



ANNUAL REPORT

2020/2021



OUR FOUNDATIONS

In 1982 when asked to explain their vision for a future service, Mamre's founders used the words 'small', 'personalised', 'hospitable', 'community-based' and 'welcoming'.

They spoke of strong values and the importance of 'developing relationships' to build trust with families.

Today, we continue that tradition as a disability support provider, supporting many people of all ages.

We're driven by our values and we honour the tradition of Mamre's beginnings, focusing on the individual and their family.

For almost 40 years, Mamre has been dedicated to delivering quality services that enrich the lives of our supported people and their families, and this remains at the heart of everything we do.

Our mission is 'creating good lives, together' - now and into the future.

As a non-profit service provider, surplus funds are reinvested into our support services and supported people.

OUR VISION

At its heart, Mamre is dedicated to exemplifying the core values on which it was founded. But as we look to the future, we're searching for new and more meaningful ways to honour our purpose and adapt to the changing landscape of the disability support sector.

Our Strategic Plan was developed with this in mind and focuses on delivering services and support that make Mamre a unique place for people with disability to find what they need.

Over the coming year, we'll be implementing new systems to help streamline our organisation and simplify access to our services. We'll also be enhancing our services with a focus on individualised support and outside-of-the-box thinking around how we deliver support.

Part of this development includes creating safe environments for our supported people and support workers, with thorough risk management processes and organisational structures that ensure Mamre is adhering to the NDIS Quality and Safety Framework.

It also includes upgrading our IT systems to create efficient processes that allow Mamre to stay ahead of the curve and enhance our service delivery in the disability support sector.

As always, we're dedicated to creating ways for our supported people and their families to connect with others in the Mamre community. Whether it be through casual catch-ups at our Community Hub or through organised events like our Parent Connections groups, which allow families to meet others on the same journey and share stories and advice with each other, these opportunities to engage will only grow.

Some of the most exciting moments in the coming year will be our events, whether it's Club Mamre - already a roaring success - fundraising, family days at our Community Hub or fun nights out at the theatre, there will be plenty of opportunities for those in our community to kick up their heels and enjoy quality time building connections together.

Finally, our people. At Mamre, people are our priority and we're committed to putting the needs of our supported people and staff at the forefront of everything we do to create a more inclusive and accessible world for all.

Creating good lives together.



OUR VALUES



HOSPITALITY

We nourish each other in a spirit of giving and receiving, warmth and genuine acceptance.



COMMUNITY

We welcome and celebrate one another and share our diverse gifts and vulnerabilities as we journey together.



SIMPLICITY

We aim to make everything we do and say clear, achievable and accessible.



JUSTICE

We actively work towards upholding the rights, dignity and self-determination of all people.



INTEGRITY

We ensure our actions and words are honest and reflect our values.

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CEO REPORT



In my first year as your Chief Executive Officer, it is my great pleasure to present the annual report for Mamre Association Inc in its 39th year of operation.

I reached Mamre driven by my desire to make our world a better place. I have felt welcomed by the warmth of the Mamre community and knew from day one that I was in the right place.

The role has been both exciting and challenging. I stand by the values that have been built over almost 40 years and we remain committed in our mission to create good lives together and to continue to seek ways of improving our service and create opportunities for people. In this report, you will read about our commitment to evolve Mamre into its next chapter as we navigate the complexities of the NDIS and its opportunities.

Our supported people, their supporters and families, our team, and the community remain at the heart of our decisions. Mamre has faced many challenges in 2021, including the continuing global COVID-19 pandemic. These challenges are opportunities to push forward, invest in becoming better and embrace and welcome new supported people and families to Mamre.

STRATEGY

During the last quarter of 2020, the Mamre Board and leadership team commenced an extensive strategic planning process with Change 2020, the findings of which provided key insights for my arrival in January 2021.

In early 2021, we condensed all strategic work into a summarised, sharable document for supported people, families and the wider team. The document is shared as part of this annual report.

Much has transpired since the initial strategic work, making the need to revisit and reinvigorate the plan a priority. In 2022 we will continue to evolve our planning and be agile in reacting to events such as the re-opening of the State and COVID challenges.

NDIS

Staying abreast of the complex and ever-changing NDIS environment is essential to Mamre's future.

Mamre continues to strengthen its depth of experience across the NDIS, investing in a membership to National Disability Services (NDS), one of the country's NDIS peak bodies representing providers across a broad spectrum. I have also been appointed as a Committee Member on the NDS State Board, which strategically positions Mamre to have a voice at the table.

As part of Mamre's ongoing review of the opportunities and risks within the NDIS, we are committed to:

- *Exploring our future as an Individualised Living Options (ILO) provider*
- *Working with our Supported Independent Living families and the NDIS to understand changes and plan for the future*
- *Growing the Allied Health services to capture the needs of young people entering the NDIS*
- *Exploring how best to walk alongside people, their supporters and families as they transition through different life chapters, ensuring we empower a good life at every stage*
- *Fundraising for purpose-driven activities not funded by the NDIS to stay true to our mission*
- *Improving recruitment and retention strategies to secure more support workers and staff to ensure a high-quality service*
- *Superior operational efficiencies focusing on sustainability*

These are some of the many opportunities Mamre can leverage off the changing NDIS landscape.

THE GLOBAL PANDEMIC AND ITS IMPACT ON CONNECTION & COMMUNITY

COVID-19 and its affects impacted Mamre throughout 2021. Mamre has continued to put our supported people, their supporters and families, and our team's safety at the forefront of our pandemic planning. Recently, we made COVID-19 vaccinations available to our community, which proved to be a valuable offering for those who participated.

