

M05008345

Parliamentary Secretary  
to the Minister for  
Health and Ageing

29 JUN 2005

Done by  
☒ Par Sec  
☐ Adviser  
☐ Department

Action  
☒ Acknowledgment  
☒ Response  
☐ Phone Call  
☐ Information

Other  
☐ Campaign  
☐ Constituent  
☐ Background  
Information  
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Comments:

☐ Urg't by  
☐ Refer to



**AER**

Foundation Ltd

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29 JUN 2005

Office of the Parliamentary  
Secretary to the Minister  
for Health and Ageing

28 June 2005

The Hon Christopher Pyne, MP  
Parliamentary Secretary to the  
Minister for Health and Ageing  
Parliament House  
CANBERRA ACT 2600

Dear Mr Pyne,

In accordance with the requirements of Clause 20.1 and Schedule 2 –  
Services of the Agreement, dated 15 November 2001, between the  
Commonwealth of Australia and the Alcohol Education and Rehabilitation  
Foundation Ltd, I take pleasure in submitting, for your consideration and  
approval, the Business Plan for the Foundation for the period 1 July 2005 to  
30 June 2007.

The Plan is to be implemented by the Foundation on and from 1 July 2005.

Should you require further information in relation to the Business Plan, the  
Foundation's liaison officer is Mr Daryl Smeaton, Chief Executive Officer.

Yours sincerely,

*Ian Webster*

**Ian Webster**  
Chair

18/07/2005

MPhor Arg

① PH-DS

CP-CP (M) (NA)

alcohol

Alcohol Education &  
Rehabilitation Foundation Ltd

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Deakin West ACT 2600

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4 Phipps Close  
Deakin ACT 2600

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ABN 91 096 854 385

# **Alcohol Education and Rehabilitation Foundation Ltd**

## **Business Plan**

**For the period**

**1 July 2005 to 30 June 2007**

Address: PO Box 19, Deakin West ACT 2600  
Telephone: (02) 6122 8600  
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ABN 91 096 854 385

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# 1. EXECUTIVE SUMMARY

The company was established on 17 October 2001 and commenced operations on 3 December 2001. The Board of the Alcohol Education and Rehabilitation Foundation Ltd (AER) approved its first grant in February 2002 and, by 30 June 2005, will have made more than 600 grants, valued at \$84.75 million.

All grants are made from AER's Trust Account which has received income of \$103.5 million since the company's establishment. With projected expenditure to 30 June 2005 of \$84.75 million, the uncommitted balance of the Trust Account will be approximately \$36.85 million, comprising \$18.75 million in original funds and \$18.1 million in earned interest.

Under its funding agreement with the Australian Government, AER was required to spend at least 80% of its Trust Account Funds by 30 June 2005, at least 20% on measures primarily aimed at support to indigenous Australians and spend, at a minimum, the following:

Treatment and Rehabilitation programs -33%  
Public Education programs -11%  
Prevention programs -22%

AER has met each of these targets. Overall, \$84.75 million, (82%) has been committed, 21% of the original endowment has gone to indigenous projects, 41% of expenditure to Treatment and Rehabilitation, 19.75% to Public Education, and 39.25% to Prevention. The funding allocated to indigenous projects is also counted in the other categories.

The Trust Account will also contain an additional amount of about \$43.15 million, committed to pay in grant instalments when they fall due. The total balance in the Trust Account at 30 June 2005 is approximately \$80 million.

The Board has approved an investment strategy developed by Macquarie Bank which provides banking and investment services to AER. That strategy is expected to return a minimum of \$3.6 million in interest to 30 June 2006.

AER funds all of its operations from an Operating Account into which 10% of the original endowment - \$11.5 million - has been paid. The projected balance of the Operating Account at 30 June 2005 is \$4.5 million which equates to slightly more than 2 years of operational expenditure.

In developing the Business Plan, the Board noted that it has grants under administration out to 30 June 2009. Taking into account that AER has no new income stream at this stage the Board has set grant expenditure targets of \$12 million for 2005/2006 and \$12 million for 2006/2007 with the condition that no new grant will have a project period beyond 30 June 2009. This approach would enable AER to wind up during 2009/2010.

While AER has sufficient funds to operate until 30 June 2007, it needs to find further funds to operate from 1 July 2007 to 30 June 2010. The Board will consider utilising interest earned in the Trust Account to ensure sufficient funds to operate AER for that period.

