



DRUG AWARENESS & RELIEF FOUNDATION (AUSTRALIA)

2023 - 2024 ANNUAL REPORT

CELEBRATING 175 YEARS OF SERVICE



Drug Awareness & Relief Foundation (Australia) 2023-2024 Annual Report.

'The Group' refers to the Drug Awareness & Relief Foundation (Australia) and its subsidiary Drug ARM (DA).

'The Foundation' refers to the Drug Awareness & Relief Foundation (Australia).

ABN 56 385 096 184

Registered Office

Level 1, 493A Ipswich Rd
ANNERLEY QLD 4103

Directors at 30 June 2024

Harold Peacock - Chair

Ken Walker - Vice Chair

Ken Walker - Treasurer

Dr Dennis Young AM - Company Secretary

Rev David Baker

Dr Kevin Lambkin

Mr Anthony Markwell

Rev Graeme McKay

Hon John Mickel

Ms Leonie Short

Dr Rama Spencer

Executive Director and Superintendent at 30 June 2023

Bradley Strong

Auditor

Mr Andrew Vivian

Priestleys Chartered Accountants

This report covers the consolidated financial statements for the consolidated entity consisting of the Drug Awareness & Relief Foundation (Australia) and its subsidiary Drug ARM (DA).



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CHANGING LIVES FOR GOOD

The Drug Awareness & Relief Foundation (Australia) have been helping people, families and communities impacted by alcohol and other drugs for 175 years. In coordination with our subsidiary Drug ARM, we help people, families and communities impacted by alcohol and other drugs to achieve positive transformation.

SUPPORTING DRUG ARM'S STREET OUTREACH SERVICES

Drug ARM's Street Outreach Services (SOS) remain essential in reaching people who are homeless and those on the fringe of homelessness. SOS teams venture out in specially equipped vehicles every week in Brisbane, Ipswich, Maryborough and Toowoomba.

In coordination with Drug ARM, DARFA supports the provision of information, referrals and confidential support about mental health, alcohol and other drugs to the community most often to people who are homeless or in unstable housing situations as well as young people.

THIS YEAR WE HELPED THROUGH:



280

Patrols provided by Drug ARM Street Outreach Service (SOS) and Mobile Outreach Support and Health Program by Integrated Teams (MOSH PIT) volunteers.

NEW SITES DURING 2023-2024

- Thursday morning in Mackay from January 2024
- Monday lunchtime in partnership with Ipswich Railway RSL Sub Branch and the Salvation Army in Ipswich from April 2024
- various days launched at BHC housing complexes (Yeronga and Fortitude Valley) from July 2023
- Friday morning BBQ MOSHPIT in response to an invitation by Community and Elders at West End from May 2024
- Friday lunchtime BBQ MOSHPIT at 3rd Space (largest drop-in centre in Brisbane) from July 2023.



9,043

Occasions of support by Drug ARM Street Outreach Service (SOS) and Mobile Outreach Support and Health Program by Integrated Teams (MOSH PIT) volunteers.



65+

Volunteers supporting the Drug ARM Street Outreach Service (SOS) and Mobile Outreach Support and Health Program by Integrated Teams (MOSH PIT).



CELEBRATING 175 YEARS OF SERVICE

As our 175th anniversary of service approached, it was suggested by our incoming Executive Director, Brad Strong, that we should do 175 things to celebrate. We may not quite have got there, but we sure gave it our best shot. Thank you to all who attended, supported and helped organise events and activities. It's not every year a community organisation turns 175.

LIBRARY LOVER'S DAY

Each year, the Foundation celebrate Library Lover's Day on Valentine's Day, 14 February, to recognise and raise awareness of our public lending library, and our love of books. This year, for our 175th year, we turned back a page, and celebrated our library's history.

This was only fitting given the library was recognising its own impressive milestone of 40 years of lending alcohol and other drug resources.

In keeping with the historic theme, several former Drug ARM staff members attended the library event and shared their memories, while contributing to the creation of a library timeline.

Pictured: Former and current staff (from left) Mark Brown, Heather Pitt, Peter Henderson OAM (Treasurer), Dr Dennis Young AM, Betony Bickford, Dana Kinderis and (front) Judith Hart and Leonie Short. Also, ED Brad Strong presents a Valentine's rose to librarian, Debbie, for Library Lover's Day.



LIBRARY FLASHBACK

Did you know our library first opened in 1984 on the first floor of The Canberra Hotel in Brisbane? The 10-storey, alcohol-free hotel was located in central Brisbane and was run by our organisation for 56 years (1929-1985). Hotel revenue was used to help fund alcohol and other drug advocacy and education activities, which included our dedicated library.

Pictured: The Canberra Hotel, on corner of Edward and Ann Streets, Brisbane.



HAPPY FOUNDATION DAY

Our organisation was founded on 8 May, 1849, with the forming of the Moreton Bay Temperance Society. Fast forward 175 years, on 8 May, 2024, and Drug Awareness & Relief Foundation (Australia) and subsidiary Drug ARM's teams celebrated this momentous occasion by gathering for morning teas across nine locations. The events gave teams an opportunity to reflect on the legacy they have inherited and continue to deliver on today, as well as enjoying some fun with their colleagues.



CELEBRATIONS HYMNS OF PRAISE

In the same week of our foundational anniversary, on Sunday 12 May 2024, celebrations were officially launched in community. The event involved over 160 supporters gathering at the historic Ipswich Uniting Church for a Hymns of Praise service. Attendees described the service as “uplifting” and “joyous”.

The church building, only a little older than our service work, was a fitting venue given many of our founding members were affiliated with Christian churches.

Conducting the launch was Harold Peacock, current chair of the Drug Awareness & Relief Foundation (Australia) – Drug ARM’s parent body.

Church Moderator Reverend Bruce Moore paid tribute to our significant milestone, offering words of hope that our 175 years of continuous service may inspire the flame of compassion for many years to come.

We are grateful to all who attended and shared in our celebration, including Ipswich Cr Marnie Doyle.

Special thanks to Salvation Army Bundamba Corps’ Major Laithe Greenaway who led the singing, Cambrian Youth Choir with Michelle French, Salvation Army Bundamba Songsters with Renae Strong, Salvation Army Bundamba Band with Gary Rule, Organist Peter Clem, Rev Daniel Hobbs and Rev Hon Pat Comben, Anglican Church, and our Board Directors Harold Peacock (pictured below cutting the cake), Rev Graeme McKay and Ken Walker.



BOGGABILLA DEDICATION CEREMONY

Our regional teams in Boggabilla, Toomelah and Goondiwindi provided leaders with a warm Welcome to Country on 15 June 2024. The leaders, including our Board Directors and some senior staff, including our Executive Director/CEO Brad Strong, travelled together to visit the region and

hear firsthand about the wonderful work they are doing in communities.

The visit also involved celebrating 175 years of service and dedicating the Winangalabaa 'Place of Knowledge' Centre, a property that Drug ARM's parent Foundation had purchased for the program this financial year.

Our Drug ARM teams have been delivering supports from the leased centre for about seven years, however, the purchase of the property has provided more certainty around the program's future.

