



Celebrating 40 years of creating good lives together



ANNUAL REPORT

2021 / 2022

Creating good lives together.

Acknowledgment of Country

Mamre acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this country and their connection to land, water and community. We extend that acknowledgement to the Jagera people and the Turrbal people as the Traditional Custodians of Meanjin (Brisbane), the lands on which our office is located and where we meet, work and learn. We pay our respects to Jagera and Turrbal Elders past, present and emerging.

We believe that reconciliation must live in the hearts and minds of all Australians, and we are committed to an ongoing journey towards truth telling and reconciliation.

We also recognise the value and contribution of Mamre's Aboriginal and Torres Strait Islander employees, carers and customers as we work towards reconciliation.



Mamre Annual Report

2021/2022 Contents

Our Vision **02**

Our Values **03**

CEO Report **04**

President's Report **06**

Community Stories **08**

Celebrating 40 Years of Mamre **10**

Nominated Board Members **12**

Senior Leadership Team **14**

A Year in Review **16**

Rebrand **28**

Transforming Mamre **34**

Mamre's Services Remain Strong **36**

2021-22 Organisational Highlights **37**

Treasurer's Report **38**



Our Vision

It's been 40 years since we first opened our doors and although the disability support sector has changed significantly since then, our dedication to exemplifying the core values on which we were founded has not wavered.

As we look towards the future, we're searching for new and more meaningful ways to honour our purpose and adapt to the changing landscape of our sector.

Our Transformation Project was developed with this in mind and focuses on delivering services 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 customers 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 compete with top-tier players in the disability support sector. Part of this project includes the launch of our new website, which will meet the online international accessibility standards.

As always, we're dedicated to creating ways for our customers and their networks to connect with others in the Mamre community. Whether it be through casual catch-ups at our new Community Hub in our Windsor office or through fun and engaging events that build connections, these opportunities to engage with each other will only grow in the year ahead.

Finally, our people. At Mamre, people are our priority and we're committed to putting the needs of our customers 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 with the spirit of giving, warmth and genuine acceptance.



Community

We welcome and celebrate each other and share our diverse gifts and knowledge.



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.



CEO Report



On behalf of the team at Mamre, I wish to thank the people and communities who have trusted and worked alongside us this past year. As you will read in this report, the past 12 months have taught us much about resilience and relationships, and the power of working together to achieve our goal of creating good lives together.

In late February 2022, I was delighted to accept the role of CEO at Mamre. Within weeks, our Finsbury Street office in Newmarket was flooded and damaged to the point of no return. It was an unexpected start to my tenure, but one that showed me the strength and grit of our community.

With no premises to come to every day, our office staff, a team of more than 30 people, endured more than six months of working remotely, some having lost their own homes in the flood and others accommodating family members whose properties had been destroyed by the raging flood waters.

Our staff were working while sitting at the end of someone's sofa or at a kitchen table. After more than two years of COVID-19 lockdowns and restrictions this was for many people the straw that broke the camel's back, and staff turnover increased throughout this period. We worked hard to foster connections with staff and customers, however it became evident that nothing replaces the value of working together face to face. In early August, after months of searching, planning

and organising, we were fortunate to move into our new office at Windsor, a space that could meet the needs of our customers and grow with our organisation. This move wouldn't have been possible without the insurance we had in place for our Finsbury Street office and we are deeply thankful we were in a position to secure such a fantastic location.

Throughout the past year, we have not been immune to the challenges experienced across the sector. Rising COVID-19 case numbers, a Support Worker shortage and the ever-changing landscape of the NDIS meant we had to rethink how we operate and grow a sustainable organisation. In response to these challenges, we developed a transformative business plan, to tackle the issues we have faced head on and to develop robust growth strategies that will allow our organisation to thrive in the years ahead. You can read more about this on page 34.

Although it was not the year many of us expected, I have been heartened by the enduring relationships and connections with the people to whom we offer a service. At the end of the day, we exist to serve our community and I am deeply thankful for the existing relationships we have nurtured and the new connections we have forged. The next 12 months will be an exciting time for Mamre as we work to improve our customer focus, bolster our service offerings and re-invest back into our community.

One of the ways we're doing this is by utilising the exceptional work done by our team across a range of research projects, including Decision Making Possibilities, Connect Play Learn and Power to You.

Decision Making Possibilities in particular will form an exciting part of our service offerings in the coming months. This industry-leading project gives Mamre a unique edge, enabling us to empower customers with choice and control over decisions that affect their lives. It will also form a point of difference for Mamre staff, who will be trained to incorporate these practices into their work. This approach will complement our work already underway in this area and offers a new way to support people to be in charge of their lives.

I'd like to express my sincere thanks to the Board Directors who volunteer their time to contribute to this great organisation. Their support and guidance is invaluable and we are fortunate to benefit from such a high calibre of knowledge and expertise.

To our staff, thank you for the opportunity to work alongside you as we strive to make a difference every day in people's lives.

Finally, without our customers we wouldn't exist. Thank you for choosing Mamre and thank you for your support over this past year. It has not gone unnoticed.

Jillian Paull
CEO



President's Report

David Stevenson, Board President

On behalf of the Mamre Board, I am pleased to share our Annual Report 2021-2022. I have been privileged to hold the role of President for 2.5 years and this year has seen several unique challenges, which the Board and Senior Leadership Team have faced together. This year saw the launch of our Transformation Project as we grappled with the challenges facing the sector as well as those unique to us. This project positions us strongly to work in partnership with our community and our staff to grow Mamre in a sustainable and values-driven way.

I would like to extend my thanks to former Board directors Heidi Monsour, Joanna Mason and Stacey Oswald for their contributions during their time as part of our Governance team. Their insights and dedication to our work were highly valued and we wish them well. I would also like to extend my profound thanks to the

current members of the Board, whose dedication and commitment have been invaluable as we navigated the past 12 months.

I would also like to thank the outgoing CEO, Amena Reza, for her contributions to Mamre and welcome Jillian Paull who joined us as CEO in February 2022.

A key responsibility of all Board Directors is to demonstrate all that we do is led by our values. This means that our staff and community can rely on our leadership to accept the responsibilities of safeguarding our organisation in a challenging environment.

To this end, the launch of our Transformation Project puts actions to our commitment to ensure Mamre continues to offer the services we are well known for, as well as recognising opportunities to increase our service offerings. The Board is



committed to supporting the CEO and the Senior Leadership Team to extend our impact in our community in ways that reflect our values.

