leadership, and inspire personal reflection leading to a compassionate and communal response to current concerns of our world. The fourth cohort of the fellowship included two New Zealanders. In this cohort was trustee, Charlotte Cummings. The fifth cohort again includes two New Zealanders.

07. Trustees of the PJP

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In November 2024, Denise Fox rsm finished her term as the inaugural chair of Whānau Mercy Ministries due to her appointment as congregational leader of Ngā Whaea Atawhai o Aotearoa Sisters of Mercy New Zealand.

Gerald Scanlan was appointed chair by the Sponsor's Council.



Denise Fox rsm
Chair
until 19 November 2024

Appointment as Trustee:
27 November 2022
- 19 November 2024



Gerald Scanlan
Chair
from 20 November 2024

Appointed Trustee:
27 November 2022

Finance Committee
People & Culture Committee
Formation Committee



Philip Alexander-Crawford
Trustee

Appointed Trustee:
27 November 2022

Finance Committee



Charlotte Cummings
Trustee

Appointed Trustee:
27 November 2022

Formation Committee
(Chair)



Catherine Fyfe
Trustee

Appointed Trustee:
27 November 2022

Formation Committee
People & Culture Committee



Michael Quigg
Trustee

Appointed Trustee:
27 November 2022

People & Culture Committee
(Chair)



Judy Whiteman
Trustee

Appointed Trustee:
27 November 2022

Finance Committee
(Chair and Treasurer)

Apart from Denise, the trustees of both the PJP and the civil trust remain unchanged since establishment of Whānau Mercy Ministries. The trustees are mindful that all six remaining trustees commenced on the same date and are holding ongoing conversations with the Sponsor's Council regarding the plans for succession. Planning has also commenced to identify additional trustees for Whānau Mercy Ministries.

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WMM chairs: Former chair, Denise Fox, and WMM chair Gerald Scanlan

08. Meetings of Trustees and Significant Developments

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Fourteen meetings of trustees have been held from November 2024 to October 2025. Meetings have focused on governing Whānau Mercy Ministries and the ministries entrusted to it. Trustees generally meet monthly (with no meetings scheduled in January each year) with a set agenda. Other meetings have included individual sessions with each ministry to review the annual plan and budget, a special meeting to review updated policies, and a strategy meeting of trustees. Time at the beginning of each meeting is set aside for mihi whakatau (welcome), including karakia (prayer and reflection). A separate time is set aside for mission reflection. At the end of a meeting, time is set aside to review the work of the meeting in the light of mission.

As noted earlier, a significant development has been the appointment of the full complement of staff for the Trust. In the prior period, trustees appointed David Mullin as the first ko te hapai o/executive director for Whānau Mercy Ministries. Trustees were also pleased to welcome Rochelle Quan as executive assistant for Whānau Mercy Ministries. Early 2025, saw the appointment of Julie Conder as kaiāpai/adviser, operations and projects and Natasha Watson as pou atawhai/formation and development lead.

Trustees have had opportunities to thank Andrew Bell and Astrid Lambert for their service to the Trust in the transition period. Andrew and Astrid supported the trustees as contractors until the Trust's staff could be appointed. Astrid continues to serve Whānau Mercy Ministries in a formal way as chief executive officer of Te Ngākau Kotahi, the Mercy Education Collective.

Of note, is the inaugural Hiko Atawhai in November 2024 and the Hui Whānau held in October 2025. These gatherings of Whānau Mercy lead the MPJP forward by inviting those in governance and leadership to bring their wisdom and inspiration to the task of shaping Mercy's future in Aotearoa New Zealand. These events were planned with the express acknowledgement that Mercy is always a work in progress, open to new insights and inspiration for the mahi (work) that is ours to do.

Hiko Atawhai involved 20 representatives of ministries who identify as tangata whenua (indigenous to Aotearoa) to the north of Aotearoa New Zealand on a pilgrimage of discovery and rediscovery of the places and peoples that formed Mercy in Aotearoa as we know it today.