Three Aunties joined with Brad Strong to preside over a ribbon cutting and a cake cutting, which was served along with morning tea as part of the dedication ceremony.

Pictured:: Leadership team board a bus for Boggabilla; Lance and Aunty Thora cook breakfast; Board Chair Harold Peacock with our team's Reg and Aunty Elaine at the Canoe Tree; Aunty Dawn cuts the ribbon with Brad Strong and Reg; and Aunty Elaine, Brad Strong and Aunty Thora with the celebratory cake.



175 YEAR LUNCHEON AND HISTORY BOOK LAUNCH

A celebratory luncheon and history book launch was held at the Brisbane Club on 7 August 2024, with 130 people coming together to reflect, connect and commit to furthering support for our mission to empower people to transform their lives and flourish after the harmful impacts of substance use.

We thank special guest speaker – former prime minister and long-time supporter of Drug ARM, John Howard OM AC for being part of the event. During his time as prime minister, Mr Howard's government helped to resource our Community and Family Support Services (then known as HART).

Also speaking were Drug ARM's Maryborough Street Outreach Team Leader and volunteer, Marty Erlandson, Executive Director/CEO, Brad Strong, Chief Advocate and Company Secretary, Dr Dennis Young AM and Reverend David Baker and Reverend Graeme McKay.

Among those in attendance were the Lord Mayor of Brisbane, Cr Adrian Schrinner, Lady Mayoress and Chair of the Lord Mayor's Charitable Trust, Nina Schrinner, Scenic Rim MP the Hon Jon Krause,

Cr Tracy Davis, Civic Cabinet Chair of the Environment, Parks and Sustainability and Councillor for McDowall Ward and Olympic Gold Medallist in Australian swimming, former world record holder, Duncan Armstrong OAM.

We also welcomed to the event other Drug ARM supporters including representatives from Auto & General, the Queensland Former Parliamentary Members' Association, the Rotary Club of Toowong and the SAS Group.

A key feature of the event's program was the launch of a coffee table history book entitled, 175th Anniversary of Drug Awareness & Relief Foundation (Australia) & Drug ARM; A history of community service from 1849 to 2024.

The Foundation commissioned the writing of the book to capture the highlights, key figures and memorable moments in honour of 175 years of service.

The business luncheon not only celebrated our impactful past but was an opportunity to showcase Drug ARM's high relevancy today and to link with future corporate partners and supporters towards expanding on our service delivery.





VISION

Flourishing people and communities living free from the harms of alcohol and other drugs.

MISSION

To deliver the highest standard of awareness, rehabilitation and management solutions to address the harms associated with alcohol and other drugs.

VALUES

- Collaboration
- Courage
- Dedication
- Empathy
- Enterprise
- Grace
- Integrity
- Leadership
- Optimism



Incoming Executive Director Mr Bradley Strong, appointed 1 October 2023

OUR PRAYER

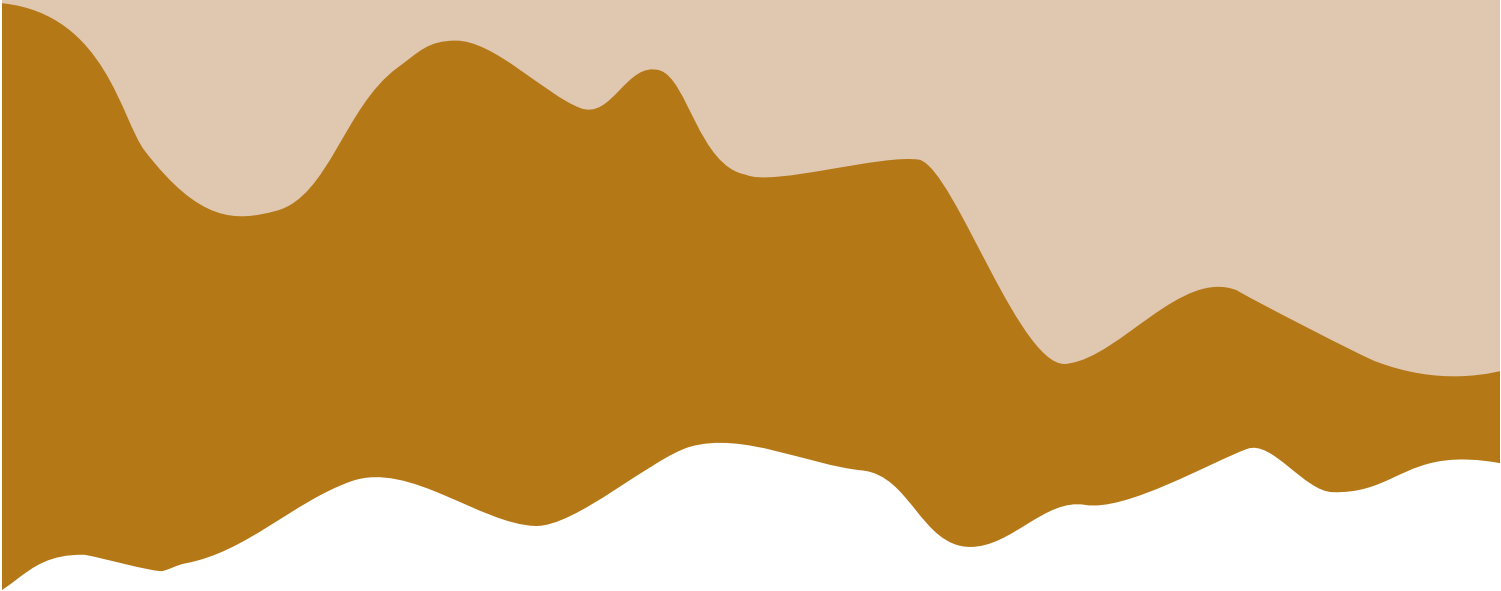
The Foundation has adopted the serenity prayer as its organisational prayer.

"God, grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference."

OUR WORK

The Drug Awareness & Relief Foundation (Australia) aims to address the physical, psychosocial and societal harms caused by alcohol and other drug use and mental illness. Our organisation provides relief related to these issues in coordination with our subsidiary Drug ARM.

Through Drug ARM, we provide solutions for social issues including alcohol and other drugs, mental health, homelessness, child safety, domestic and family violence, and other related issues. The programs offered include street outreach services, counselling and support, and rehabilitation.



DIRECTORS REPORTS

CHAIR'S MESSAGE

I am pleased to present the Drug Awareness & Relief Foundation (Australia) (the Foundation) annual report to our members at the 2023 Annual General Meeting. This year I will be presenting a combined Chairman's and Executive Director's report to our members and supporters, sharing our progress, successes and challenges over the year.

The Foundation has maintained strong financial performance despite current uncertainty in the global financial markets. In fact, this year has proven to be one of refresh and repositioning.