This past year has seen Mamre deal with the challenges of COVID-19 coupled with the flooding of our office in Finsbury Street in late February and the closure of Disability Law Queensland (DLQ). The flood challenged our organisation in ways not previously experienced and I am delighted the head office team is now settled at our new headquarters in Windsor, not far from our Finsbury Street premises. The closure of DLQ was a difficult but necessary step to secure Mamre's financial viability into the future. Mamre had funded DLQ since its inception and was proud to assist in providing such a valuable service to people with disability. However, the challenges of the past few years meant Mamre was no longer able to simultaneously fund DLQ and meet its own financial and service delivery commitments. Whilst distressing

for many, this series of events has demonstrated the resilience and tenacity of our staff and community members and on behalf of the Board, I thank them for their endurance and persistence at this particularly difficult time.

Our Support Workers also faced significant challenges this year, navigating COVID-19 restrictions while ensuring they put the interests of our customers first. Their remarkable dedication is what makes our organisation special and I'm inspired by their commitment to our community.

I am delighted to invite you to read this Annual Report and to reflect on all that has been achieved over the past year. I look forward to the next 12 months with great anticipation as we respond to the challenges before us and find new ways to create good lives together.



Community Stories

A milestone year for Chris

This year Chris Mathieson celebrated 40 years with Mamre! Chris was just five years old when he joined Mamre and is our longest-standing customer.

Back then, Mamre was a small support service offering respite to people with disability and their families in a warm and welcoming environment. Our service stood out against many of the options available for people with disability at the time because of its emphasis on support for the entire family.

For the Mathieson family, it was an opportunity for Chris to spend time in a safe and supportive environment and for their family to connect in new ways.

Chris and his mum Shirley have been active members in our community since those early days, taking part in social events and forging strong relationships with other people in the Mamre family. For the staff here at Mamre, it has been a privilege to watch Chris grow over the years. His outgoing

personality and zest for life have brought joy to so many of the people who have worked with him and supported him over the years.

Chris's mum describes him as a social butterfly with swimming and dancing being two of his favourite activities. His calendar is packed with events and outings, with the highlight being his annual trip to Noosaville with friends. The group stays at the same apartment block every year where they're able to enjoy time in the pool, head down to the beach or stop at a café for a bite to eat.

Chris also lives in his own home now – conveniently across the street from his mum! – and receives support to live independently. It's an achievement the team at Mamre has been thrilled to witness.

From everyone at Mamre, we thank Chris and the Mathieson family for their support over the past 40 years and look forward to sharing many more years to come together.



Mamre moments

The year was packed with many meaningful moments of community connection. From our regular craft workshops at our Community Hub in Finsbury Street, to a fabulous night out at QPAC to see West Side Story. We also celebrated Team Mamre with customers, Support Workers and office staff participating in Bridge to Brisbane and kicked back for a movie day with plenty of snacks and laughs at the office.

One of the highlights of the year was a night out for the thrill seekers amongst us. Thanks to generous donations from our community and

beyond, Mamre was able to send four customers and their support people to iFly's indoor skydiving venue at Chermside. iFly was custom designed to create an environment of inclusion and support for people with physical and cognitive disabilities and it was fantastic to see the comradery between Mamre customers and iFly staff on the night.

It quickly became clear we had more than a few daredevils in the community with those who attended itching to get back in the dome for round two. Go team!



Celebrating 40 Years of Mamre



This year felt like a turning point for our organisation. One where we reflected on our past and searched for new and innovative ways to serve our customers in the future.



In 1982, our founders came together with a vision to create a place where people with disability and their families could gather for support and community.

The disability support sector has changed a lot since then, but our goals have remained the same: quality services with people at the heart.

As one of Brisbane's longest-running disability support providers we work hard to honour our history while building an organisation for the future, one that champions the rights of people with disability and finds innovative ways meet their needs.

Of course, our 40th year was not exactly what we expected it to be. The challenges we faced following the February floods and the ongoing pandemic made staying connected and maintaining a strong sense of community difficult. Difficult, but not impossible.

We were inspired by the ways our community found opportunities to connect, as well as their resilience to some of the biggest challenges our world has faced in years.

We saw Support Workers and customers bond as they shared new experiences together and watched

CELEBRATING 40 YEARS



with delight as the people we support achieved their goals and set new challenges for themselves.

This year felt like a turning point for our organisation. One where we reflected on our past and searched for new and innovative ways to serve our customers in the future.

After 40 years of delivering services and support, we are still inspired every day by the courage and creativity in our community and we are dedicated to being here for you for 40 years to come.



Nominated Board Members

GOVERNANCE BOARD

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

DAVID STEVENSON
PRESIDENT



David joined the Mamre community in 2008 and has been on the Board since 2017, becoming President in 2020. A mechanical engineer by profession, David has worked in a variety of roles, from engineering to management. David is also an avid volunteer with various organisations including P&C associations, Scouts and more.

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 and occasionally a good coffee or beer.

REGINA DEERAIN
VICE PRESIDENT



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

Regina's 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 over 20 years now. She's particularly interested in working with value-based organisations like Mamre that embrace and understand commercial objectives.

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

JAMES BARBELER
TREASURER



James joined the Board in 2018. As a Chartered Accountant with over 35 years' experience, he has worked across various public and private organisations including agribusiness, mining services, aviation and early learning.

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 Head of Finance of Goodstart Early Learning, a \$1.2bn turnover not-for-profit social enterprise.

JAY EMMERTON
BOARD MEMBER



Jay joined the Mamre Governance Board in 2021. Jay has cultivated a progressive career of achievements, establishing himself as an effective organisational leader overseeing high-performance teams and the creation of portfolio effectiveness.

As a property and development expert with over 27 years' experience, he enjoys providing strategic and operational guidance to both corporations and not-for-profit organisations seeking to improve performance.

He currently works at The Salvation Army as the National Strategic Property Manager.

MICHAEL DAHL
BOARD SECRETARY



Michael comes from a Chartered Accounting background (KPMG & BDO), with a degree in Commerce, and has most recently held senior financial and governance positions within several leading organisations. He is a member of the Australian Institute of Company Directors (GAICD) and completed his MBA at the University of Queensland in 2020.

Michael is a strongly focused and results-driven professional with an extensive history of success in the wholesale distribution, construction, mining services, and financial services industries. He has previously served as a non-executive director in the not-for-profit sector and currently works with a number of organisations in a company secretarial capacity.



Senior Leadership Team

SENIOR LEADERSHIP TEAM

JILLIAN PAULL
CEO



Jillian joined Mamre as CEO in February 2022, bringing with her more than 20 years' experience in the disability sector.