The inaugural **Hui Whānau** held by Whānau Mercy Ministries, brought together 60 representatives of ministries as an opportunity for Mercy directors and staff to meet each other, share their perspectives on Mercy governance and leadership, and strengthen the sense of being a family of Mercy. Two particular focus topics were *Synodality* and *Mission with Impact*.

09. On-going Formation

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Formation has been guided by the 'Formation for Mission Framework – Forming Hearts for Mercy within Mercy Ministries'. The Formation Committee of Whānau Mercy Ministries is preparing to engage with the Sponsor's Council on updates to the framework, now the MPJP has established.

The committee has guided the development of formation opportunities that have been offered for all those working within Whānau Mercy, especially our trustees, ministry directors, and senior leaders. The appointment of our pou atawhai/formation and development lead has been a critical component to enable trustees to further formation and governance development activity. Our pou atawhai meets regularly with the formation committee.

Karanga Atawhai, the monthly newsletter of Whānau Mercy Ministries, has expanded to include a mid-month edition. Both issues focus on mission-related topics, featuring ministry stories, the history of the Sisters of Mercy and the Ministries that make up Whānau Mercy in Aotearoa today, alongside information on formation and governance opportunities.

Trustees have developed a Formation Policy which sets out that each ministry board is required to have a formation policy of their own and a formation programme that will be approved by trustees.

Trustees have continued to meet with ministry boards within the past year, with the primary purpose of continuing to live out one of our key values, whanaungatanga (relationships). These visits will be reframed into the future but have provided the opportunity for trustees to experience the ministries in action and view the facilities. Trustees continue to attend and lead commissioning and acknowledgment ceremonies for new and retiring ministry company directors.

Formation and governance opportunities provided have included:

1. Mercy Governance and formation programmes:
 - i. Orientation of new ministry directors: formation in Mercy mission and board responsibilities
 - ii. *Unpacking Te Tiriti o Waitangi* webinar with Manuel Beazley, vicar for Māori, Diocese of Auckland
 - iii. Shared online formation session with Mercy Alliance on *Discernment and decision-making in governance and leadership*
 - iv. *Care for the Common Home from a Mercy Perspective* webinar presented by Sally Neaves, Integral Ecology animator from Institute of Sisters of Mercy Australia and Papua New Guinea
 - v. *Living Mercy in Aotearoa through the lens of Māori Spirituality* webinar with Manuel Beazley, vicar for Māori, Diocese of Auckland
 - vi. Finance Essentials: six session (online classes)
 - vii. Harnessing AI for the board room: introductory class, with a masterclass currently being offered
 - viii. Inaugural WMM Hui Whānau event was held over 24 hours bringing our trustees, ministry

directors, leaders and staff together for shared formation and encounter, with keynote sessions from Susan Pascoe, Papal Nuncio Archbishop Gábor Pintér and Manuel Beazley, Vicar for Māori. There were also workshops on the topics of Te Tiriti o Waitangi and Care for our Common Home, as well as a session on Future Opportunities for Mercy in Aotearoa.