The Board is currently undertaking a strategic review of AER's past operations to inform its future directions. At this time, it has suspended its Grants Program until that review is complete. To date, however, it has determined that it will make grants in three broad categories. These categories are:

1. Promoting a change in community attitudes and approaches to alcohol use and the harms caused by misuse;
2. Increasing the capacity of the alcohol and other drugs sector to reduce alcohol related harms;
3. Promoting the good practice outcomes produced by AER funding and strengthening support for community based responses to alcohol and other licit substance misuse issues.

The Board will continue to develop its funding priorities for these categories with a view to re-opening its Grants Program in the last quarter 2005.

The Board will also further develop and implement a fund raising plan to support AER's future work.

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BY THE DEPARTMENT OF HEALTH



## **2. GENERAL ORGANISATION DESCRIPTION**

### **2.1 Legal Entity:**

AER is an independent tax exempt not for profit public company limited by guarantee established by its members on 17 October 2001 and initially funded by a grant from the Australian Government of \$115 million collected from excise on draught beer.

The Alcohol Education and Rehabilitation Account Act 2001 (the Act), a funding agreement dated 15 November 2001 with the Commonwealth of Australia (the Agreement), and the AER Constitution outline AER's purposes and objectives.

### **2.2 Purpose:**

AER is a national organisation which is uniquely positioned to identify and provide direct financial support to effective, evidence-based programs that work to reduce the harms caused by alcohol and licit substance misuse.

### **2.3 Goals and Objectives:**

The objectives of AER are:

- to prevent alcohol and other licit substance misuse, including petrol sniffing, particularly among vulnerable population groups such as Indigenous Australians and youth;
- to support evidence-based alcohol and other licit substance misuse treatment, rehabilitation, research and prevention programs;
- to promote community education encouraging low risk consumption of alcohol and highlighting the dangers of licit substance misuse;
- to promote public awareness of the work of AER and raise funds for the ongoing work of AER; and
- to provide funding grants to organisations with appropriate community linkages to deliver services which reduce the harms caused by alcohol and other licit substance misuse.

### **2.4 Business Philosophy:**

AER is meeting its objectives through a rigorous application of the following guiding values.

### **2.5 AER Values:**

#### **2.5.1 Sustainability:**

The Australian alcohol and other drugs field has a long history of 'one off' funding of innovative projects that can become effective catalysts for change, but which disappear as soon as funding stops or priorities shift. Adopting a principle of sustainability has required AER to ensure any commitment of support is informed by a longer term view of how change can be prolonged beyond the provision of initial funding.

### **2.5.2 Collaborative Approach:**

To work with governments, business, non-government organisations and local communities to identify responses to key issues that are supported by those who will be directly involved and where appropriate, join with others in funding or supporting such collaborative responses.

### **2.5.3 Capacity Building and Community Engagement:**

To actively seek ways to support greater community engagement and capacity building within local organisations as a way of increasing the effectiveness of current activities and promoting awareness and ownership of problems within local communities. This commitment to engagement may require innovative approaches to funding and grant processes.

### **2.5.4 Transparency and Accountable:**

To be transparent in its decision-making processes, and accountable for the outcomes achieved through such decision-making processes.

### **2.5.5 Cultural Responsiveness:**

AER acknowledges that patterns of alcohol use and misuse are often associated with different cultural beliefs and behaviour. All funded AER initiatives will need to demonstrate awareness of cultural values and ensure cultural sensitivities are identified and appropriately addressed.

### **2.5.6 Acknowledging the Importance of Social Justice:**

The effects of alcohol and licit substance misuse are especially damaging amongst disadvantaged and marginalised groups in Australian society. In some cases, addressing social disadvantage may be a core component in addressing the level of alcohol related harm. AER recognises that social equity factors will need to be acknowledged if AER supported initiatives are to be effective.

### **2.5.7 An Independent AER:**

AER believes that independence from the political process and vested interests is a fundamental requirement if broader community support is to be gained and sustained. Independence of AER from the direct influence of government is crucial to ensuring AER value adds rather than simply replaces current government strategies.



## **2.6 Evidence Demonstrating Alcohol Consumption in Australia:**

### **2.6.1 Patterns of Consumption**

Over the last decade there has been an increasing focus on patterns of drinking as well as levels of consumption and an increasing appreciation of the contribution of alcohol to acute health problems as well as long-term harm. Patterns of drinking refers to more than the level of drinking, including when and where drinking takes place, the number and characteristics on heavy drinking occasions, activities associated with drinking, personal characteristics of the drinker and drinking companions, the types of drinks consumed, and the drinking norms and behaviours that comprise a "drinking culture".