HAROLD PEACOCK

BA, GDipAppFinInv, MAICD

MANAGEMENT OF THE FOUNDATION

It was with regret that in April I accepted the resignation of our Executive Director and Superintendent Jody Wright (effective from 1 July 2023). Ms Wright joined Drug ARM as a Prevention Officer in 2009 and quickly rose to management roles, accepting the promotion to Executive Officer of Drug ARM in 2012 and then again, a promotion to Executive Director/ Superintendent of the Group in 2018. While Jody will be missed by the Board and staff, we appreciated the reasons for her decision and record our gratitude for her contribution to the Foundation and Drug ARM. We wish Jody every success in her future endeavours.

Following Jody's resignation, the Board called upon Company Secretary Dr Dennis Young AM to manage the transition period as Acting Manager of the Foundation and to lead the recruitment of a new Executive Director/Superintendent for the Foundation and Drug ARM. I take this opportunity to thank Dr Young AM for his service during this challenging period.

In closing, I take the opportunity to thank the many people who join us in our mission. I thank my Vice Chair, Mr Brad Strong, the Treasurer Mr Ken Walker, and all of the Directors and Committee Members for their diligent commitment and effective voluntary contribution to the Foundation and its subsidiary Boards and Committees. I especially thank and welcome our new Directors appointed in the year, Mr Tony Markwell who also serves on the Finance, Audit and Investment Committee, and Hon John Mickel. Their vast knowledge of finance, governance and strategic networking has been appreciated by all the Directors.

**In His Service
Mr Harold Peacock
Foundation Chairman**

THANKS TO ALL

EXECUTIVE DIRECTOR'S REPORT

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BRADLEY STRONG
BEc, GAICD, DipTraining,
JP(Qual)

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In His Service
Mr Harold Peacock
Foundation Chairman

THANKS TO ALL

COMPANY SECRETARY'S REPORT

BOARD AND GOVERNANCE

The current governance structure is that of the parent company the Foundation board and its subsidiary board Drug ARM . Our Directors also serve on one or more of the group Boards and/or Committees.

Financial management and transparency remain a high priority for the Directors. Together with senior management, the Board monitors the financial management of the group and ensures that we are meeting member organisation and stakeholder expectations.

The Board also places a high priority on risk management and compliance. Directors actively monitor the operational, financial, and strategic risks of the group through a rigorous governance structure. Our structure incorporates corporate and clinical governance frameworks, as well as our regular Board and Committee meetings with a selection of community expert members providing independent advice.

We thank all of the Directors and members of our board committees and in particular thank the following committee chairs:

- Finance Audit and Investment Committee – Mr Ken Walker (Treasurer and Committee Chair)
- Risk and Compliance Committee – Mr Brad Strong (Vice Chair and Committee Chair)
- National Programs and Policy Council – Emeritus Professor Jake Najman (Committee Chair)

FINANCE, AUDIT AND INVESTMENT COMMITTEE

The Finance, Audit and Investments Committee of the Board met 11 times during the year to monitor the accounting and financial processes. The Committee members work diligently and have a high rate of attendance at meetings. Our members also actively participate in additional duties.



DR DENNIS YOUNG AM

**B.Bus, MBA, Grad Dip FET,
DHSM, FAIM, MAICD**

The members of this Committee for the reporting period were:

- Ken Walker, Treasurer and Chairman of the Finance, Audit and Investment Committee
- Harold Peacock, Chairman of the Board
- Peter Henderson OAM, Committee Member
- Tony Markwell, Director
- Jody Wright, Executive Director
- Dr Dennis Young AM, Chief Advocate and Company Secretary

The Committee was ably assisted by Corey Ryan and Margaret Moretto during the financial year.

Dr Dennis Young AM
Company Secretary

TREASURER'S REPORT

It is my privilege to present the 2022/23 financial report to our members and stakeholders. For the year ended 30 June 2023, The Drug Awareness and Relief Foundation Australia (DARFA) Group finished with an overall surplus of \$4,957,564.

This is a significant improvement from our 2021/22 deficit of -\$3,336,751.

This result has been driven by the realised gains received through the sale of several of the Foundation's property investments. Our subsidiary Drug ARM, also finished the reporting period with a surplus of \$264,789. However, it is important to note, this surplus is a result of significant underspends in some of our key programs, leading to a payback liability to our funders of \$585,988.

GRANT REVENUE AND OPERATIONAL PROGRAMS

Through our subsidiary Drug ARM, the group received \$8,846,283 in funding from Government and other partnership providers/funders. This funding has allowed the Group to continue to deliver our programs in line with our purpose, mission and values.

Staffing has continued to be a major issue for Drug ARM with recruitment for key remote positions proving extremely challenging and is the key reason for the underspend mentioned earlier. Drug ARM has reported a current underspend in programs of \$585,988. However, it is important to note that this amount relates to two financial years (2021/22 funding is yet to be paid back).

Inflationary pressures on our operating costs and funding arrangements that have not kept pace with inflation have also been a challenge.

The Board will continue to work with key management personnel to establish strategies to strengthen our workforce to avoid underspends as far as possible and are always seeking ways to improve operational efficiency in the delivery of our services.



PETER HENDERSON OAM
BBus, Grad Dip Mgt,
Grad Dip App Fin & Inv, FFIN, FCPA



Annerley Property

FUTURE INVESTMENTS

The Board continues to examine how best to utilise the significant amount of cash reserves the organisation holds as a result of the property sales. The Finance, Audit and Investment Committee have been meeting with several Investment Management Firms to assist in the development of an updated Group Investment Strategy to guide the organisation over the next few years.

Majority of cash reserves are currently invested in a Term Deposit to utilise the increase in the Reserve Bank of Australia (RBA) cash rate.

Funds will be held here until The Board is satisfied with a way forward in regards to future investments.

The Directors also continue to monitor the organisations' existing investment arrangements through our broker. The three key elements of the portfolio are:

1. one-third of funds invested in Plato Income Maximiser, a listed company;
2. one-third of funds invested in Hyperion Asset Management; and
3. one-third of funds invested in Wilsons share portfolio.

The value of our Share Portfolio, listed and unlisted as at the 30 June 2023, was \$4,784,088. This is an overall increase of \$656,358 from 30 June 2022.

DIVERSIFYING REVENUE STREAMS

The Board, in collaboration with key management personnel, have also directed attention to the improvement and diversification of revenue streams to strengthen Drug ARM's ability to operate as a stand-alone entity. At a high level, this strategy encompasses:

1. Negotiating and delivering grant funded programs within a 5% surplus margin.
2. Subsidising and expanding selected programs with:
 - a. Fee for service programs
 - b. Fundraising
 - c. Retail operations
 - d. Foundation donation

The 2023/24 year will see an increased effort to achieve the above and minimise Drug ARM's reliance on the Foundation to maintain operations.

DONATION TO THE ENTITIES

In 2022-2023, the Foundation donated \$470,000 to Drug ARM for the provision of services that address the physical, psychosocial and societal harms caused by alcohol and other drug use and mental illness.