COVID-19 has undoubtedly impacted people's ability to connect with one another. At Mamre we pride ourselves on relationships, making it a key priority of mine to ensure this connection is reinvigorated and made more important than ever before.

How we're achieving better connections:

- *The Mamre Office & Community Hub Revitalisation Project*
- *Engagement Program & Community*
- *Fundraising programs and events*
- *Activities & Friendships*

CEO REPORT CONTINUED

FINANCIAL SUSTAINABILITY

Long-term financial sustainability remains one of our key strategic considerations. We are investigating ways to strengthen our financial position both operationally and financially as we operate in the NDIS environment.

As you will see in the Treasurer's report, thanks to COVID-19 government supports in 2021 and sound financial management, Mamre has produced an overall surplus of \$573,104.

In 2021, the Mamre team has invested heavily in understanding our financial drivers, improving the quality of financial information to our business stream managers, and working together to manage budgets across the organisation.

The Mamre Board has committed to investing cash reserves into a longer-term investment fund to produce better returns, and to quarantine these funds for future investment, strengthening Mamre's asset position for future strategic investments.

The 2021/22 year will be a more challenging one financially due to reinvestment back into new IT systems. This is expected to provide improved returns as we move into 2022/23 and beyond.

PLATFORM FOR THE FUTURE - IT SYSTEMS

A huge part of future sustainability is the need for providers like Mamre to be as efficient as possible, lowering overheads and streamlining processes. This is coupled with the need for quality information, in secure, easy-to-use systems that can inform us in our decision making and enable us to be flexible and responsive in how we provide our services.

The Mamre Board has supported significant investment into Microsoft Dynamics, a software platform that provides a central client relationship management (CRM), risk management and marketing system. We have also implemented Employment Hero as our new HR and payroll system. These systems are well into rollout phase and are expected to be fully operational early in 2022.



These systems are expected to realise many benefits for our team and the way that we deliver our services to our supported people and their families.

This system investment will also improve our capacity for fundraising, which helps Mamre fulfil its mission as a not-for-profit, purpose-driven organisation.

THANK YOU

In 2022, we celebrate our 40th birthday. It will be a year of possibilities for Mamre. As we stand true to the values and ethics that remain close to us, we look forward with positivity and confidence to the future.

To all the supported people, families, team members and members of Mamre, past and present, thank you. It has been an extraordinary year that has shown that if we work together, we can overcome any challenge.

Your dedication, passion and loyalty to our community is amazing and deeply valued as we work to create good lives together.

It's been a privilege to lead the team at Mamre. I look forward to meeting many more of the Mamre community in 2022, and please remember my door is open all year round.

Yours in service,

Amena Reza
CEO

PRESIDENT'S REPORT

It's been another incredible year for Mamre that has brought many challenges and changes as we continue to navigate the NDIS landscape and the effects of the COVID-19 pandemic.

Our supported people and their families have remained the centre of everything we do, and we have worked hard to plan for Mamre's future and lay the foundations for a sustainable path that positions us to walk alongside our families and community for another 40 years and beyond, while being cognizant of the work that lies ahead.

In January 2021, we welcomed Amena Reza as our new Chief Executive Officer. Amena's dynamic energy and skills brought the impetus for us to be the best we can be as an organisation, a service provider and a for-purpose charity.

It's encouraging that Mamre produced an operating surplus of \$573,104 in the 2020/2021 financial year, despite the challenges that were experienced. The government's Job Keeper payments have certainly contributed to this, as has the financial stewardship of our Board Treasurer, James Barbeler ably supported by the Finance and Risk committee.

We are also very proud to be delivering two major Information Linkages and Capacity Building (ILC) Grants, which demonstrates Mamre's understanding of the needs of people with a disability and our shared goal for people to have their own voice, make their own choices and for Mamre to walk beside them in innovative and creative ways. We look forward to sharing these resources with our community in the coming months.

With such encouraging results to build on, Mamre is confidently looking forward as we head into our 40th year. We have a long and proud history of serving our supported people and their families, and we are committed to continuing this in future while adapting to the challenges of the NDIS and staying true to our founding values.

Taking action on this, we are launching our Community Advisory Group in early 2022. The Advisory Group will be comprised of supported people and their families and members of the community who can help shape our ongoing strategy planning into the future. By listening to the needs and ideas of a diverse group of people, we can better support our community and understand how we deliver our mission beyond the NDIS.

The Board has decided to invest the bequest left to Mamre by Nance Morgan upon her passing into a long-term investment fund. The returns earned on this fund are earmarked for a grant program to be developed in Nance's honour to help a person with a disability and their family fulfil a goal that adds value and capacity to their lives. Applications for the Nance Morgan Giving Fund are expected to be called for in early 2022.

I thank my fellow board members both past and present who volunteered their time, skills and capability. I thank you for supporting me and your collaborative approach to effectively govern, guide and assist in the development of Mamre.

Finally, I would like to thank the Mamre staff, community members and families who have supported our organisation over the past 12 months. We are fortunate to have such dedicated people among us and I look forward to continuing to work collaboratively with you over the coming year as we work together in shaping our future.

Yours faithfully,

David Stevenson
President



Mamre, pronounced MAM-ray, means 'mountain of friendship.'

COMMUNITY STORIES

LYDIA'S ADVENTURES

Lydia loves sharing her stories about how she's living her version of a good life. Her sense of humour and love of adventuring keeps us all entertained.

Not even last year's lockdown could keep Lydia from having a good time.

Not only did she pick up night tennis with her support worker Roechel, but she also took a driving trip to the Glasshouse Mountains, made a cactus garden with succulents and painted purple frogs, bushwalked at Maleny National Park, and hung out at the Harry Potter shop at Samford Village. It was great to see members of our community not only dealing with lockdown but having a great time and thriving.