Since 1985 the National Drug Strategy has monitored patterns of alcohol and other drug use in Australian population through regular national household surveys. In 2004 the National Drug Strategy Household Survey found that 41% of the population aged over 14 years were recent regular (at least once a week) drinkers and that 34% considered themselves current occasional (less than weekly) drinkers. More men (87%) than women (80%) were current drinkers (regular and occasional). Non-drinkers were more likely to be women and older respondents<sup>1</sup>.

### **2.6.2 Australia's Drinking Culture**

There is a strong cultural element of alcohol use in our society. Alcohol consumption is part of the Australian way of life. AER recognizes and accepts this reality. Alcohol is frequently associated with celebrations in Australia. It is consumed in religious and cultural ceremonies, social and business functions, and also in conjunction with recreational activities. For many Australians "having a drink" is synonymous with relaxation, socialising and good times. Alcohol use is accepted as an integral part of Australian life. Many historical and social factors contribute to the way in which alcohol is used today.

Historically pubs and clubs have served as community meeting places, particularly in rural and remote locations. Consumption of alcohol is viewed as an integral part of rural lifestyle and is symbolically associated with values such as "self-reliance", "hardiness", and "mateship". In many rural areas local hotels and clubs are the primary source of entertainment and provide the main venue for community and sporting groups. In many cases these "watering holes" contribute to community cohesion and identity. They act as an informal setting for airing local concerns and facilitating social interaction. Compared to thirty years ago, alcohol is now more widely available at cultural and sporting events, and in restaurants.

### **2.6.3 Misconceptions about Alcohol Consumption**

Recognition of the widespread harms associated with alcohol misuse is limited, generally focused on harms related to intoxication and dependence, and in many localities there is a perception that illicit drug use is the main problem within the community<sup>2</sup>. In many respects this should come as no surprise, given the impact of the Australian Government's Tough on Drugs strategy on public awareness of the dangers of illicit drug use. AER supports fully the strategies and programs designed to attack the scourge of illicit drug use in the Australian community.

<sup>1</sup> Australian Institute of Health and Welfare, 2004 National Drug Strategy Household Survey.

<sup>2</sup> Reilly and Griffiths, *Introduction – Rural Health and Drug and Alcohol Dependence: Double Jeopardy*.



It should be noted however that since the implementation of the Tough on Drugs strategy there has been a substantial fall in the number of Australians who see alcohol as a drug of significance. In 1995, 38% of Australians named alcohol as the drug they thought of when people talked about a drug "problem". By 1998 that figure had declined to 14 per cent and in 2002 less than 8 per cent of Australians named alcohol as a top of the mind response when asked what they thought of when people talked about the drug "problem". By 2004 that percentage has risen to 10%, over the period in which AER has been a major funder.

Although the majority of the Australian population still perceives society's drug problems as primarily illicit drug use, there is at least increasing recognition of the adverse impact of the harmful use of alcohol on people's lives in Australia. Increased public recognition of the harm caused by alcohol misuse has already elicited a response from state governments through initiatives like the NSW Government sponsored Alcohol Summit in 2004 and the recently established Victorian Parliamentary Inquiry into alcohol harms.

AER is committed through its grants program to promoting the low risk consumption of alcohol. The on going challenge is to overcome entrenched attitudes to alcohol that can cause harm to individuals and their families and impose enormous social and economic costs on the Australian community. The harms caused by alcohol misuse reaches through all age groups.

The appropriate response requires a co-ordinated and co-operative approach between governments, alcohol related NGOs, the alcohol industry, medical experts and parents. AER is well positioned to ensure effective partnerships are established and maintained over a sustained period of time to deliver positive cultural change.

AER recently commissioned a national market research project on attitudes to alcohol consumption.

AER-commissioned research findings, inter alia, showed that:

- one third of respondents said it doesn't matter how much alcohol you drink as long as you don't drive;
- nearly half of respondents believe that getting drunk is an acceptable part of the Australian way of life;
- one in three believe that binge drinking is an acceptable activity and it only becomes a problem if you do it all the time;
- one in five believe binge drinking is OK as long as you don't embarrass yourself;
- one third said that drinking to excess is an acceptable activity at home or on special occasions such as birthdays and anniversaries; and
- over one fifth felt that you shouldn't tell another person how much is too much when it comes to drinking.