- ix. Shared online formation session with Mercy Alliance on *A Legacy of Connection: 175 Years of Mercy Networking*.
2. Other formation opportunities:
- i. Mercy Ministry Companions, an Australian PJP, invited the WMM ko te hapai o/executive director and the chair of the hospital ministry board to participate in their leadership development programme and pilgrimage to Dublin. As part of this pilgrimage, pilgrims were invited to consider a personal project. The projects chosen are related to incorporating Tikanga Mercy into Board proceedings and further developing the MPJP action plan to respond to Te Tiriti o Waitangi (The Treaty of Waitangi).
 - ii. Trustee, Philip Alexander-Crawford, who was a participant on the 2024 Mercy Ministry Companions programme, has developed a project that focuses on indigenous voices and collaboration within MPJPs. This continues to build connections between indigenous groups that work with Mercy and has resulted in forming a Mercy Indigenous Alliance.
 - iii. Our pou atawhai/formation and development lead has attended a Mercy Mission Formation Network gathering with other Australian PJPs, which has resulted in building relationships with other formation and mission counterparts as well as formation in Synodality.
 - iv. Pou atawhai/formation and development lead participated in a six-month Communal Apostolic Discernment Facilitators Pilot Programme, to form people who can facilitate processes of discernment in common. This programme aimed to help participants become more aware of the processes of communal apostolic discernment and how to facilitate those processes in organisations of the Catholic Church.
 - v. Trustee Charlotte Cummings was selected to undertake the Mercy Emerging Leaders Fellowship, offered by Mercy Global Action under Mercy International Association. She completed the programme in September, culminating in a presentation at the House of Mercy in Dublin. Charlotte's project, arising from participation, is a comprehensive resource titled: 'Mercy Governance Approaches to Caring for Our Common Home: A Reflection and Practical Guide to the Call of *Laudato Si'*'.
 - vi. A senior leader in our community outreach ministry has been selected to participate in the Mercy Emerging Leaders Fellowship, over the next 12 months. This provides key Mercy formation opportunities. Additionally, as part of the fellowship, the participant is looking at developing a project relating to financial resilience for vulnerable communities they serve.
3. Future Mercy governance and formation opportunities include:
- i. Chair formation programme in development, to be delivered in 2026
 - ii. Aspiring leaders' programme being developed, to be delivered in 2026
 - iii. Mercy Alliance will present two online formation opportunities

- iv. A second Hikoi Atawhai (Mercy pilgrimage) is being planned for late October 2026 to bring our ministries together in person for shared formation and encounter with each other.
- v. A symposium, co-hosted by Whānau Mercy Ministries and Victoria University of Wellington, is being organised for December 2026, to begin the global celebrations of the 200th anniversary of Catherine McAuley opening the House of Mercy in Dublin.
- vi. Further 2026 formation and development opportunities are currently being planned. These will include:
 - i. Te reo Māori/Tikanga Māori capability sessions
 - ii. Care for our Common Home governance development
 - iii. PJP governance
 - iv. Canon law
 - v. Synodality
 - vi. Catholic social teachings
 - vii. Deepening our Mercy charism



WMM Hui Whānau: Participants discuss the opening presentation at the inaugural Hui Whānau held in October 2025

10. Services Offered to the Poor and Vulnerable

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“The simplest and most practical lesson I know is to resolve to be good today, but better tomorrow.”

Catherine McAuley

Trustees are encouraged by the release of *Dilexi te (I have loved you)*, the first apostolic exhortation to be released by Pope Leo XIV. All involved in Whānau Mercy can find affirmation and challenge in this document and be guided by the last two sections (120–121) of the exhortation:

Christian love breaks down every barrier, brings close those who were distant, unites strangers, and reconciles enemies. It spans chasms that are humanly impossible to bridge, and it penetrates to the most hidden crevices of society. By its very nature, Christian love is prophetic: it works miracles and knows no limits. It makes what was apparently impossible happen. Love is above all a way of looking at life and a way of living it. A Church that sets no limits to love, that knows no enemies to fight but only men and women to love, is the Church that the world needs today.

Through your work, your efforts to change unjust social structures or your simple, heartfelt gesture of closeness and support, the poor will come to realize that Jesus' words are addressed personally to each of them: "I have loved you" (Rev 3:9).

This resonates with the Whānau Mercy Ministries Statement of Purpose, especially the words:

Out of God's mercy we respond willingly and walk compassionately with those who are seeking: Healing and Wholeness; Relief from Suffering; Restoration of Human Dignity; Knowledge, Understanding and Wisdom; and Care for our Common Home.

A resource based on the message of *Dilexi te* will be developed for ministries.

All ministries are mindful that their services must be available to those who experience hardship. This is reflected in various ways in our ministries, and we applaud our companions in ministry as they continue to fulfil the call of the Gospel, reaching out with compassion, justice, respect, and hope to their communities in innovative ways.