After restrictions eased later in the year, Lydia took some time to head up to Cairns for a QLD holiday. From hanging out at the Cairns waterfront, to visiting the beautiful Australian Butterfly Sanctuary, and even riding horses on the beach at Cape Tribulation, Lydia loved getting out there and trying new things.

Lydia also headed out west to Toowoomba for a day trip with her support worker Christine. They spent the day wandering around the beautiful Toowoomba parklands and photographing the beautiful flowers on display. Proving she's got boundless energy, Lydia also took up mini golf!

We love seeing Lydia's adventures and we look forward to seeing more in the future.

NADENA'S NEWFOUND LOVE OF GARDENING

Nadena recently discovered a love of gardening and was excited to share her new hobby with Mamre. One of her goals in Allied Health was to work with her Speech Pathologist Jayne and her mum to create and maintain a cucumber garden. Nadena and Jayne worked together during a Speech Pathology session to put Nadena's thoughts about her cucumber garden into words.

Nadena's Cucumber Garden

"I like cucumbers. It's healthy to eat them. We started growing cucumbers in the garden. Mum and Jayne are helping me grow the cucumbers.

We planted five cucumbers but one died. The cucumbers grew quickly and big.

We water all of the plants each day. We make sure they are okay by checking for bugs and grasshoppers. They are spikey bugs so don't touch them.

Soon we will pick the cucumbers. I want to make a Greek salad."

SOPHIE'S NIGHT AWAY

This year, one of Sophie's big goals was to spend a night away from home. So after careful planning and preparation she headed to Landsborough Pines Caravan Park with her support worker Louise for an overnight stay off the beaten track. Both Sophie and Louise had a brilliant mini-getaway and are positive they'll be going on more adventures together soon.



NOMINATED BOARD MEMBERS



DAVID STEVENSON PRESIDENT

David joined the Mamre community in 2008 and has been on the Board since 2017 and President of the Board since 2020. A mechanical engineer by profession, David has worked in a variety of roles, from engineering to management.

Having two children with disabilities, David understands the importance of quality family support and believes in creating safe environments where people can openly share their thoughts and understandings.

When he's looking to relax, David loves camping, caravanning, riding his bikes and tending to his gardens, a good coffee or an occasional beer.



REGINA DEERAIN VICE PRESIDENT

After volunteering as an internal auditor for Mamre in 2016, Regina joined the Board in 2020. She's experienced in finance, program, and project management with a background in the mining, not-for-profit and public sectors.

Regina is passionate about the opportunities available to people with a disability and their families, having had a family member of her own receive support from Mamre for more than 20 years now.

Regina is a firm believer in a healthy work-life balance and enjoys unwinding at Pilates and going for beach runs with her energetic Portuguese Water Dog, Carlos.



JAMES BARBLER TREASURER

James joined the Board in 2018. As a Chartered Accountant with over 32 years' experience, he has worked across various public and private organisations including Agribusiness and Aviation.

He has a strong record of achievement, including extensive engagement and reporting experience at a board level. In 2003, while CEO of a local Agribusiness organisation, James' team was awarded the Premier of Queensland's Regional Exporter of the Year.

James is currently the financial controller of Goodstart Early Learning, a not-for-profit social enterprise and Australia's largest provider of early learning and care.



STACEY OSWALD SECRETARY

Stacey joined the Board in 2021 with more than 10 years' experience in corporate governance and board secretary roles.

She has a passion for governance, administration efficiency and contributing to making a difference in the world. She has a penchant for details and seeing matters through to completion. Stacey prides herself on her ability to be flexible during challenging times and enjoys finding creative solutions to achieve successful outcomes.

Stacey enjoys spending time in the countryside with her family. And while loving the outdoors, she is equally happy in a comfy chair with a good book.

NOMINATED BOARD MEMBERS

CONTINUED



JOANNA MASON BOARD MEMBER

Joanna joined the Board in August 2021, bringing with her over 25 years' experience as a senior marketing and engagement professional who has worked in the private, community and government sectors.

Joanna is passionate about people living their best lives. She is the founder of WorkHaven, an organisation that aims to reduce the impact and incidence of domestic violence. She is also an ambassador of Brisbane Domestic Violence Service.

In her spare time, Joanna loves to stay active and enjoys travelling and going on adventures with her son.



JAY EMMERTON BOARD MEMBER

Jay joined the Mamre Governance Board in 2021. As a property expert with over 26 years' experience, he enjoys providing strategic and operational property and development advice to both corporations and not-for-profits seeking to grow or improve their property and asset operations.

Jay has cultivated a progressive career of achievements establishing himself as an effective organisational leader overseeing the development and management of property growth strategies and portfolio effectiveness. He currently works at The Salvation Army as a Strategic Property Advisor.



HEIDI MONSOUR BOARD MEMBER

Heidi is an experienced marketer with over 25 years' experience and a passionate fundraiser for those in need. Heidi specialises in helping organisations tap into the needs of their clients to help them deliver better services and create lasting relationships.

She loves to think outside the box to find new ways to connect people with the resources they need. Heidi is also an experienced fundraiser and led a team to raise over \$6 million to build a women's shelter in Brisbane. When she's not working, Heidi spends time with her greatest passion – her Maltese Cross rescue dog, Allie.



OUR LEADERSHIP TEAM



AMENA REZA CHIEF EXECUTIVE OFFICER

Amena took the reins as Mamre's CEO in 2021, bringing with her over 25 years' experience in business improvement, financial performance and change management.