Jillian helped launch the NDIS in the ACT in 2014, before taking on the role of national lead for the NDIA Media and Communications team. She's also well versed in the not-for-profit sector having held senior positions at MS Queensland, Life Without Barriers and Mission Australia. Jillian uses her expertise to deliver business strategies that put people at the heart of an organisation and is passionate about creating an inclusive society.

When she's not working, Jillian enjoys reading, cooking delicious food for friends and family and spending time with her partner and their two adorable dogs.

JACINTA MADDIGAN
DEPUTY CEO



Jacinta holds extensive management experience and is a registered Social Worker. Jacinta has worked across multiple states and territories, primarily in child protection and the disability sector. She has a keen focus on inclusion and exceptional service provision.

She enjoys contributing to a for-purpose organisation and strives to deliver the best outcomes for Mamre's community and the teams she is lucky enough to walk alongside.

Jacinta joined Mamre due to its rich history and its potential to make a greater impact within the community.

Jacinta has an energetic toddler who keeps her active with plenty of beach walks and park play dates.

MARISSA CARLYON
MANAGER, ALLIED HEALTH



Marissa is an experienced Allied Health manager and Certified Practising 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 research 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 supported people, their families and their therapists to thrive.

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

SHELLEE CHAPMAN
SENIOR MANAGER,
PEOPLE & CULTURE



Shellee is an experienced People & Culture leader who is passionate about creating sustainable organisations with high performance cultures and engaged leaders, individuals, and teams.

Shellee has both national and international cross-functional HR & Corporate Services experience across the aged care, acute care and disability sectors.

When Shellee is not working she enjoys cooking, the outdoors (camping and snorkelling) and is a Bridge enthusiast.

CARLIE SOUTH
FINANCE TEAM



Carlie is an experienced financial executive and qualified Accountant. She has worked across multiple industries throughout her career and specialises in aligning financial performances with an organisation's overarching vision.



A Year In Review

February Floods

The year kicked off with one of the most devastating floods Brisbane has ever seen and like many communities and organisations, Mamre took a hit. Mamre's Newmarket office was inundated with flood and storm water, causing immense damage and changing the course of our organisation for the year ahead.

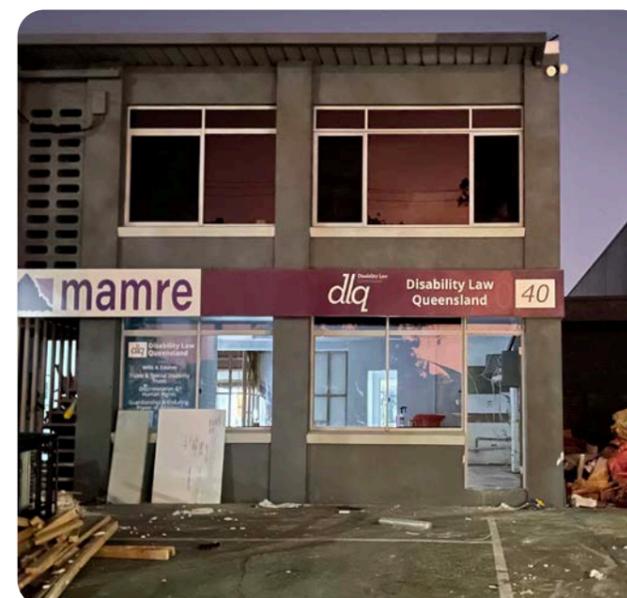
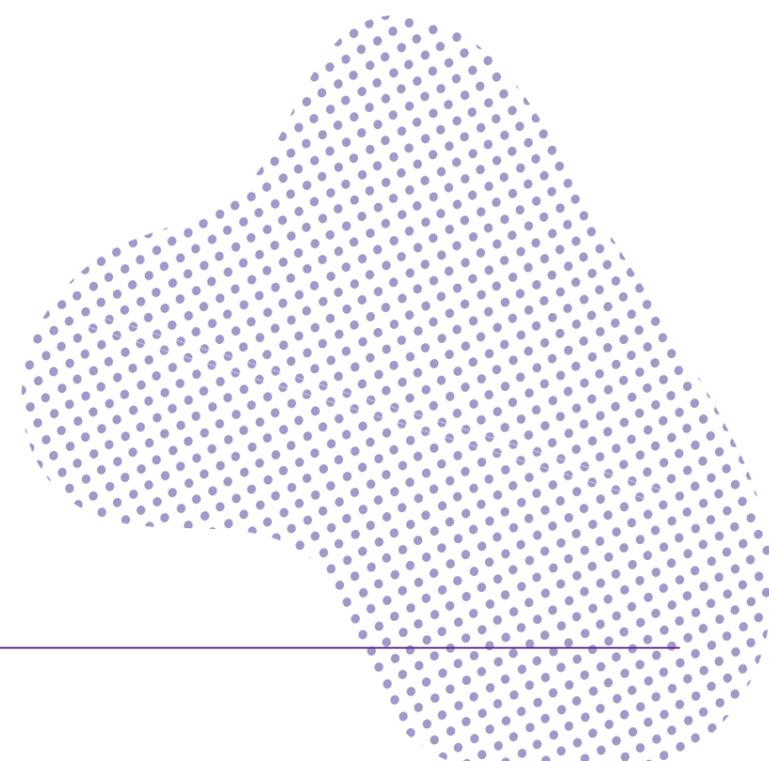
When members of our team returned to the office to assess the damage, it became clear remaining at Finsbury Street was no longer viable. The sheer force of the water had shattered our front window, dense black mold was creeping through the carpet and up the walls, and precious equipment was strewn across the floor.

Disability Law Queensland, which operated on the second level of our building, also suffered extensive damage with precious documents damaged and information stored on its server and computers lost.

It was a shocking loss for our community, many of whom had received therapy services at Finsbury Street for years and found comfort in stopping by our Community Hub for a cuppa and a chat with the Mamre team.

For our staff it meant the loss of day-to-day connections that had become so important after enduring the COVID-19 lockdowns of the previous year.

While our team made great efforts to find a way to stay at Finsbury Street, it quickly became apparent this was not an option and that Mamre's future lay elsewhere. It was time for something new.




It was time for something new.



A Year In Review

Working Remotely

With the support of the Governance Board, Mamre's Senior Leadership Team commenced the search for a new head office and office staff began a six-month operation of working remotely. Team members set up home offices at their kitchen tables, found innovative ways of staying connected and forged ahead with minimal resources.

Our fortnightly staff meetings were held in community halls and libraries, and in between those sessions team members made time to meet at local coffee shops and welcomed each other into their homes to prioritise customers' needs and ensure we kept delivering our services to the community.