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Colleges, while charging compulsory attendance dues, have provision for students with hardship so that no student is turned away due to the inability to afford the dues. As noted earlier in this report, attendance dues are a charge that proprietors of Catholic state-integrated schools can levy on parents of students to enable debt-servicing for property projects.

Hospice and community development ministries provide their services at no cost to clients and are dependent on fundraising and limited government funding.

An outreach programme is a long-standing initiative of the hospital, supporting those who cannot afford to pay for hospital services and supporting several charities in the local area.

Our affordable housing ministries are careful to ensure that the rent charges remain affordable for those who have only the national superannuation (state pension) for income.



Te Waipuna Puawai (TWP): A food parcel ready for delivery at TWP's Kai Hub and Food Support service, which supports families in Auckland. Beyond food support, Te Waipuna Puawai also offers community education programmes and counselling focusing on physical, mental, spiritual, and wellbeing at their various centres.

11. Problems Encountered

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No matters have proven insurmountable at this stage.

As noted in the inaugural report, the trustees are aware of the significant time required for the exercise of their duties and this will be an important factor in the recruitment of future trustees. Considerable time investment is required of the trustees between meetings to fulfil governance duties and to engage with ministries, attending functions and meetings. The identification of suitable and experienced directors to be board chairpersons is a priority, along with developing a pool of people ready and able to take up the role of director on a ministry board when the need arises.

The support infrastructure of Whānau Mercy Ministries is, by design, lean and there can be significant demands on a small number of staff. Trustees are pleased to have the full WMM staffing team in place. This development, along with the appointment of property support through a contract with a national supplier for colleges, indicates that an appropriate level of staffing is in place to provide leadership for mission and governance, as well as the administrative burden of the PJP.

12. Short-term and Long-term Goals

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In December 2024, the trustees met to continue the development of the Whānau Mercy Ministries Strategic Overview. The strategic overview will be reviewed and updated at a strategy day planned for December 2025.

Strategic Priorities - Year 1: April 2025 – March 2026



Te Tiriti

Our commitment to Te Tiriti is deepened by:

1. Examining how Te Tiriti is lived and practiced across WMM and its ministries
2. Offering opportunities to deepen understanding and capacity in Te Ao Māori
3. Strengthening relationships with mana whenua through engagement and partnerships



Care for Our Common Home

Recognising the sacredness of creation by:

1. Measuring and understanding our environmental footprint
2. Reducing our footprint through sustainable practices
3. Partnering with others (especially faith-based partners) to offset remaining impact



Mercy Formation

Ensuring Tikanga Mercy guides all we do by:

1. Providing all Ministry leaders access to formation experiences
2. Forming new and existing Directors in Tikanga Mercy and WMM's mission
3. Delivering regular formation resources through a communication strategy



Strengthening Whānau Mercy

Supporting our people to thrive through:

1. Creating spaces for connection via wānanga, hui, and hikoi, celebrating 175 years of Whānau Mercy in Aotearoa
2. Identifying risks and opportunities, embedding effective business practices in response
3. Ensuring safety for our people and all who engage with us



“Stretching and Widening Tent Pegs”

Responding to need in Aotearoa by:

1. Identifying gaps and opportunities to address need
2. Building partnerships to extend reach
3. Inspiring others to join mission-driven action

Strategic Priorities - Year 2: April 2026 – March 2027

1. **Te Tiriti:** Embed Te Tiriti principles across governance and operations
2. **Care for Our Common Home:** Reduce footprint and look for ministry opportunities in this space.
3. **Formation for Mission:** Deepen Tikanga Mercy leadership programs
4. **Strengthening Whānau Mercy:** Develop leadership via wānanga and mentoring
5. **“Stretching and Widening Tent Pegs”:** Prioritising engagement with those at the margins