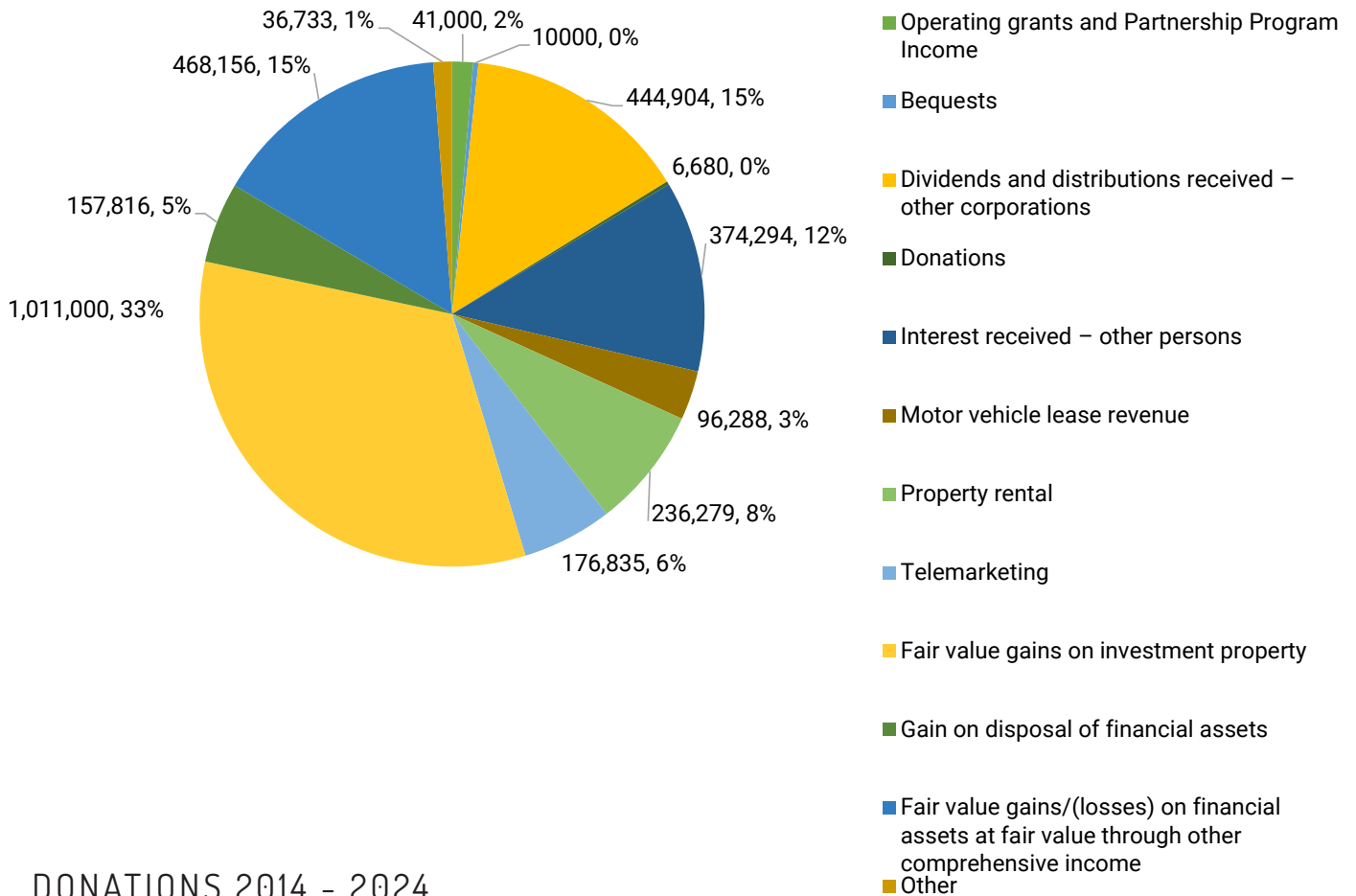
CONCLUSION

The Board and Executive continue to work on the improvement of the Group's financial performance and position as we head into a new financial year. The sale of properties creates new investment opportunities for the Foundation and we will ensure any new investments are made with diligence, risk awareness and most importantly to secure the Group's sustainability.

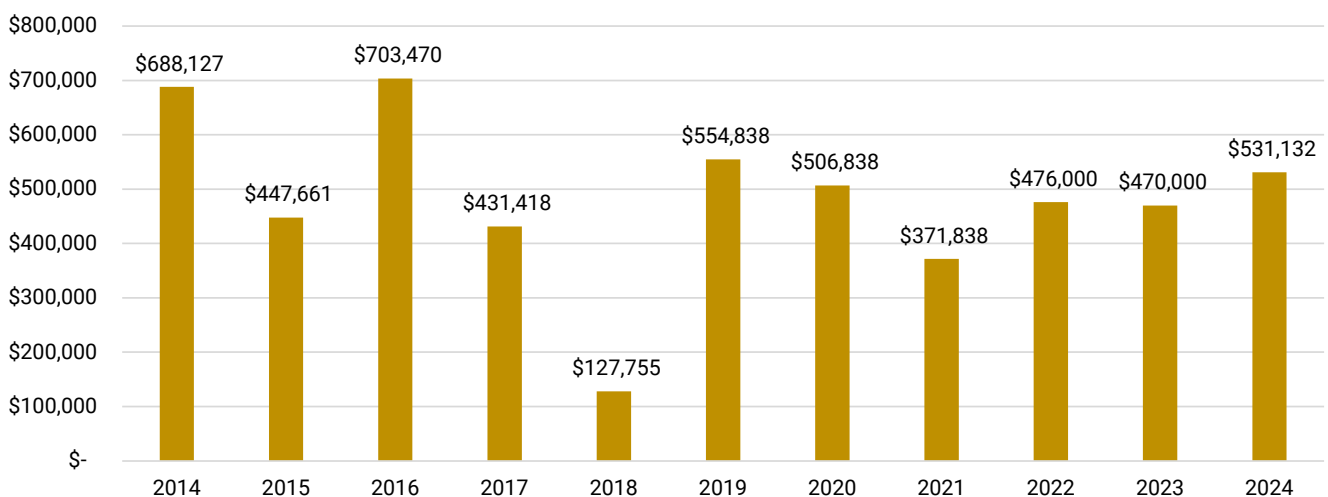
I recommend this financial report to the members.