Amena has worked in various organisations, including Corporate Services GM at Choice Passion Life, successfully run her own businesses, established Zonta Club of Brisbane City Heart foundation, and is on the RSPCA Qld Board. She is passionate about creating an inclusive world where everyone can live the life they choose.

Amena enjoys the simple things in life like travelling, going on long hikes, and spending time with her family, friends and fur babies, Remi and Molly.



MARISSA CARLYON MANGER, ALLIED HEALTH

Marissa is an experienced Allied Health manager and Certified Practicing Speech Language Pathologist who joined Mamre to develop the Allied Health service. She is also the Mamre lead for Decision Making Possibilities – an important joint project between Mamre and other organisations.

Marissa specialises in creating highly individualised and collaborative approaches to therapy and is passionate about creating positive environments and services that allow people, their families, and their therapists to thrive.

Marissa is mum to a rambunctious child who loves beach romps, picnics, and hammock hangs.



ABBIE MOORE OPERATIONS MANAGER

Abbie has more than 30 years' experience in the disability support sector and is passionate about creating a more inclusive society. She has worked across a range of services for both adults and children, including support worker, respite care, fundraising and has led important projects to help government departments and local councils implement more inclusive language in their communications.

She has also helped design programs to help people with a disability navigate the employment system and worked to create an inclusive business precinct in Melbourne. Abbie says that until everyone recognises that people with a disability are just people, we still have a job to do.

When she's not working, Abbie enjoys spending time with her husband and teenage girls and their dog. She's still on the bench about the cat.



GRETTA LLOYD MANAGER, BUSINESS SERVICES

Gretta has vast experience in executive support and office manager roles in the legal, media and retail sectors. She expertly draw on her experience in office management, administration, HR, marketing and payroll to support executive teams in exceeding client expectations, while also ensuring the company is well placed operationally going forward. "I love that my positions continually expand my broad range of skills and that no day is the same – just the way I like it."

When Gretta's looking to relax, she loves hanging out with her two adorable pups at the park or beach.



2022 GOALS

With new projects, ground-breaking research programs and meaningful ways for our community to engage, 2022 is shaping up to be an exciting year.

Mamre's Community Advisory Group will launch in early 2022, and offers supported people, their families and Mamre employees the opportunity to have their say on the services we offer and how we can better support their needs. The group will get together to identify the big issues affecting our community and make a plan to take action and effect change.

Our ILC Grant projects, Decision Making Possibilities and Power to You, as well as the Connect Play Learn project, are well underway and are already delivering incredible results.

These projects empower our supported people and their families with the skills and knowledge to strengthen their voice, capacity and independence, and open them to a new world of possibilities.

In the year ahead, our team will be working to secure grants to continue to fund these important research projects.

This year will also see the launch of the Nance Morgan Giving Fund. We understand that families in our community sometimes need extra support beyond what's covered by the NDIS, and this fund was created with this purpose in mind.

Applications to receive from the fund are open to all Mamre's supported people and aims to help them achieve their goals or provide additional support where it's needed. We're thrilled to bring this fund to our community.

As part of our quest to foster a thriving and supportive community, we will be hosting a series of events throughout 2022 that are tailor made for our supported people and families, support workers and the wider community.

Whether it's an exciting night out at the theatre, a quiet afternoon of crafting at our Community Hub, a fundraising event to raise support and awareness for Mamre's cause, or a support group for parents to connect and talk, our goal in 2022 is to provide our community with fun, empowering and supportive opportunities that enrich their lives and honour Mamre's commitment to quality services delivered with heart.

ORGANISATIONAL HIGHLIGHTS



THERAPY SERVICE

Continued to find and introduce innovative ways to deliver therapy services, including providing clients with access to research programs and ILC Grant projects.



ACTS OF KINDNESS

Raised funds to deliver Acts of Kindness to community members all over Brisbane.



GOING GREEN

Implemented sustainable practices to reduce our carbon footprint and save on long-term energy costs. This included installing solar panels, energy-saving lights and low-energy appliances.



NETWORK UPGRADES

Secured a new software systems, Dynamics and Employment Hero, to streamline Mamre's communications with clients and staff and create a centralised system for records and organisational information.



SOCIAL IMPACT

Continued working in partnership under an ILC Grant to deliver the Power to You and Decision Making Possibilities projects.



SUSTAINABLE FUTURE

Updated and implemented the strategic plan to ensure the longevity and agility of our organisation.

A YEAR IN REVIEW

MOVING ON UP

While there were COVID-19 lockdowns and restrictions to contend with this year, they were no match for Mamre's drive to connect with its community, reimagine how we deliver quality services and provide incredible resources and opportunities to our supported people.

This year kicked off with a fabulous makeover at the Mamre head office, turning our modest space into a welcoming environment for staff and supported people and their families to gather. One of the most important areas to come out of the renovation was the Community Hub, which has since been used to facilitate team workshops, host crafting workshops and provide cooking lessons for supported people. It's supported our flexible working arrangements and provided a well needed space for connection and collaboration.

Our IT systems also received a much-needed revamp this year, with the shift to a centralised software program called Dynamics that allows staff to streamline processes for greater efficiency and communication.

Also this year, our CEO Amena Reza was appointed to the board of the NDS State Committee. Her nomination means Mamre's community will now have a voice at the state level for sector discussions. It's an important step forward for a small provider like Mamre and positions us to advocate for our community in bigger and better ways.