Strategic Priorities - Year 3: April 2027 – March 2028

1. **Te Tiriti:** Celebrate integration of Te Tiriti in WMM culture
2. **Care for Our Common Home:** Transition to sustainable practices
3. **Formation for Mission:** Launch further digital platforms for ongoing formation
4. **Strengthening Whānau Mercy:** Strengthen networks through celebrations of 200 years of Whānau Mercy worldwide.
5. **“Stretching and Widening Tent Pegs”:** Develop partnerships to address marginalisation

Outcomes (10 Years)

1. **Living Te Tiriti:** A model for authentically embedding Te Tiriti, integrating Katorika Māori leadership into te Hahi in Aotearoa
2. **Trusted:** Known for meaningful collaborations
3. **Ministries:** Contributing to society and promoting the common good
4. **Leadership:** Diverse, strong leaders in governance
5. **Sustainable:** Resilient ministries operating from a mission mindset
6. **Recognition:** Of Mercy leadership, nationally and internationally
7. **Reach:** Expanded, impacting areas of need
8. **Justice:** Advancing equity and dignity for all
9. **Movement:** A dynamic, impactful Mercy network
10. **Momentum:** Stories of transformation and lasting impact

13. Annual Financial Report

Annual Report: November 2024 – October 2025

The civil trust, Whānau Mercy Ministries Trust, incorporating the various ministries, commenced operating on 1 April 2023. The trust's second annual group financial report for the period 1 April 2024 – 31 March 2025 has been audited and made public as required by legislation in New Zealand governing trusts and companies.

Key highlights include:

- An unqualified Independent Auditor's Opinion that the consolidated financial report of Whānau Mercy Ministries Trust presents fairly in all material respects:
 - the group's financial position as at 31 March 2025 and its financial performance and cash flows for the year ended on that date; and
 - the service performance for year ended 31 March 2025 in accordance with the group's service performance criteria.
- *In accordance with Public Benefit Entity International Public Sector Accounting Standards (PBE Standards) issued by the New Zealand Accounting Standards Board.*
- The consolidated financial report includes the parent entity (the trust) and its subsidiaries (ministry companies). All significant transactions between the trust and the ministry companies are eliminated on consolidation.
- Total revenue, across the group, for the period was \$117.5M⁷ (2024* \$105.4M) and expenditure \$108.6M (2024* 95.1M).
- The report recognises a contingent asset arising from the remaining transfers of land to the WMM group, following any required subdivision and clear title. These future transfers will be recorded through equity at carrying value. The carrying value of land that was expected to be transferred after 31 March 2025 is \$21,590,000.

Trustees have published the annual accounts to the New Zealand Charities Commission website, as required under New Zealand's Charity Law.

⁷All values in New Zealand Dollars (NZD)

14. Conclusion

Annual Report: November 2024 – October 2025

In conclusion, the trustees re-confirm that Whānau Mercy Ministries:

- builds on the charism and sound traditions of the founding sponsor congregation, Ngā Whaea Atawhai o Aotearoa Sisters of Mercy New Zealand, within the Roman Catholic Church
- continues the mission of Jesus Christ and exercises responsibility to develop health, education, and community service ministries of the Roman Catholic Church
- ensures through its governance policies and practices that each of the works for which it is responsible operates in conformity with the teachings, discipline and laws of the Roman Catholic Church.

For:

Gerald Scanlan (Chair)

Philip Alexander-Crawford,

Charlotte Cummings

Catherine Fyfe

Michael Quigg

Judy Whiteman

Trustees, Whānau Mercy Ministries

11 November 2025



Published: 11 November 2025



WMM Hui Whānau: Some of the participants and presenters at the inaugural Hui Whānau held in October 2025



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MINISTRIES**

Te Ngākau Atawhai – Heart of Mercy: In Aotearoa, the Mercy Cross, central to Catherine McAuley’s spirituality, is supported by a pair of koru. The koru represent the unfolding of new life and link our Mercy story to the spirituality of Māori and the ancient voice of this land.

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