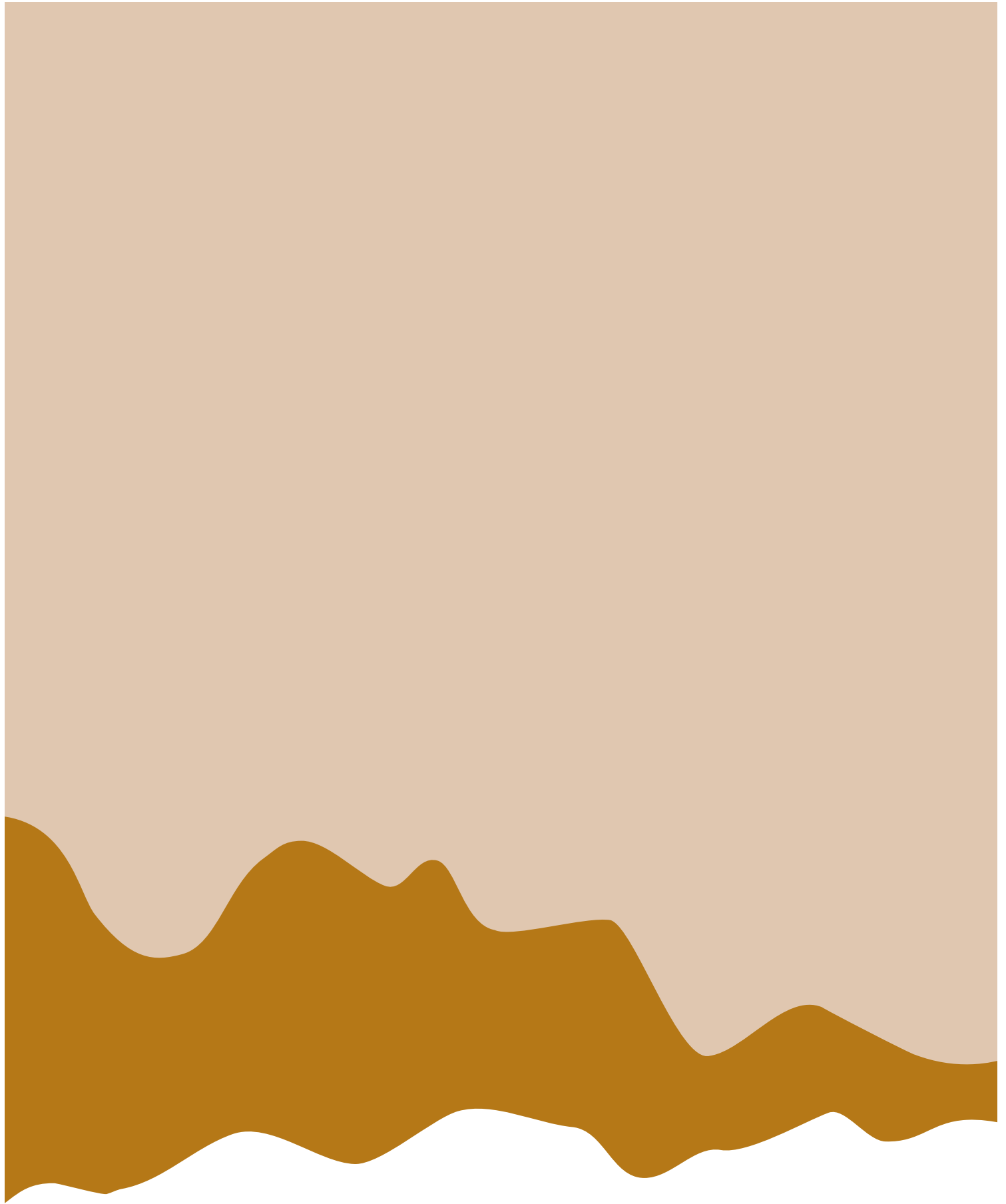
Ken Walker
Treasurer

REVENUE 2023-2024



DONATIONS 2014 - 2024





BOARD OF DIRECTORS



HAROLD PEACOCK, CHAIR
BA, GDipAppFinInv, MAICD

Harold is a consultant in the technology and accounting sectors. This comes after 25 years inside the biggest technology companies in Australia, creating sales strategies and leading teams focused on success.

He is an award winner in communications, revenue growth, and management.

He holds a Bachelor of Arts (double major in journalism and a major in government), a Post Graduate Diploma in Applied Finance and Investment, is a member of the Australian Institute of Company Directors.



**KEN WALKER, TREASURER TO 31 OCTOBER 2023,
VICE-CHAIR (CURRENT)**
BCom, CPA, CTA

Mr Ken Walker has over 30 years of experience with the Australian Taxation Office prior to retirement in 2013. He held a variety of senior professional and leadership positions including audit, advice, litigation and law development. Since leaving the ATO, Ken continues to work in his family business.

Mr Walker has held a number of institutional roles within the Seventh-Day Adventist Church including as a member of the School Board of Brisbane Adventist College and its constituent schools for 16 years and as a member of the South Queensland Conference Executive Committee for 6 years. He has a longstanding commitment to community service.



**PETER HENDERSON OAM - FROM 30 AUGUST 2023,
TREASURER FROM 31 OCTOBER 2023 (CURRENT)**
BBus, Grad Dip Mgt, Grad Dip App Fin & Inv, FFIN, FCPA

Peter has been involved with the Foundation for over 35 years, having served various positions including Chairman and Treasurer on the Drug Awareness and Relief Foundation (Australia) Board.

Mr Henderson is a current director of the Australian Rechabite Foundation and the Chairman of Acacia Ridge Financial Services Ltd. He has over 50 years' experience working with non-government organisations.



DR RAMA SPENCER

MBBS, FRCGP

Dr Rama Spencer is a General Practitioner who has worked in the Ipswich region for 26 years. She is a graduate of the University of Queensland, holds a Fellowship of the Royal College of General Practitioners and post graduate qualifications in skin care.

With a passion for holistic medical care, Dr Spencer works as part of a specialist team at the Limestone Medical Centre in Ipswich. At the Centre, Dr Spencer deals with complex mental health trauma, adolescent health and wellbeing, a myriad of general health issues as well as offering mentoring to the next generation of doctors.

Increasingly her work is based on patient advocacy, and she has

helped establish 'Our House, Our Haven' - a nurse led Trauma Centre with many positive outcomes. This Centre aims to prevent disadvantaged individuals from falling through the gaps, thus reducing the economic, societal and personal harm.

Dr Spencer has been involved in the sector as a volunteer for Drug ARM, Teen Challenge and other youth work as well as extensive experience as a speaker in schools, churches and delivering training in the community.

Dr Spencer has developed her own specialist course on trauma and mental health conditions for staff and volunteers in the community health sector.



DR KEVIN LAMBKIN

BSc (Hons), PhD, GradDipPublicSectorManagement

Dr Kevin Lambkin is an honours science graduate of the University of Queensland and has a Ph.D. from the University of Sydney as well as a graduate diploma in public sector management from Griffith University.

A career Queensland public servant for 31 years, he served in both the parliamentary and executive arms of the service, including as research director of inaugural Queensland parliamentary public accounts committee. Dr Lambkin joined Queensland Health in 1994 and made significant contributions to health policies

and programs including the design and introduction of drug diversion and drug court programs, the expansion of the needle and syringe program, the modernisation of tobacco control legislation, and preventative health campaigns and programs. Dr Lambkin retired from the public service in September 2012 as Executive Director, Preventative Health. At a community level, Dr Lambkin is a founder, past president and current board member of the Caxton Legal Centre, a member of the Drug ARM National Policy Council, and an Honorary Research Fellow of the Queensland Museum.



REV DAVID BAKER

BA Theology, DipBusMgt, MAICD

David is currently serving as General Secretary of Queensland Churches Together. QCT is the main ecumenical body for the churches in Queensland.