COMMUNITY CONNECTIONS

There were plenty of reasons to smile this year with fun and creative events filling our calendars. Club Mamre kicked off with a card-making workshop and we've since seen jewellery, card making and painting workshops, with our supported people sharing their crafting knowledge and teaching each other new skills. One of our most exhilarating nights was spent indoor skydiving with some of Mamre's daredevil supported people. We also saw strong bonds forming between some of our supported people and our new support workers reassuring us that we're on the right path.

PROJECTS & ILC GRANTS

Mamre has been very fortunate to be working on two Information Linkages and Capacity Building Grants.

POWER TO YOU

Power to You is a two-year project funded by DSS that provides an e-learning program and community for adults with disability. The Power to You program is designed in collaboration with people with disability and supports people to gain the skills, knowledge and confidence needed to participate and contribute to the community and connect and form relationships with others.

The program is person-centred and focuses on the strengths, choices and ambitions of young adults with disability. The program will take participants on a learning journey to:

- *Think – Uncover what their version of a good life looks like*
- *Plan – With resources that help them create the life they choose*
- *Find – The roles they have or want in their life, work and in the community*
- *Understand their rights – Learn the importance of inclusion, participation and privacy*
- *Make it happen – Provide the resources they need to turn their vision into reality*

DECISION MAKING POSSIBILITIES

Decision Making Possibilities is a three-year joint project between WA's Individualised Services, Mamre, Sotica and Decision Agency funded by an ILC Grant through the NDIA. The project aims to enhance the decision-making skills of 24 participants across Brisbane and Perth, most of whom do not use speech to communicate, as well as the people in their network, so they are empowered to make decisions about their life and communicate what good support for decision making looks like to them.

CONNECT PLAY LEARN

The Allied Health team have also worked incredibly hard to create Connect Play Learn - a resource that helps parents and therapists create the best learning environment for children with developmental difficulties and delays.

These projects will continue to run over the next year and we can't wait to see all the ways they benefit our community.



TREASURER'S REPORT

The Audited Financial Statements show the financial position as of June 30, 2021, and provide a consolidated statement across all operational activities of Mamre Association Inc.

SUMMARY

Consolidated income for the year ended June 30, 2021, totaled \$11,211,078. This result was an increase of \$358,950 (3.31%) on the previous year. Consolidated expenditure totaled \$10,637,973, an increase \$1,409,619 (15.27%). The operating result was a surplus of income over expenditure amounting to \$573,105, \$1,050,669 less than 2020 surplus of \$1,623,774.

STATEMENT OF FINANCIAL POSITION

The net asset position of Mamre Association Inc as of June 30, 2021, is \$4,463,228, increased by the operating surplus of \$573,105 less the reduction in the Asset Revaluation Reserve of \$117,133, from the 2020 net asset position of \$4,007,256.

Mamre's key expenditure is wages and salaries of which \$9,387,313 was incurred during the year across our broad range of direct services and operational support. Wages and Salaries also included operational redundancy costs of \$184,170, and accruals for backpay relating to Award Interpretation payroll issues (\$42,109 for 2021, \$46,022 2020 and \$126,603 prior four years).

Other key expenditures include:

- *ILC Grant Consultancy Costs - \$344,562 relating to Mamre's 2 ILC grants Removing the Barriers to Self Determination (Power to You) and Decision Making Possibilities*
- *IT Expenses of \$170,608 which includes costs relating to Mamre's new Dynamics system rollout*
- *Consultancy Fees – Other \$134,359 related to a Strategic Planning Process & Review undertaken by the Board and the management team in late 2020, IR review and preliminary audit and risk register and framework review*
- *Family support Expenses \$34,277 representing a decrease of \$75,577 from 2020 due to a decrease in the use of external agency support to families.*
- *Legal Expenses \$105,852 relating to advice provided around, Connect Play Learn IP agreement, update of employment contracts, award interpretation issues, changes to casual workforce legislation, flexible work arrangements, operational redundancies and general HR matters*
- *Building & Maintenance Expenses \$126,040 had increased as a result of unexpected repairs to the roof, solar installation, repainting of Mamre offices and the revitalization of the Mamre reception, community hub and workspaces*
- *Audit Fees of \$18,113 included both our financial audit and the NDIS Quality & Safeguards Commission audit which Mamre successfully passed through for the first time*



During the financial year, Mamre continued to be eligible for the Job Keeper Subsidy combined with the NFP Cash Flow Grant, which supported our revenue base and resulted in \$1.227 million of COVID-19 related subsidies. Our revenue was increased by \$614,000 due to Mamre being awarded two ILC grants, involving the Mamre team, DLQ and our community in delivering these exciting programs.

COVID-19 has had a significant impact on Mamre's community engagement activities with reduced expenditure in this area during 2020/21.

Mamre's cash position remains strong with cash reserves exceeding \$4 million. Mamre remains committed to maintaining an operating model that is sustainable, quarantining our reserves for future investment and reinvestment back into our community.

I would like to acknowledge the contribution of all members of the FAR Sub-Committee, including: David Stevenson, and Regina Deerain (Governance Board Members), Amena Reza, CEO, and Ann Morris and Tina Walker, Finance Managers. I want to thank them for their continued support and for their outstanding work in another year of change and challenge.

James Barbeler
Treasurer



**30 JUNE 2021
AUDITED FINANCIAL
STATEMENTS**

MAMRE ASSOCIATION INC

30 June 2021

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MAMRE ASSOCIATION INC
GOVERNANCE BOARD'S REPORT 30 JUNE 2021

Your Governance Board members submit the financial report of Mamre Association Inc for the financial year ended 30 June 2021.