Allied Health goes to Banyans Medical Centre

Because of the critical need for many of our Allied Health customers to have a physical space for their therapy, our Allied Health team moved into a temporary therapy space at Banyans Medical Centre in Bowen Hills. Here, they could connect with customers and continue the vital work of assisting them to reach their goals.

Having lost nearly all of our Allied Health tools and play equipment in the flood, our Occupational Therapists and Speech Pathologists had to improvise to make the space as accessible and welcoming as possible for our customers. Carpets were rolled up to adjust to sensory needs and our therapists found unique ways to help customers adjust to the space.

It was an incredible effort by our Allied Health team and an incredible exercise in trust from our customers who remained committed to Mamre in less-than-ideal circumstances. We thank them wholeheartedly for their support.



A Year In Review

Welcome to Windsor

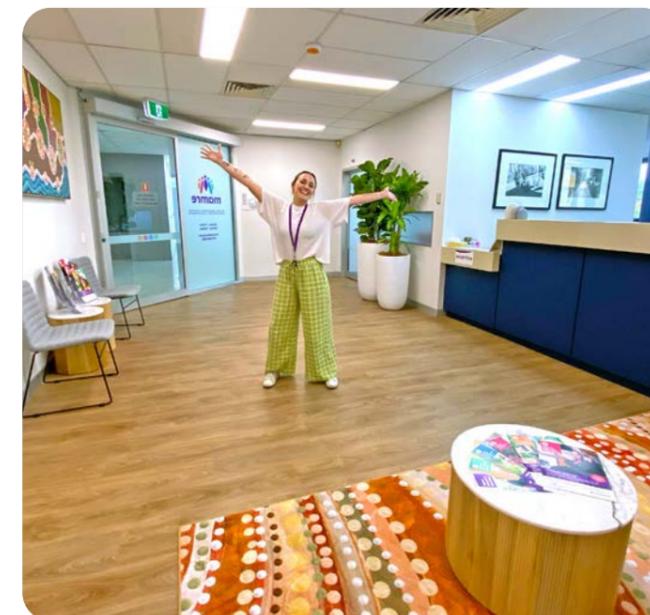
In August, after months of searching, negotiating with insurers and unpacking boxes, our new Windsor head office was ready. The office was specifically chosen for its accessibility and versatility, allowing us enough space to build high-quality therapy rooms for our Allied Health customers and grow our team in the coming years.

Most importantly, the office was built to be a welcoming space for everyone in the Mamre family. As was the case at Finsbury Street, our new Community Hub is a warm and inviting retreat for our customers and employees.

Our organisation was built on the foundation of community and that's why it's so important for us to have a space where we can welcome everyone in the Mamre family; a space where we can come together to share stories, meals and remember why we dedicate ourselves to working in this sector.



Most importantly, the office was built to be a welcoming space for everyone in the Mamre family.



A Year In Review Events

The community gets crafty

One of the highlights of every year is our community events and this year proved to be exceptionally fun. Our craft group was a force of nature and, prior to the office flooding, organised monthly events where they gathered to share a yarn and their skills. Each month focused on a different craft with each person taking their turn to teach the rest of the group and create some truly beautiful pieces.

We had macrame with Phil, jewellery making with Elisha and card making with Terry – just to name a few. Most importantly, this was a community-led project with our customers taking charge and organising the activities they wanted to do when they wanted to do them. It was a wonderful example of what can happen when people are empowered with the opportunity and resources to make their own decisions about how they want to live.



HPHH is a unique program that brings people and vulnerable animals together for a different kind of animal therapy – one that encourages participants to work closely with rescue animals to help them rebuild their trust in humans, learn new skills and recover from trauma.

Happy Paws Happy Hearts

This year we joined with Happy Paws Happy Hearts (HPHH) for a truly memorable event. Our craft group was thrilled to welcome the HPHH team and two of their puppies to our Newmarket office for a day of puppy play and toy making. HPHH is a unique program that brings people and vulnerable animals together for a different kind of animal therapy – one that encourages participants to work closely with rescue animals to help them rebuild their trust in humans, learn new skills and recover from trauma. Our crafters made pom poms to send home with the puppies.



A Year In Review Events

Community Christmas Party

To say our 2021 Community Christmas Party was a hit is an understatement. This year was possibly our best Christmas party yet with activities, market stalls and festive food aplenty. After a tough year of COVID-19 lockdowns and restrictions it was a chance for our customers and staff to gather and celebrate the good that our organisation and community does every day.

The highlight of the day for many customers and families was the free Santa photos offered to every guest. Our staff set up a sensory-friendly space where people could take a photo with Santa in an environment that was comfortable for them and allowed them as much time as they needed to get the perfect shot. For some families, it was the first time they'd been able to take Santa photos together

and it was moving to see how special the moment was for them.

The day was a celebration of Mamre's community and the spirit of our organisation, which was founded on the values of coming together to support and uplift each other. We've since been inundated with requests to host a similar Community Christmas Party every year, and our customers can rest assured we'll be doing just that.



A Year in Review Power to You

Power to You is an exciting project bringing the lived experience of young Australians with disability to an e-learning platform. Building on the foundations of Mamre's highly regarded Pave the Way Program, the project has been co-designed by young people using video-based storytelling and accessible learning materials to assist other young people with disability, their families and supporters as they navigate life's key transitions. Power to You focuses on building skillsets and confidence for independent living by sharing the stories of young people with disability and showing real examples of how they achieved their goals and continue to work towards new goals.

Funded through the Commonwealth Department of Social Services, Information, Linkages and Capacity (ILC) Building grant program Power to You was officially launched with the generous assistance of Southbank TAFE on May 4 2022. This wonderful event was an opportunity for co-

designers to share their stories with the community and to be recognised for their incredible work. Guests included Alison Bennett-Roberts, Director of Inclusion, Engagement and Assurance and John-Paul Langbroek, Shadow Minister for Seniors, Communities and Disability Services.

This empowering project has been received well by people with disability and those who work in the disability support sector. With the first of the project's community engagement workshops held with Loud and Clear Advocacy on the Sunshine Coast receiving positive feedback, the co-design team are looking forward to upcoming opportunities with Down Syndrome Queensland and Queenslanders with Disability Network.

Mamre was advised in October that the project has received funding to continue its national roll out until June 2024.



A Year In Review Special Projects

Connect Play Learn goes live

Co-created by Occupational Therapists alongside children and their families, this groundbreaking project helps parents and therapists create the best learning environment for children with developmental difficulties and delays. Both parents and therapists have reported positive results using this online resource, which centres on strengthening interactions and relationships between children and their carers.