He previously served two terms as Moderator of the Uniting Church in Australia, Queensland Synod. a second term as moderator of the Queensland Synod of the Uniting Church.

He experienced the church's ministry from a young age through the Methodist tradition.

David worked as a property valuer in rural and regional Queensland before completing theological training and ordination in 1991. He served in rural Queensland, and in a successful church planting venture in Karana Downs, before serving as a Presbytery Minister.

David holds a Diploma in Business Management from Queensland Agricultural College, a Bachelor of Theology from Brisbane College of Theology, and is a member of the Australian Institute of Company Directors.



REV GRAEME MCKAY

BA Theology, MA Religious Studies, DipMissiology

As an ordained Minister Rev Graeme McKay has provided leadership in two Churches, one near Glasgow in Scotland and one in Toowoomba, from 1993-2013.

Rev McKay is also former Moderator for the Presbyterian Church of Queensland and is currently Minister of Logan Presbyterian Church.



HON JOHN MICKEL

The Hon. John Mickel is a former Speaker of the Queensland Legislative Assembly and Minister for multiple portfolios in successive State Governments. During his time in Parliament between 1998 and 2012, John was Minister in the in a series of portfolios, including State Development, Energy, Transport, Trade, Employment and Industrial Relations, and the Environment.

In 2009, after the re-election of the Bligh Government, he was elected Speaker of the Legislative Assembly.

In 2013, John was appointed by the then-Treasurer and Minister for Trade, the Hon. Tim Nicholls MP, to review the role of Trade and Investment in Queensland, John also chaired a review instigated by the Palaszczuk Government into retail trading hours.

In addition to his current role at Rowland, John is also an Adjunct Associate Professor with the Faculty of Law at the Queensland University of Technology and is a regular political commentator on radio and television.



ANTHONY MARKWELL

BBus, MBus, FCA, MAICD

Mr Tony Markwell was the Managing Partner for Grant Thornton Queensland and National Managing Partner for Grant Thornton's Private Advisory Service line across Australia.

Tony is also a Board Member of Grant Thornton Australia Limited and a member of the firm's executive 2009 to 2022.

Tony is a Fellow of the Institute of Chartered Accountants, and Graduate of the Australian Institute of Company Directors.

Tony has previously served as a School Council Member for the St Aidan's Anglican Girls' School and as a Member of the School Finance and Remuneration & Nominations Committee.

He is on the advocacy board of a number of large family groups.



LEONIE SHORT - FROM 30 AUGUST 2023

Cert DT, Dip Clin Hyp, BA (UOW), MHP (UNSW) AFCHSM CHM

Leonie has been awarded a Bachelor of Arts degree (Wollongong), a Diploma of Clinical Hypnotherapy and a Master of Health Planning (NSW) and is a registered dental practitioner – dental therapist – with the Dental Board of Australia. She has worked at five universities and has helped establish Australia's first dual-skilled Bachelor of Oral Health degree at the University of Queensland in 1998, Australia's first new dental school for 57 years at Griffith University in 2004 and the Bachelor of Oral Health degree at CQUniversity in 2012.

Leonie was the 56th woman to be elected to the House of Representatives in the 39th Parliament of Australia in 2001, the first dental therapist to be appointed to the Australian Dental Council in 2004 and was the first dental therapist to become a member of the Australasian Council of Dental Schools in 2012.

Leonie is one of the two representatives for Australia on the World Federation of Public Health Associations Oral Health Working Group. Leonie is keen to progress the oral health therapy profession in terms of research, knowledge and skill development.



DR DENNIS YOUNG AM, COMPANY SECRETARY
B.Bus, MBA, Grad Dip FET, DHSM, FAIM, MAICD

Dr Dennis Young AM has over 40 years of experience with non-government organisations. He is currently the Company Secretary/ Chief Advocate after serving for 30 years as the Executive Director (ED) of Drug Awareness and Relief Foundation (Australia).

He also served for 30 years as the ED of Drug ARM and 10 years as the ED Mental Health Association (Queensland) Ltd and the Australian College of Community Services Ltd., for 7 years. Dr Young is a Fellow in the Institute of Managers and Leaders, Associate Fellow of the Australian College of Road Safety and member of the Australian Institute of Company Directors.

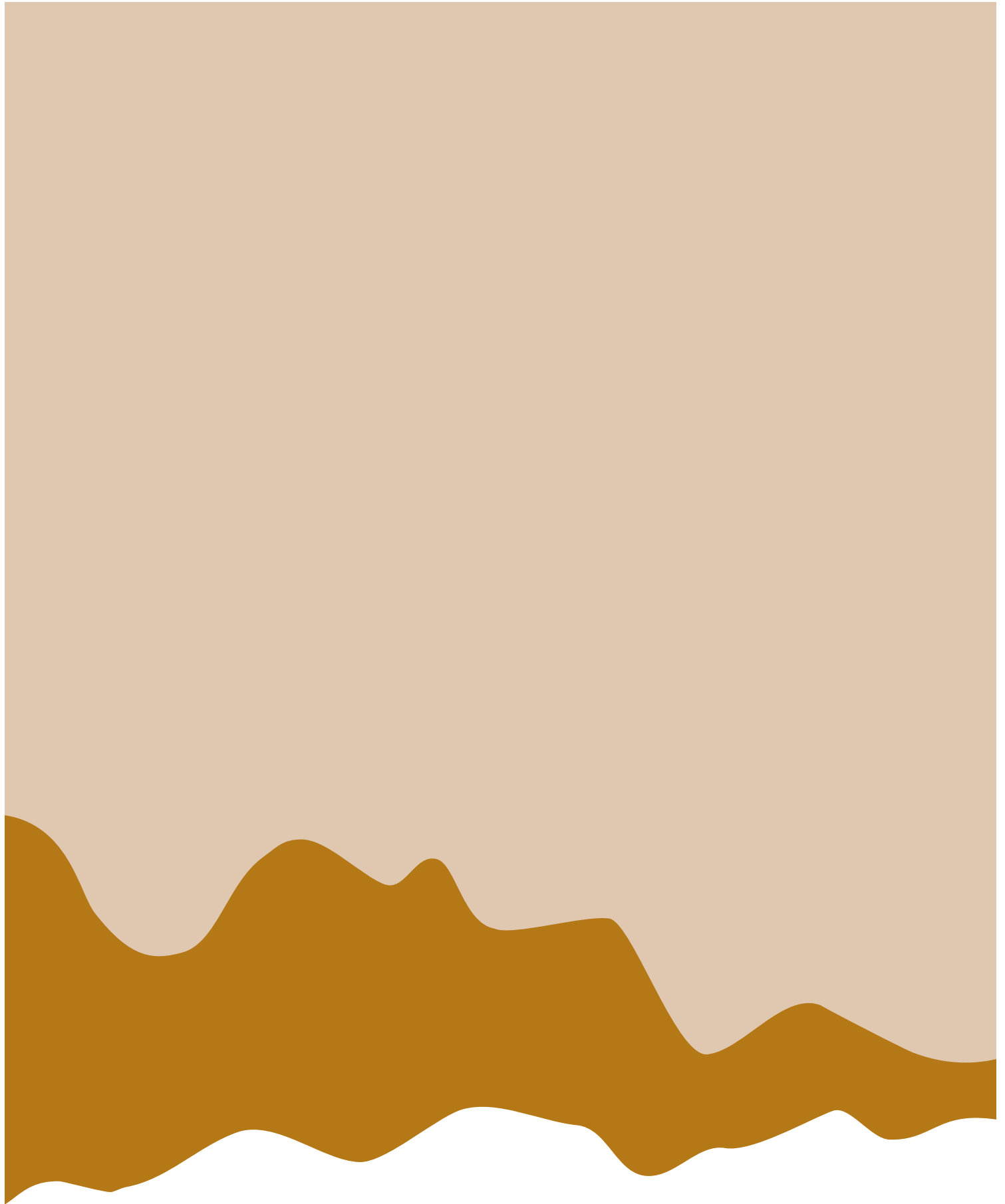
Dr Young has previously served on the following organisations; Member of the Australian National Council on Drugs; Former Member and Chairman of 'Of Substance' Management Committee; Director of the Community Council of Australia, Former Director/ Chairman Queensland Network of Alcohol and Other Drug Agencies, Director for Creche & Kindergarten Association Queensland; the Queensland Police Citizens Youth Welfare Association.