Governance Board

The names of the Governance Board members throughout the year and at the date of this report are:

David Stevenson (President)		
James Barbeler		
Regina Deerain		
Joanna Mason	Appointed	30.08.21
Jay Emmerton	Appointed	30.08.21
Gillian Hulse	Resigned	26.09.21
Margaret Endicott	Resigned	21.06.21
Silvia Azmitia Jimenez	Resigned	27.04.21
Pamela Weeks	Resigned	31.07.20

Principal Activities

The principal activities of the association during the financial year were to support children, teens and adults with a disability, and their families through a range of services and activities. These include in home and community support, supported independent living, allied health therapies, support coordination, plan management, community activities, fundraising activities and empowering disability specific initiatives like Power To You, Decision Making Possibilities, and Connect Play Learn.

Significant Changes

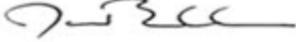
The Governance Board has determined that the Association is not a reporting entity for the year ended 30 June 2021 and the financial report submitted is a Special Purpose Financial Statement for Mamre Association Inc only. The financial statements of Disability Law Queensland Limited (DLQ) are not included in the submitted financial report. DLQ have produced financial statements in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and these financial statements will be presented to the Mamre Governance Board when available. There were no significant changes during the period.

Operating Result

The surplus of income over expenditure in 2021 for the Association amounted to \$573,105 while in 2020 the Association recorded a surplus of income over expenditure in the amount of \$1,623,774.

Signed in accordance with a resolution of the Governance Board.

 20/10/2021
.....
David Stevenson Dated

 20 / 10 / 2021
.....
James Barbeler Dated

MAMRE ASSOCIATION INC
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
	\$	\$
INCOME		
NDIS Income	9,239,673	9,121,076
ILC Grant Income	614,435	-
Job Keeper Subsidy	1,177,500	1,012,500
Fund Raising and Donations	3,616	439,103
Fees and charges	3,945	87,966
Government Grants	65,613	64,013
Other Grants	14,849	-
Contributions (Public)	15,431	57,167
NFP Cash Flow Boost	50,000	50,000
Interest	25,696	20,303
Other	320	-
	11,211,078	10,852,128
EXPENDITURE		
Advertising & Marketing	20,854	16,876
Audit Fees	18,113	9,000
Bad Debt Expense	2,122	-
Board and Governance Expenses	18,025	21,886
Building and Maintenance	126,040	79,457
IT Expenses	170,608	111,445
Consultancy Fees - ILC	344,562	-
Consultancy Fees - Other	134,359	19,050
Depreciation	69,239	98,207
Events Expenses	5,469	7,126
Family Support Expenses	34,277	109,854
Furniture and Equipment	7,657	16,474
Insurance	32,762	32,265
Legal Expenses	105,852	17,787
Motor Vehicle Expenses	3,001	18,764
Salaries and Wages	9,387,313	8,326,362
Staff Training and Development	45,474	36,360
Sundry and General Expenses	36,915	29,780
Telephone Expenses	41,304	33,882
Travel	3,588	1,841
Workshop Expenses	30,439	16,245
Write Off DLQ Loan	-	225,693
	10,637,973	9,228,354
Profit/(Loss) before Income Tax	573,105	1,623,774
Income Tax Expense	1 (b) -	-
Profit/(Loss) after Income tax	573,105	1,623,774
OTHER COMPREHENSIVE INCOME		
Items that will not be reclassified to profit or loss		
Revaluation of land and buildings	(117,133)	-
Total comprehensive income for the year	455,972	1,623,774

The accompanying notes form part of this financial report.

MAMRE ASSOCIATION INC
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2021

	Note	2021 \$	2020 \$
CURRENT ASSETS			
Cash Assets	2	3,763,029	3,185,613
Receivables	3	521,067	641,023
TOTAL CURRENT ASSETS		<u>4,284,096</u>	<u>3,826,636</u>
NON-CURRENT ASSETS			
Property, Plant & Equipment	4	1,219,476	1,388,415
TOTAL NON-CURRENT ASSETS		<u>1,219,476</u>	<u>1,388,415</u>
TOTAL ASSETS		<u>5,503,572</u>	<u>5,215,051</u>
CURRENT LIABILITIES			
Payables	5	977,181	1,144,137
Provisions - Long Service Leave	6	39,906	26,785
TOTAL CURRENT LIABILITIES		<u>1,017,087</u>	<u>1,170,922</u>
NON-CURRENT LIABILITIES			
Provisions - Long Service Leave	6	23,257	36,873
TOTAL NON-CURRENT LIABILITIES		<u>23,257</u>	<u>36,873</u>
TOTAL LIABILITIES		<u>1,040,344</u>	<u>1,207,795</u>
NET ASSETS		<u>4,463,228</u>	<u>4,007,256</u>
MEMBERS' FUNDS			
Retained Profits		3,635,958	3,062,853
Assets Revaluation Reserve		737,887	855,020
Flexible Support Options		89,383	89,383
TOTAL RETAINED PROFITS		<u>4,463,228</u>	<u>4,007,256</u>

The accompanying notes form part of this financial report.

MAMRE ASSOCIATION INC
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 \$	2020 \$
Cash Flows from Operating Activities			
Receipts from customers and government		11,323,270	10,963,986
Interest received		25,696	20,303
Movement in GST		(17,934)	13,253
Payments to suppliers and employees		(10,736,183)	(9,097,343)
Net cash provided by/(used in) operating activities	7	<u>594,849</u>	<u>1,900,199</u>
Cash Flows from Investing Activities			
Purchase of property plant and equipment		(17,433)	(7,962)
Net cash provided by/(used in) investing activities		<u>(17,433)</u>	<u>(7,962)</u>
Net increase/(decrease) in cash held		577,416	1,892,237
Cash at beginning of the period		3,185,613	1,293,376
Cash at end of the period		<u>3,763,029</u>	<u>3,185,613</u>

The accompanying notes form part of this financial report.