Since its launch in February, Connect Play Learn has had a fantastic impact in the Mamre community and beyond. Mamre will continue to promote the benefits of Connect Play Learn throughout the year, finding new ways of sharing it with therapists around the country and incorporating it into our own service delivery in Allied Health.



The success of this project has prompted Mamre to look at how it can incorporate Supported Decision Making into its service offerings.

Decision Making Possibilities ramps up

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 National Disability Insurance Agency (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.

Over the past year, we've seen incredible results for participants. Many have made important decisions about their own lives and have found effective ways of expressing their wishes. For some participants, it's the first time they've been able to communicate their wants and needs to their support network.

The success of this project has prompted Mamre to look at how it can incorporate Supported Decision Making into its service offerings. Over the coming year, we'll be looking at ways to train staff in Supported Decision Making practices so we can empower our customers with the tools to communicate their choices and take control of the important decisions about their lives.



Rebrand

“At the centre of the project was the need for accessibility for our customers.

In 2021, the Board approved a rebrand project to modernise Mamre’s logo and website. Since its inception in 1982, Mamre’s logo had remained largely unchanged, but with so many competitors in the NDIS space it became imperative for Mamre to deliver a website and logo that catered to our customers’ needs and was in line with our vision for the future.

At the project’s centre was the need for accessibility; accessible fonts, accessible colours and accessible content that would make a real difference for anyone searching for information that could simplify their life or the life of someone they support.

New Logo

The team at Mamre wanted to create something that honoured our history and celebrated our dedication to diversity and community, and we think our new logo does just that.

While Mamre’s core colours remain a distinctive purple and green, three new colours - blue, red and orange - were introduced into our brand palette to clearly define our service areas and create a vibrant icon that stands out from the crowd.

The results, we feel, are fantastic. Along with our five brand colours, the logo consists of five unique shapes, each one representing the varied bodies, abilities and backgrounds in our community.

As a nod to our previous logo, purple remains at the centre with green positioned on the left side in the same way the vibrant green tree was positioned to the left of the purple mountain.

Mamre is pronounced MAM-ray.
It is an old Hebrew word that translates to ‘**mountain of friendship**’.



Our Logo's History

Our new logo in detail:
 Icons to represent our community +
 Leaning in to represent support +
 A variety of shapes and colours to represent diversity +
 Icons stylised to represent the mountain and the letter 'M' +

1982 The Original

This logo adorned the original Mamre house. It went on to become widely used as the organisation grew.

2000s 2000

In the early 2000s the logo received an update and was converted to colour.

2010

The logo was lightly refined with a more modern font and clearer imagery. There were still strong ties to the original logo.

2022

We undertook a complete rebrand, modernising the logo to reposition the company with a fresh outlook.

1982

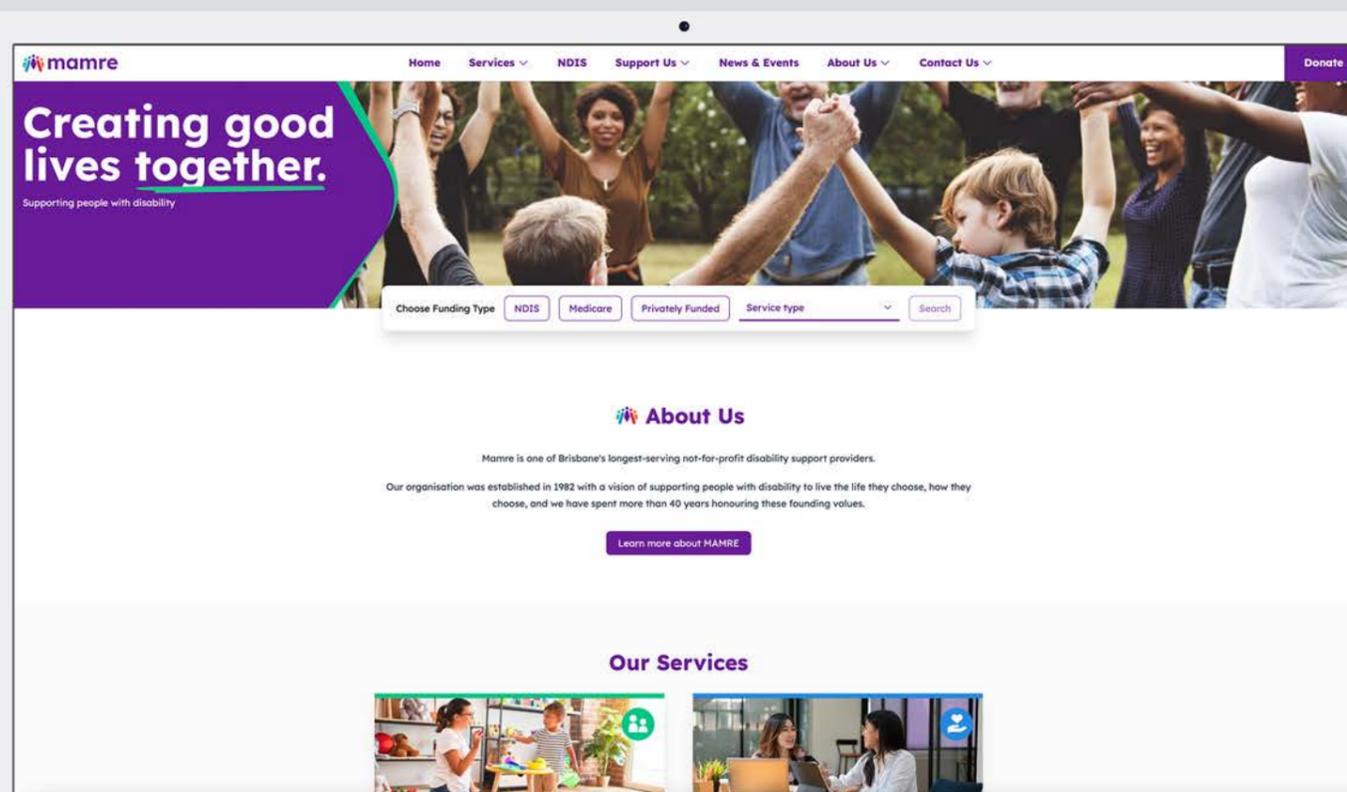
2000

2010

2022



Creating our new Website



REBRAND

For Mamre, building an accessible website meant starting from scratch.

Having an accessible website for our community is invaluable. Our customers should be able to visit our website and navigate it with confidence. They should be able to access important projects, like Power to You and Decision Making Possibilities; they should be able to find essential links and information about the NDIS; they should feel empowered by their ability to find the information they need with ease.