BRADLEY STRONG, VICE-CHAIR TO 27
SEPTEMBER 2023, EXECUTIVE DIRECTOR &
SUPERINTENDENT FROM 1 OCTOBER 2023
B.Ec, GAICD, DipTraining, JP(Qual)

Mr Bradley Strong has many years experience working with non government organisations. Mr Strong worked for the Salvation Army for 15 years and managed the Riverview Farm which is a centre for providing training for the long term unemployed.

He has worked in the mental health sector for a number of years and is currently working for an Independent Indigenous School at Springfield, QLD. Mr Strong has also served in the Australian Army, and has been involved in Rotary International and the Bundamba ANZAC Observance Committee for the past 20 years.



DIRECTORS REPORT

DIRECTORS REPORT

MEETINGS OF DIRECTORS

The Board of Directors of the Foundation continues to monitor and review the overall governance processes within the Foundation and its subsidiaries, together with the policies and procedures and their own performance. The Board maintains a clear policy on the separation of the roles between the Board and management.

During this year the Foundation Board maintained the following Board committee meetings

- Executive Committee
- Finance, Audit and Investment Committee
- National Programs and Policy Council
- Risk Management and Compliance Committee
- Nominations Committee (Role fulfilled by the Executive Committee)

- Remuneration Committee (role fulfilled by the Executive Committee)

The Executive Committee is made up of the Body Corporate members (Chairman, Treasurer and the Superintendent), the Company Secretary and the Vice Chairman. This Committee meets on an as required basis and continues to provide oversight of the operation of the Foundation and its subsidiaries between Board meetings.

In accordance with the Constitution one third of the Board of Directors retires annually and may be re-elected. The Board has resolved to maintain Board membership at eight members plus the Executive Director for the 2023-24 financial year with the power to co-opt up to four members with special skills and expertise during the year.

BOARD

FINANCE, AUDIT & INVESTMENT COMMITTEE

DIRECTOR/ MEMBER	NUMBER OF MEETINGS ELIGIBLE TO ATTEND	NUMBER OF MEETINGS ATTENDED	NUMBER OF MEETINGS ELIGIBLE TO ATTEND	NUMBER OF MEETINGS ATTENDED
Harold Peacock	12	11	11	8
Bradley Strong	11	11	8	8
Ken Walker	12	11	11	8
Rev Graeme McKay	12	11	-	-
Dr Rama Spencer	12	9	-	-
Dr Kevin Lambkin	12	10	-	-
Leonie Short	11	11	-	-
Rev David Baker	12	9	-	-
Hon John Mickel	12	10		
Mr Anthony Markwell	12	8	11	8
Dr Dennis Young AM	12	12	11	11
Peter Henderson OAM	7	6	11	11



STATE OF AFFAIRS OF THE ORGANISATION

The organisation's operational and financial position at 30 June 2024, reflected in this Annual Report, is in the opinion of the Directors an accurate and open reporting of the operations for the previous twelve months.

THE BODY CORPORATE

The Body Corporate is responsible for the overall management of the organisation between meetings and is approved by the Constitution to sign legal and other binding documents for and on behalf of the Foundation and for its economic entities. The Body Corporate consists of the Chairman, Treasurer and Superintendent.

BOARD OVERSIGHT

The Board has developed Charters for its own operation as well as for each of the subsidiary Boards and Board committees. These charters set out the Board oversight responsibilities that includes the working relationship with the Executive Director, strategic direction, operational and executive policy, risk management and monitoring and accountability including performance management of both the Board and senior management.

In 2023-24 the Board met receiving detailed financial and other reports from the various Board Committees and additional information and input from management when necessary.

THE CHAIR'S ROLE

In addition to performing the duties of a Director, the role of the Chair includes:

- chair meetings of the Board of Directors
- chair General Meetings of the Foundation
- ensure the timely and efficient conduct of meetings
- provide leadership to the Board of Directors act as an official spokesperson and representative of the Board of Directors and the Foundation as required
- maintain close contact with the Executive Director on strategic and operational matters
- hold an ex officio position on all Committees of the Board.

DIRECTORS' ROLE

The role of Board of Directors includes:

- understand and embrace the strategic vision and values
- attend all meetings of the Board of Directors; or seek leave through the Chair
- attend all meetings of Committees to which appointed
- act to fulfil the key roles of the Board
- undertake Board agreed activities and tasks to further the group's objectives
- observe the Director Code of Conduct and Ethics
- maintain communication with stakeholders, the Chairman and Executive Director.

HOW DIRECTORS ARE SELECTED

The Board has a diverse range of qualities and experience amongst its members. The Board has a nominations committee that provides names of potential directors to the Board for their consideration. The Board has developed a position paper on the key skills and experience required by Directors including the following specific qualities:

- a will to pursue the objects of the Foundation
- the capacity to work effectively on a Board
- to observe the Director Code of Conduct and Ethics.
- Directors skills and experience

The Directors provide their skills and experience required to adequately direct the diverse range of business and operational programs currently within our operations. These include experience and or knowledge in one or more of the following:

- governance
- charitable operations
- health care service delivery
- human relations
- retail management
- business ventures
- government relations
- legal
- financial management and accounting
- external board experience.

HOW DIRECTORS ARE APPOINTED

Directors are appointed either by election at a General Meeting of Members, or by resolution of the Board to fill a casual vacancy. The Board may also appoint suitably qualified persons to fill a short term Director appointment for a specific need. All Directors agree to the Director expectations statement when appointed.

MANAGEMENT'S RESPONSIBILITY

The Board delegates responsibility for the day-to-day operations and administration to the Executive Director and the Executive management team.

The Executive management team as at 30 June 2024 comprised the Executive Director, the Chief Advocate & Company Secretary, the Chief Financial Officer, and the Chief Services Officer.