It is clear from this research that Australians believe that they can tell what is acceptable and what is excessive in terms of the location of drinking and the quantity of drinking. There is, however, an inability to recognize the harms to themselves and



others that occurs when the line between low risk and risky alcohol consumption is crossed.

#### **2.6.4 Alcohol Misuse and Young Australians**

Of particular concern is the impact of alcohol misuse on young Australians. Recent research by the National Drug Research Institute has found that 80 per cent of all alcohol consumed by 14-17 year olds is drunk at a risky/high level of acute harm. The same research found that over the ten years 1993-2002, an estimated 501 under-aged drinkers (14-17 years) died from alcohol-attributable injury and disease caused by high risk drinking. Furthermore, over 3,300 14-17 year olds were hospitalised for alcohol-attributable injury and disease in 1999/00.

Both below and above the 14-17 year-old age bracket there are disturbing statistics. Nearly one in six of all deaths among 15-24 year-olds in the ten years to 2002 can be attributed to risky alcohol drinking. An estimated 2643 young people died in Australia from alcohol-attributable injury and disease during this period.

It is also clear however that we face a growing problem of alcohol consumption by an increasing number of ever younger children. This fact has been verified in the March 2004 Australian Secondary Schools Alcohol and Drugs Survey which showed that more children are starting to drink at a younger age. There is an increase in the number of 12 year olds reporting regular alcohol consumption, including one in five boys.

Another recent study on co-morbidity by Maree Teesson of the National Drug and Alcohol Research Centre at the University of New South Wales found that 20 per cent of the cost of disease and injuries suffered by Australians aged 15-24 is caused by a co-morbidity of alcohol and other drug misuse and mental illness<sup>3</sup>.

#### **2.6.5 The Costs of Alcohol Misuse**

Alcohol is a drug, when misused, makes it the most dangerous drug in our community. According to 2002 research excessive use of alcohol is a major factor in:

- 30 % of deaths from car accidents;
- 44 % of deaths from fires;
- 34 % of deaths from falls and drownings;
- 50 % of deaths from assaults;
- 16 % of child abuse deaths;
- 23 % of deaths from mental health disorders;
- 11 % of cardiovascular deaths;
- 23 % of deaths from liver cirrhosis;
- 35 % of industrial accidents;
- 11 % of industrial deaths; and
- 12 % of suicides.

#### **2.6.6 Getting Priorities Right**

Since 1996 Australian Government funding under the auspices of the National Illicit Drug Strategy has been in the order of \$1.276 billion. During the same period states and territories have contributed approximately \$800 million to fight and reduce the

<sup>3</sup> Maree Teesson, *Comorbidity National Drug and Alcohol Research Centre at the University of New South Wales*, 2004.



devastation of illicit drug abuse. Funding has ranged across various portfolio areas including programs run through departments of health, family and community services, education and youth affairs.

AER fully supports the National Illicit Drug Strategy. We are of the view however that insufficient focus has been directed to addressing the problem of alcohol misuse. As shown above there is clear evidence of the enormous cost to the Australian community due to alcohol misuse. The impact of the harms due to alcohol misuse is insidious but effectively hidden behind established cultural attitudes to alcohol and social denial.

As with the war on illicit drug use, there are no quick fixes to the scourge of alcohol and licit substance misuse. A more vigorous effort is urgently needed by governments to assist in the task of reducing alcohol related harm.

#### **2.6.7 The Future of AER – The Public Fund:**

Under the Funding Agreement with the Minister for Health and Ageing, Australian Government funding will cease on 30 June 2005. That agreement requires that, beyond 30 June 2005, AER continue its work through the auspices of a Public Fund.

AER's Public Fund was established in 2004 and was officially launched by the Minister for Health and Ageing, the Hon. Tony Abbott MP, on 21 June 2004.

Prior to its official launch, and subsequently, AER has endeavoured to elicit financial contributions to the Fund from corporate Australia. Further marketing and promotional activities are planned to engage with the corporate sector as well as potential individual benefactors.

Our work to date in eliciting contributions to the Public Fund has been met with corporate sympathy for AER and what it is doing. Sympathy, however, has not been matched by a willingness to contribute. There were also some expressions of resentment from potential corporate donors that the alcohol industry is not pulling its weight. The Public Fund is competing for the corporate and philanthropic dollar in a crowded market place of worthy causes. AER also faces the obstacle of not being a direct "coal face" participant in activities that address the important social issue of alcohol misuse.