For Mamre, building an accessible website meant starting from scratch. That meant new content, new images and new ways to showcase our service offerings. The team worked incredibly hard to ensure people could come to the Mamre website and quickly find what they were looking for, whether it be for themselves or someone they support.

Our website is also in the process of being certified accessible. That means we will be held to the highest standards of online accessibility and will meet international Web Content Accessibility Guidelines (WCAG) 2.1 – a standard we're incredibly proud to meet.

While the new website is a far cry from the previous version, it's one that we feel will carry Mamre into the next phase and support our organisation as we work to improve and expand our service offerings.



Transforming Mamre

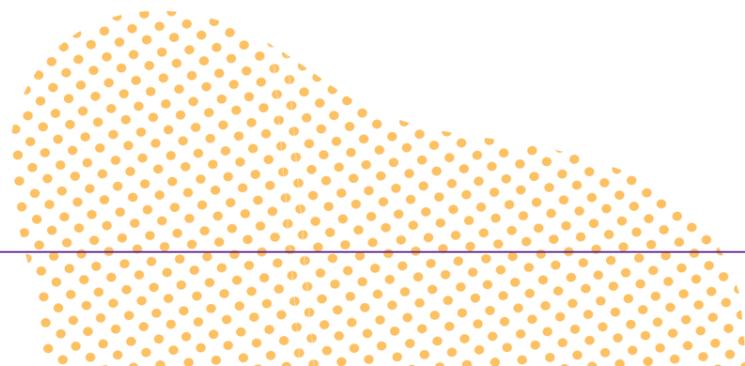
Our Strategy Plan Takes Shape

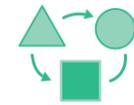
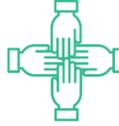
“This Business Transformation Project empowers every stakeholder to shape and contribute to Mamre’s bright sustainable future.

In June 2022, the Board endorsed our Transformation Project, with ambitious goals for Mamre over the next few years. This project is focused on tackling many of the challenges faced across the sector as well as individualising a growth plan to build on our existing strengths and to focus on new areas of capability and capacity building.

Our purpose is to build a thriving social enterprise that assists people with disability to live their best lives and provides meaningful employment for our values-driven staff.

Our focus is to be innovative and courageous as we tackle the challenges within the sector whilst retaining our dedication to our community and our values.



| | |
|--|--|
| <p>01</p>  <p>We are guided by our community</p> | <p>02</p>  <p>Our people and values are paramount</p> |
| <p>03</p>  <p>We are agile and adaptable</p> | <p>04</p>  <p>We honour every person’s needs</p> |
| <p>05</p>  <p>We are collaborative and purposeful</p> | <p>06</p>  <p>We are accountable and measure our impact</p> |

Our Goals

- To exceed our customers expectations.
- To strengthen and grow our impact.
- To nurture and attract an exceptional workforce.



Mamre's Services Remain Strong

Empowering our community with quality support

We're proud to work with young people and adults across Brisbane and to provide the supports that empower them to live the life they choose.



Core Supports



Supported Independent Living



Short Term Accommodation



Support Coordination



Occupational Therapy



Speech Pathology

2021-22 Organisational Highlights



Therapy services

Continued to find and introduce innovative ways to deliver therapy services to meet changing needs.



Social impact

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



IT upgrades

Implemented new software systems to centralise Mamre's records and organisational information. Plus, launched a project to create a more accessible and modern website.



Employee Assistance Program

Launched EAP Assist - a workplace wellness program for staff that contains an extensive range of self-help resources, plus three hours of free counselling.



Work from home arrangements

Introduced work-from-home days to offer staff greater flexibility and work-life balance



Treasurer's Report

The Audited Financial Statements show the financial position as at 30th June 2022 and provide a consolidated statement across all operational activities of Mamre Association Inc.

Statement of Financial Performance

A summary of the statement of financial performance is below:

| Summary Statement of Financial Performance | 2022 \$ | 2021 \$ | Variance \$ | Variance % |
|--|------------------|----------------|--------------------|---------------|
| TOTAL INCOME | \$7,133,548 | \$11,211,078 | (4,077,530) | -36% |
| TOTAL EXPENDITURE | \$8,023,843 | \$10,637,973 | (2,614,129) | -25% |
| Total comprehensive income for the year | (890,295) | 455,972 | (1,346,267) | -295% |

Mamre's financial performance was materially impacted by several events. The notable being:

- A reduction in NDIS income of \$3.1m primarily due to the loss of 8 key customers.
- The cessation of the Job Keeper Subsidy of \$1.2m in 2021.
- An increase in Other income of \$127k relating to the sale of the plan management business and preliminary proceeds for the insurance claim for the flood.
- A reduction in salary and wages of \$2.6m in-line with the reduced NDIS income.
- A reduction in consulting expenses of \$43k. The consulting costs for this financial year were primarily related to consultants for the ILC grant "Removing the Barriers to Self Determination (Power to You)".
- An increase in IT expenses of \$76k related primarily to re-structuring of our IT environment due to the flood and the setup of new payroll, accounting and client management systems.
- The write-off of assets damaged in the flood of \$84k.
- The write-off of the loan to DLQ primarily for costs related to the closure of the business.

Statement of Financial Position

A summary of the net asset position of Mamre Association Inc as at 30th June 2022 is below:

| Summary Statement of Financial Position | 2022 \$ | 2021 \$ | Variance \$ | Variance % |
|---|------------------|------------------|------------------|---------------|
| TOTAL ASSETS | 4,100,169 | 5,503,572 | (1,403,403) | -25% |
| TOTAL LIABILITIES | 527,236 | 1,040,345 | (513,108) | -49% |
| NET ASSETS | 3,572,933 | 4,463,228 | (890,295) | -20% |

Despite the above reduction in Mamre's net asset position, Mamre remains in a stable cash position with cash reserves exceeding \$2m. Mamre remains committed to maintaining an operating model that is sustainable, quarantining our reserves for future investment and reinvestment back into our community.

It has been an eventful and difficult financial year for Mamre with the pandemic still a factor in the early part of the year, changes in our leadership team, the sale of our plan management business, the flood in February and the integration of 3 new IT systems. One of these would be difficult enough for an organisation, however, to have all of these occur in one year has put an enormous strain on our staff and to some extent our customers.

I would like to thank the staff and the leadership team for their efforts in what was a very difficult year. I would also like to acknowledge our loyal customers during this time for their patience and resolve.

Finally, I would like to acknowledge the contribution of all members of the FAR Sub-Committee, including:

- David Stevenson, Regina Deerain and Jay Emmerton (Governance Board Members),
- Jillian Paull, CEO and
- Mamre Finance Team.