MAMRE ASSOCIATION INC

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2021

	Note	Asset revaluation reserve \$	Flexible support options \$	Retained profits \$	TOTAL \$
Balance at 30 June 2019		855,020	89,383	1,565,682	2,510,085
Cumulative opening impact of back payment	8	-	-	(126,603)	(126,603)
Restated balance at 30 June 2019		855,020	89,383	1,439,079	2,383,482
Profit for the year		-	-	1,623,774	1,623,774
Balance at 30 June 2020		855,020	89,383	3,062,853	4,007,256
Profit for the year		-	-	573,105	573,105
Revaluation of land and buildings		(117,133)	-	-	(117,133)
Total comprehensive income for the year		(117,133)	-	573,105	455,972
Balance at 30 June 2021		737,887	89,383	3,635,958	4,463,228

The accompanying notes form part of this financial report.

MAMRE ASSOCIATION INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

NOTE 1: STATEMENT OF ACCOUNTING POLICIES

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the *Associations Incorporation Act Qld 1981* and the *Australian Charities and Not-for-profits Commission Act 2012*. The Governance Board has determined that the Association is not a reporting entity. The financial report has been prepared in accordance with Associations Incorporation Act 1981 and the following Australian Accounting Standards:

AASB 101, Presentation of Financial Statements

AASB 107, Statement of Cash Flows

AASB 108, Accounting Policies, Changes in Accounting Estimates and Errors

AASB 1048, Interpretation of Standards

AASB 1054, Australian Additional Disclosures.

No other applicable Accounting Standards, Accounting Interpretations or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or except where specifically stated, current valuations of non-current assets.

The following material accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of the financial report.

(a) Revenue

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the association is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the association: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Grants

Revenue from government grants received under enforceable agreements, where there are sufficiently specific performance obligations imposed, is deferred until the obligations are satisfied. If the performance obligations are not sufficiently specific, revenue will be recognised upon receipt.

Interest

Interest revenue is recognised on a proportional basis using the interest rates applicable to the financial assets.

MAMRE ASSOCIATION INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

NOTE 1: STATEMENT OF ACCOUNTING POLICIES (Continued)

(a) Revenue (Continued)

Donations

Revenue from donations is recognised when received. For donated non-financial assets, the asset and associated other income is recorded on the basis of the fair value of the contribution received or receivable.

Fundraising

Fundraising revenue is recognised when received or upon delivery of an event, depending upon the nature of the transaction.

All revenue is stated net of the amount of Goods and Services Tax.

(b) Taxation

No provision for income tax has been raised as the entity is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

(c) Property, Plant and Equipment

Property, Plant and Equipment are brought to account at cost or at independent or directors' valuation, less where applicable, any accumulated depreciation or amortisation. The carrying amount of property, plant and equipment is reviewed annually by the Association to ensure it is not in excess of the recoverable amount from those assets.

The depreciation rates used for each class of assets are:

Class of Fixed Asset	Depreciation Rate
Building	5%
Plant and Equipment	20%
Computer Equipment	33%
Motor Vehicles	22%

MAMRE ASSOCIATION INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

NOTE 2: CASH ASSETS

	2021 \$	2020 \$
Current Cash Assets		
Cash at Bank	3,763,029	3,184,113
Cash on Hand	-	1,500
Total Current Cash Assets	<u>3,763,029</u>	<u>3,185,613</u>

NOTE 3: RECEIVABLES

	2021 \$	2020 \$
Current Receivables		
Trade Receivables	454,980	252,155
Prepayments & Accrued Income	43,217	44,931
GST Receivable	22,870	4,937
Other receivables	-	339,000
	<u>521,067</u>	<u>641,023</u>

NOTE 4: PROPERTY, PLANT & EQUIPMENT

	2021 \$	2020 \$
Land & Buildings		
Land & Buildings - Revalued	1,200,000	1,625,000
Less Provision for Depreciation	-	(250,544)
	<u>1,200,000</u>	<u>1,374,456</u>
Computer Equipment		
Computer Equipment - At Cost	153,150	135,717
Less Provision for Depreciation	(138,016)	(127,588)
	<u>15,134</u>	<u>8,129</u>
Furniture and Fixtures		
Furniture and Fixtures - At Cost	24,326	24,326
Less Provision for Depreciation	(19,984)	(18,496)
	<u>4,342</u>	<u>5,830</u>
Total Property, Plant & Equipment		
Property, Plant & Equipment	1,377,476	1,785,043
Less Provision for Depreciation	(158,000)	(396,628)
Total Property, Plant and Equipment	<u>1,219,476</u>	<u>1,388,415</u>

Land & Buildings assets were revalued as at 30 June 2021 to reflect the independent market valuation of these assets as at this date.

MAMRE ASSOCIATION INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

NOTE 5: PAYABLES

	2021	2020
	\$	\$
Trade Payables and Accruals	749,831	476,840
NDIS Repayable Funds	-	435,150
Annual Leave Accrual	227,350	232,147
Total Payables	<u>977,181</u>	<u>1,144,137</u>

NOTE 6: PROVISIONS

	2021	2020
	\$	\$
Current Provisions		
Provision for Long Service Leave	39,906	26,785
Non-Current Provisions		
Provision for Long Service Leave	23,257	36,873
	<u>63,163</u>	<u>63,658</u>

NOTE 7: RECONCILIATION OF OPERATING PROFIT TO CASH FROM OPERATIONS

	2021	2020
	\$	\$
Operating profit after tax	573,105	1,623,774
Non-cash flows in profit		
Depreciation	69,239	98,207
Movement in assets/liabilities		
(Increase)/decrease in Receivables	119,956	145,415
Increase/(decrease) in Payables	(140,076)	(9,731)
Increase/(decrease) in Provision for Employee Benefits	(5,292)	95,368
Increase/(decrease) in Revenue in Advance	(22,083)	(52,834)
Net cash flows from operations	<u>594,849</u>	<u>1,900,199</u>

MAMRE ASSOCIATION INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

NOTE 8: CORRECTION OF PRIOR PERIOD ERROR

Mamre Association Inc has identified a prior period error in relation to the rate of pay applied to certain shifts, where payroll expenses have been understated in prior periods. The misstatement has been subsequently corrected and the 30 June 2020 balances restated.