The Executive Director provides the leadership of the Executive management team and the organisation. The Executive Director is also responsible for achieving the results set out in the strategic plan and is authorised by the Board to put in place policies and practices, take decisions and actions, and initiate activities to achieve those results.

RISK MANAGEMENT

The Board and the Executive Director provide oversight of the risk and compliance within the group. The Board is supported by a Board Committee that meets regularly to review the risk management processes within the organisation and report directly to the Board.

The Executive Director is responsible for the monitoring of risk in the organisation and reporting on a regular basis to the Board of any new risks, or changes in existing risks, as well as taking appropriate steps to reduce and mitigate the risks.

COMMITTEES

The Board has established a number of standing Board Committees to assist in the governance of organisation and reserves the right to appoint other committees that may be required from time to time.

EXTERNAL AUDIT

In 2023-2024 the external audit was conducted by Priestley's Chartered Accountants an independent external auditor.

INDEPENDENT LEGAL ADVICE

The Board and Board committees have access to advice on legal, investment and taxation matters.

Paxton-Hall Lawyers and Cranston McEachern Lawyers provide the legal advice to the group.

DIRECTOR CODE OF CONDUCT

The Directors voluntarily and individually adopt the Board Code of Conduct. This is specific to their activities when meeting as a Board and acting as a director; and is in addition to their observance of the Code of Conduct and the Values adopted in the Strategic Plan. The Board and its members are made aware of the code of conduct and the conflicts of interest policy during their induction to the organisation.

DIRECTOR CODE OF ETHICS

The Directors voluntarily and individually adopt the Board Code of Ethics.

INDEMNIFICATION AND INSURANCE OF OFFICERS

An Officers' Deed of Indemnity, Access and Insurance is in place for Directors and officers of the Group.

PROCEEDINGS ON BEHALF OF THE ORGANISATION

There are currently no claims outstanding.

DIRECTORS' INTEREST AND BENEFITS

No Director received any interest or benefits from the Foundation with the exception of the Superintendent/ Executive Director and the Chief Advocate and Company Secretary

**GOVERNANCE
FRAMEWORK**

GUIDING FRAMEWORKS

The overall governance framework for the Drug Awareness & Relief Foundation (Australia) incorporates both Corporate Governance and Clinical Governance. The Foundation is also guided by a set of spiritual principles in carrying out the objects of the Foundation.

CORPORATE GOVERNANCE

The Foundation has a well-defined corporate governance system that provides the broad framework through which the organisation operates, is regulated and controlled.

This framework is a critical factor in the overall success of the group. The corporate governance framework focuses on the need for continuous improvement practices across the group.

The Corporate Governance framework contains some of the following elements:

- Board practices
- Charters for the Board and Board Committee
- Defines ethical practice
- Clearly sets our specific codes of conducts for its officers, stakeholders, consumers, constitution and government regulation
- Clarification of conflict of interests
- The financial and operational reporting guidelines
- Provides guidelines for building confidence and maintaining positive relationships with our clients, consumers, stakeholders and staff.

SPIRITUAL PRINCIPLES

The Dignity of People

There is a clear recognition in Scripture that each person is of unique value and created in the image of God. The Foundation staff and volunteers have a particular responsibility to respect all people and enable them to fulfil their calling as creatures of God. Foundation staff and volunteers are called to serve, with compassion for all people who seek care and support, recognising their value and dignity.

Justice and Integrity in Service

The Foundation aims to bring about a positive change for the individual and society. The staff and volunteers are called to act with integrity, love and respect towards all people who will be treated with care and consideration without regard to their social, ethnic, racial, cultural or religious backgrounds.

Service in Humility and Love

The Foundation staff and volunteers are empowered by God's love to provide service delivered in genuine humility and marked by love. The abuse of power and privilege has no place in the exercise of a Christ-like ministry. The Foundation staff and volunteers must be sensitive to their relationships with those with whom they come in contact. In demonstrating the love of God they avoid causing harm and they actively seek to improve the quality of life of others.

Shared Responsibility

The Foundation staff and volunteers are called to share in this outreach of Christ. Within this responsibility they must be aware of the need to maintain and promote Biblical standards in the conduct of their work and to adhere to the responsibilities laid down in the Foundation policies and procedures and other manuals of the organisation. In reliance upon the grace of God, staff and volunteers will work together to provide a high standard of service delivery to those in need in the community.

CORPORATE DIRECTORY

MEMBERS

- Churches of Christ in Queensland
- Church of the Nazarene
- Queensland Baptists
- Religious Society of Friends
- The Salvation Army Queensland Division
- Seventh-Day Adventist Church South Queensland Conference
- Uniting Church in Australia Queensland Synod
- Wesleyan Methodist Church South Queensland District

ASSOCIATE MEMBERS

- Australian Christian Endeavour
- Raceview Congregational Fellowship

BOARD EXECUTIVE MEMBERS

- Harold Peacock, Chair
- Ken Walker Vice Chair
- Peter Henderson OAM, Treasurer
- Dr Dennis Young AM, Company Secretary
- Bradley Strong, Executive Director and Superintendent

NATIONAL PROGRAMS AND POLICY COUNCIL

- Professor Jake Najman, Chair
- Dr Joseph Debattista, Deputy Chair

FINANCE, AUDIT AND INVESTMENT COMMITTEE

Peter Henderson OAM, Chair

RISK MANAGEMENT AND COMPLIANCE COMMITTEE

Rev Graeme McKay, Chair

DRUG ARM BOARD

- Harold Peacock, Chair
- Ken Walker, Vice Chair
- Peter Henderson OAM, Hon Treasurer
- Rev Graeme McKay
- Dr Rama Spencer
- Dr Kevin Lambkin
- Rev David Baker
- Ms Leonie Short
- Hon John Mickel
- Dr Dennis Young AM, Company Secretary
- Bradley Strong, Executive Director and Superintendent

SOLICITORS

- Paul Paxton-Hall, Paxton-Hall Lawyers
- Bernie McGowan, Cranston McEachern Lawyers

AUDITOR

Priestleys Chartered Accountants

BANKER

Westpac Banking

INSURANCE BROKER

AIB General Insurance Brokers

INVESTMENT CONSULTANTS

- Wilson Asset Management (Share Portfolio)
- LGT Crestone (Share Portfolio)

PATRONS

- Churches of Christ in Queensland, CEO
- Church of the Nazarene, Missional Superintendent
- Queensland Baptists, General Superintendent
- Religious Society of Friends, Co-Clerks
- Seventh-Day Adventist Church South Queensland Conference, President
- Uniting Church in Australia Queensland Synod, Moderator
- Wesleyan Methodist Church South Queensland District, Superintendent
- Australian Christian Endeavour, Secretary
- Raceview Congregational Fellowship, Pastor

SPECIAL PATRON

Elwyn Denman

HONORARY LIFE MEMBERS

- Marlene Behan
- Peter Henderson OAM
- Mr Bevon Luhrs
- Dr John Roulston AM
- Ailsa Scurr