I want to thank them for their continued support and for their outstanding work in a challenging year with many changes for Mamre Association.

James Barbeler

Treasurer



Financial Reports

as at 30 June 2022 Contents

Governance Board's Report **40**

Statement of Comprehensive Income **42**

Statement of Financial Position **44**

Statement of Cash Flows **45**

Statement of Changes in Equity **46**

Notes to the Financial Statements **47**

Statement by Members of the Governance Board **53**

Certificate by Members of the Governance Board **54**

Independent Audit Report **55**



Governance Board's Report

Your Governance Board members submit the financial report of Mamre Association Inc for the financial year ended 30 June 2022.

Governance Board

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

| Name | Appointed | Resigned |
|---------------------------------|-----------|----------|
| David Stevenson (President) | | |
| James Barbeler (Treasurer) | | |
| Regina Deerain (Vice-President) | | |
| Joanna Mason | 30.08.21 | 23.03.22 |
| Jay Emmerton | 30.08.21 | |
| Heidi Monsour | 08.11.21 | 18.01.22 |
| Gillian Hulse | 20.10.15 | 26.09.21 |
| Maureen Sheehan | 11.05.22 | 13.09.22 |

Principal Activities

The principal activities of the Association during the financial year were to support children, teens and adults with 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, community activities, fundraising activities and specific initiatives aimed at empowerment, such as Power To You, Decision Making Possibilities, and Connect Play Learn.

Significant Changes

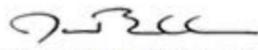
The Governance Board has determined that the Association is not a reporting entity for the year ended 30 June 2022 and the financial report submitted is a Special Purpose Financial Statement for Mamre Association Inc only. The financial statements of Disability Law Queensland Limited (DLQ) are not included in the submitted financial report. DLQ have produced financial statements in accordance with the Australian Charities and Not-for-Profits Commission Act 2012. DLQ ceased operating during the year and is in the process of closing. There were no other significant changes during the period.

Operating Result

The deficit of income over expenditure in 2022 for the Association amounted to \$890,295, while in 2021, the Association recorded a surplus of income over expenditure in the amount of \$573,105.

Signed in accordance with a resolution of the Governance Board.


 David Stevenson 21/11/2022
 Dated


 James Barbeler 21/11/2022
 Dated



STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022

| INCOME | 2022 \$ | 2021 \$ |
|---------------------------|------------------|-------------------|
| NDIS Income | 6,117,926 | 9,239,673 |
| ILC Grant Income | 763,783 | 614,435 |
| Job Keeper Subsidy | - | 1,177,500 |
| Fundraising and Donations | 9,839 | 3,616 |
| Fees and Charges | 10,891 | 3,945 |
| Government Grants | 35,757 | 65,613 |
| Other Grants | 57,831 | 14,849 |
| Contributions (Public) | - | 15,431 |
| NFP Cash Flow Boost | - | 15,431 |
| Interest | 10,129 | 25,696 |
| Other | 127,393 | 320 |
| | 7,133,548 | 11,211,078 |

| EXPENDITURE | 2022 \$ | 2021 \$ |
|---|------------------|-------------------|
| Advertising & Marketing | 1,170 | 20,854 |
| Audit Fees | 13,594 | 18,113 |
| Bad Debt Expense | 56,332 | 2,122 |
| Board and Governance Expenses | 3,454 | 18,025 |
| Building and Maintenance | 62,299 | 126,040 |
| IT Expenses | 246,254 | 170,608 |
| Consultancy Fees | 435,612 | 478,921 |
| Depreciation | 45,038 | 69,239 |
| Events Expenses | 29,564 | 5,469 |
| Family Support Expenses | 71,681 | 34,277 |
| Furniture and Equipment | 4,408 | 7,657 |
| Insurance | 36,740 | 32,762 |
| Legal Expenses | 4,801 | 105,852 |
| Loss due to flood | 84,209 | |
| Motor Vehicle Expenses | 409 | 3,001 |
| Salaries and Wages | 6,729,382 | 9,387,313 |
| Staff Training and Development | 64,998 | 45,474 |
| Sundry and General Expenses | 51,697 | 36,915 |
| Telephone Expenses | 27,572 | 41,304 |
| Travel | (369) | 3,588 |
| Workshop Expenses | - | 30,439 |
| Write Off DLQ Loan | 55,000 | - |
| | 8,023,844 | 10,637,973 |
| Profit/(loss) before Income Tax | (890,295) | 573,105 |
| Income Tax Expense | 1 (b) - | - |
| Profit/(loss) after Income Tax | (890,295) | 573,105 |
| 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 | (890,295) | 455,972 |

The accompanying notes form part of this financial report.



STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

| | Note | 2022 \$ | 2021 \$ |
|--------------------------------------|------|------------------|------------------|
| CURRENT ASSETS | | | |
| Cash Assets | 2 | 2,235,479 | 3,763,029 |
| Receivables | 3 | 595,927 | 521,067 |
| TOTAL CURRENT ASSETS | | 2,831,406 | 4,284,096 |
| NON-CURRENT ASSETS | | | |
| Property, Plant and Equipment | 2 | 1,129,263 | 1,219,476 |
| Security Deposits | | 139,500 | - |
| TOTAL NON-CURRENT ASSETS | | 1,268,763 | 1,219,476 |
| TOTAL ASSETS | | 4,100,169 | 5,503,572 |
| CURRENT LIABILITIES | | | |
| Payables | 5 | 512,227 | 977,181 |
| Provisions - Long Service Leave | 6 | - | 39,906 |
| TOTAL CURRENT LIABILITIES | | 512,227 | 1,017,087 |
| NON-CURRENT LIABILITIES | | | |
| Provisions - Long Service Leave | 6 | 15,011 | 23,257 |
| TOTAL NON-CURRENT LIABILITIES | | 15,011 | 23,257 |
| TOTAL LIABILITIES | | 527,238 | 1,040,344 |
| NET ASSETS | | 3,572,933 | 4,463,228 |
| MEMBERS' FUNDS | | | |
| Retained Profits | | 2,745,663 | 3,635,958 |
| Assets Revaluation Reserve | | 737,887 | 737,887 |
| Flexible Support Options | | 89,383 | 89,383 |
| TOTAL RETAINED PROFITS | | 3,572,933 | 4,463,228 |

The accompanying notes form part of this financial report.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

| | Note | 2022 \$ | 2021 \$ |
|--|------|--------------------|------------------|
| Cash Flows from Operating Activities | | | |
| Receipts from Customers and Government | | 7,062,342 | 11,323,270 |
| Interest received | | 10,129 | 25,696 |
| Movement in GST | | 4,696 | (17,934) |
| Payments to Suppliers and Employees | | (8,426,184) | (10,736,183) |
| Net cash provided by/(used in) operating activities | 7 | (1,349,017) | 594,849 |
| Cash Flows from Investing Activities | | | |
| Payment for Security Deposits | | (139,500) | - |
| Purchase of Property Plant and Equipment | | (39,032) | (17,433) |
| Net cash provided by/(used in) investing activities | | (178,532) | (17,433) |
| Net increase/(decrease) in cash held | | (1,527,550) | 577,416 |
| Cash at beginning of the period | | 3,763,029 | 3,185,613 |
| Cash at end of the period | | 2,235,479 | 3,763,029 |

The accompanying notes form part of this financial report.



STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2022

| | Note | Asset revaluation reserve \$ | Flexible support options \$ | Retained profits \$ | TOTAL \$ |
|--|------|---------------------------------|--------------------------------|------------------------|-------------|
| 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 |
| Profit for the year | | - | - | (890,295) | (890,295) |
| Total comprehensive income for the year | | - | - | (890,295) | (890,295) |
| Balance at 30 June 2022 | | 737,887 | 89,383 | 2,745,663 | 3,572,933 |

The accompanying notes form part of this financial report.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

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 Qld 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 124, Related Party Disclosures

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.

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% |

The accompanying notes form part of this financial report.

NOTE 2: CASH ASSETS

| | 2022 \$ | 2021 \$ |
|---------------------------|------------|------------|
| CURRENT ASSETS | | |
| Cash at Bank | 2,235,479 | 3,763,029 |
| Total Current Cash Assets | 2,235,479 | 521,067 |

NOTE 3: RECEIVABLES

| CURRENT RECEIVABLES | | |
|--------------------------------|---------|---------|
| Trade Receivables | 516,057 | 454,980 |
| Prepayments and Accrued Income | 61,697 | 43,217 |
| GST Receivable | 18,174 | 22,870 |
| | 595,927 | 521,067 |

NOTE 4: PROPERTY, PLANT AND EQUIPMENT

| LAND & BUILDINGS | | |
|---------------------------------|-----------|-----------|
| Land and Buildings - Revalued | 1,143,436 | 1,200,000 |
| Less Provision for Depreciation | (32,672) | - |
| | 1,110,764 | 1,200,000 |
| COMPUTER EQUIPMENT | | |
| Computer Equipment - At Cost | 19,591 | 153,150 |
| Less Provision for Depreciation | (1,092) | (138,016) |
| | 18,499 | 15,134 |



FURNITURE AND FIXTURES

| | | |
|----------------------------------|---|----------|
| Furniture and Fixtures – At Cost | - | 24,326 |
| Less Provision for Depreciation | - | (19,984) |
| | - | 4,342 |

TOTAL PROPERTY, PLANT AND EQUIPMENT

| | | |
|-------------------------------------|-----------|-----------|
| Property, Plant and Equipment | 1,163,027 | 1,377,476 |
| Less Provision for Depreciation | (33,764) | (158,000) |
| Total Property, Plant and Equipment | 1,129,263 | 1,219,476 |

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

NOTE 5: PAYABLES

| | 2022 \$ | 2021 \$ |
|-----------------------------|------------|------------|
| Trade Payables and Accruals | 408,893 | 749,831 |
| Annual Leave Accrual | 103,333 | 227,350 |
| Total Payables | 512,227 | 977,181 |

NOTE 6: PROVISIONS**CURRENT PROVISIONS**

| | | |
|----------------------------------|---|--------|
| Provision for Long Service Leave | - | 39,906 |
|----------------------------------|---|--------|

NON-CURRENT PROVISIONS

| | | |
|----------------------------------|--------|--------|
| Provision for Long Service Leave | 15,011 | 23,257 |
| | 15,011 | 63,163 |

NOTE 7: RECONCILIATION OF OPERATING PROFIT TO CASH FROM OPERATIONS

| | | |
|--|--------------------|----------------|
| Operating profit/(loss) after tax | (890,295) | 573,105 |
| NON-CASH FLOWS IN PROFIT | | |
| Depreciation | 45,038 | 69,239 |
| Loss due to flood | 84,209 | - |
| MOVEMENT IN ASSETS/LIABILITIES | | |
| (Increase)/decrease in Receivables and Prepayments | (74,860) | 119,956 |
| Increase/(decrease) in Payables | (343,326) | (140,076) |
| Increase/(decrease) in Provision for Employee Benefits | (172,169) | (5,292) |
| Increase/(decrease) in Revenue in Advance | 2,387 | (22,083) |
| Net cash flows from operations | (1,349,017) | 594,849 |



NOTE 8: RELATED PARTY TRANSACTIONS

The aggregate compensation made to board members (we note the Board Members do not receive a salary) and other members of key management personnel of the Association is set out below :

| | |
|-------------------------------|----------------|
| | 2022 |
| | \$ |
| Aggregate compensation | <u>441,054</u> |

There were no other transactions with related parties throughout the reporting period.

NOTE 9: SUBSEQUENT EVENTS

Mamre has entered into a lease agreement for new premises that commences on 1 August 2022. The lease term is 4 years with an option to extend for a further 4 years. Rent is \$265,000 per annum in the first year, subject to a 3.75% annual increase thereafter.

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.

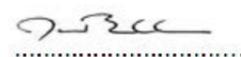
In the opinion of the Governance Board the attached financial report:

1. Presents fairly the financial position of Mamre Association Inc as at 30 June 2022 and 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: 21/11/2022



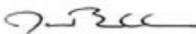
CERTIFICATE BY MEMBERS OF THE GOVERNANCE BOARD

We, David Stevenson and James Barbeler, certify that:

- i. We are members of the Governance Board of Mamre Association Inc.
- ii. We are authorised by a resolution of the Governance Board to sign this certificate.
- iii. This annual statement was submitted to the members of the Association at its Annual General Meeting.



David Stevenson



James Barbeler

Dated: 21/11/2022



Tel: +61 7 3237 5999
Fax: +61 7 3221 9227
www.bdo.com.au

Level 10, 12 Creek St
Brisbane QLD 4000
GPO Box 457 Brisbane QLD 4001
Australia

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 2022, 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 2022 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

Brisbanem 21 November 2022





Celebrating 40 years of creating good lives together



THANK YOU

Level 1, 230 Lutwyche Road,
Windsor, Queensland, 4030
Telephone (07) 3622 1222

mamre.org.au