	30 June 2020	Adjustment	30 June 2020 restated
	\$	\$	\$
Statement of comprehensive income			
Salaries and Wages	8,280,340	46,022	8,326,362
Profit/(Loss) after Income tax	1,669,796	(46,022)	1,623,774
Statement of financial position			
Payables	971,512	172,625	1,144,137
Total liabilities	1,035,170	172,625	1,207,795
Net Assets	4,179,881	(172,625)	4,007,256
Retained profits	3,235,478	(172,625)	3,062,853
Total Equity	4,179,881	(172,625)	4,007,256
Statement of changes in equity			
Opening retained profits	1,565,682	(126,603)	1,439,079
Profit for the year	1,669,796	(46,022)	1,623,774
Total Equity	4,179,881	(172,625)	4,007,256

MAMRE ASSOCIATION INC
STATEMENT BY MEMBERS OF THE GOVERNANCE BOARD

The Governance Board has determined that the Association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Governance Board the attached financial report:

1. Presents fairly the financial position of Mamre Association Inc as at 30 June 2021 and its performance for the year ended on that date; and
2. At the date of this statement, there are reasonable grounds to believe that Mamre Association Inc will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Governance Board and is signed for and on behalf of the Governance Board by:



.....
David Stevenson



.....
James Barbeler

Dated: 20/10/21

MAMRE ASSOCIATION INC
CERTIFICATE BY MEMBERS OF THE GOVERNANCE BOARD

We, David Stevenson and James Barbeler, certify that:

- i. We are members of the Governance Board of Mamre Association Inc.
- ii. We attended the general meeting of the Association held on 8 November 2021.
- iii. We are authorised by a resolution of the Governance Board to sign this certificate.
- iv. This annual statement was submitted to the members of the Association at its Annual General Meeting.

.....
David Stevenson

.....
James Barbeler

Dated:

INDEPENDENT AUDITOR'S REPORT

To the members of Mamre Association Inc

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Mamre Association Inc (the registered entity), which comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the statement by members of the governance board.

In our opinion the accompanying financial report of Mamre Association Inc, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) Giving a true and fair view of the registered entity's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards to the extent described in Note 1 and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter - Basis of accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the registered entity's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Other information

Those charged with governance are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the governance board's report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of responsible entities for the Financial Report

The responsible entities of the registered entity are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members or other appropriate term. The responsible entities' responsibility also includes such internal control as the responsible entities determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the responsible entities are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the responsible entities either intend to liquidate the registered entity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at:

http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd

A J Whyte
Director

Brisbane, 20 October 2021

OUR STRATEGIC PLAN

WHAT WE'RE WORKING ON... AND WHAT IT MEANS FOR YOU



VALUES, CULTURE & COMMUNITY

We will build and improve the Mamre Culture.

You will notice:

- Stronger values-based relationships and a clear understanding of what you can expect from Mamre
- Team members that are proud to work at Mamre
- An engaging and active community

We will enhance our quality services with people at the centre.

You will notice:

- People and families enjoy engaging with Mamre
- Mamre's strong reputation for tailored & personalised care
- We will use our spaces (physical and virtual) to improve our people experience and to allow for quality engagement

You will notice:

- Welcoming spaces that suit the community, people, families and the team



ACCOUNTABILITY COMPLIANCE & IMPACT

We will develop spaces that promote wellbeing while keeping people safe.

You will notice:

A focus on safe environments that support and protect people to keep them safe

- We record and efficiently deal with safety risks

Our work will have a positive social impact.

You will notice:

- We regularly advocate for people with a disability
- More frequent community kindness initiatives

We respect regulation and will operate a compliant business.

You will notice:

- We will work hard to ensure our services are in line with the NDIS quality framework
- We have an active risk management framework to protect Mamre and its people



GROWTH & SUSTAINABILITY

We will invest in and streamline our systems and processes.

You will notice:

- It's easy to access services and community
- A better service experience
- More opportunities as we improve based on research
- We will enhance our services with a focus on individualised support

We will expand Mamre Therapy service and Disability Law Queensland in response to growing needs.

You will notice:

- Better access to these services, when you need them

We will develop innovative programs and supports to empower people.

You will notice:

- New and exciting programs
- Tailored, out-of-the-box thinking on how to deliver your supports
- The ability to meet the changing needs of people and families



PEOPLE

We value our team.

You will notice

- Team members enjoy their work and feel valued
- We have flexible working arrangements
- Staff complete ongoing training
- We focus on skilled, flexible and capable staff
- We provide a range of benefits including salary packaging, employee assistance and recognition programs
- Teams enjoy a wide approach to defining future strategy
- Regular surveys to gain insights & feedback
- Team members stay with Mamre

Our staff will be the best.

You will notice:

- Team members take part in an induction, plus ongoing training and support programs
- Teams understand and embrace the meaning and importance of the work they do



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