As a strategic funder of other organisations such as the Salvation Army or Odyssey House, potential corporate contributors see more value and benefit in focusing their philanthropic donations direct into those organisations.

Beyond 30 June 2005 AER's Public Fund, however, will be the principal vehicle by which AER can continue to deliver and sustain numerous programs that otherwise would have little or no chance of receiving funding from other sources.

Moreover, it will be the viability of the Public Fund that will enable AER to provide a strategic and independent overview of an Australia-wide effort to bring about more low risk consumption of alcohol.

### 3. MANAGEMENT SUMMARY

AER's Management team consists of a Board of Directors and a Chief Executive Officer who manages AER on a day to day basis.

#### 3.1 Board of Directors

Professor Ian Webster AO  
(Chair)

Scott Wilson  
(Deputy Chair)

Cheryl Bart  
(Chair Audit Committee)

Dr Ngiare Brown

Reverend Tim Costello

David Crosbie

Dr Peter d'Abbs

Anne Mosey

Dr Bernadette Tobin

#### 3.2 Company Secretary

Daryl P. Smeaton  
(Chief Executive Officer)

#### 3.3 The Operation of AER

##### 3.3.1 Board Administration

In accordance with AER's Constitution section 15.10 – delegation of powers, and Board minutes of 29 November 2001 and 28 February 2002, AER's Board of Directors has delegated administrative powers to committees, comprising members of AER's Board.

##### 3.3.2 Executive Committee

AER's Executive Committee comprises four Directors. These are:

AER Chair  
AER Deputy Chair  
Two other AER Directors.

The Executive Committee has the delegation, granted by AER's Board, to make decisions relating to the operation of the AER. AER's Executive Committee reports its actions to the Board at Board meetings.



### 3.3.3 Audit Committee

In accordance with AER's Constitution, Section 20, AER's Board of Directors has established an Audit Committee. AER's Audit Committee comprises three Directors. These are:

Audit Chair  
Two other AER Directors'.

AER's Audit Committee has the delegation, under AER's Constitution to oversight financial reporting and accountability with respect to the Company's operations. AER's Audit Committee reports its actions to the Board at Board meetings.

### 3.3.4 Management

In accordance with AER's Constitution, Section 17.3 the Chief Executive Officer (CEO) is responsible to Directors for the management of AER affairs and the co-ordination and supervision of the day-to-day business and operations of AER.

### 3.3.5 Personnel

In accordance with AER's constitution, the CEO has employed professional personnel to execute the functions of AER. There are presently a total of 7 fulltime staff and 1 part time staff.

### 3.3.6 Professional and Advisory Support:

**External Auditor:**

Australian National Audit Office  
GPO Box 707  
Canberra ACT 2601  
Contact: Ron Wah  
Telephone: 62037300

**Internal Auditor:**

Pinnacle Business Management  
PO Box 31  
Jerrabomberra NSW 2619  
Contact: Andrew Naef  
Telephone: 0412830311

**Insurance agents:**

Business Insurance:  
OAMPS  
PO Box 640  
Mawson ACT 2607  
Contact: Ian Chamberlain  
Telephone: 62836556

**Association's Insurance:**

Civic Insurance Brokers  
PO Box 773  
Dickson ACT 2602  
Contact: David McAlary  
Telephone: 62626115



**Bankers:**

Macquarie Bank  
Level 22  
20 Bond Street  
Sydney NSW 2000.  
Contact: Tim Hornibrook  
Telephone: 02 8232 0579

**Solicitors:**

Clayton Utz  
PO Box 1940  
Canberra ACT 2601  
Contact: Brian O'Callaghan/ Luc De Jong  
Telephone: 62794015

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## 4. AER GRANTS PROGRAM

AER business is to reduce the harms caused by alcohol and licit substance misuse by supporting projects which increase the community's awareness of those harms.

AER has brought to the Alcohol and Other Drugs sector a range of benefits:

- Partnerships
- Leverage
- Timelines & Efficiency
- Building and Spreading Capacity-people,-buildings,-skills
- Being an Independent strategic funder
- Values and Engagement
- Increased Community Awareness of alcohol related harms

### 4.1 Our Operational Principles are:

1. AER is a strategic funder and will publish the priorities and criteria which will govern its funding decisions.
2. Will not replace Government funding.
3. Is fiscally responsible and will expect the same of all applicants for grants.
4. Will only fund projects needing recurrent funding if there is an agreed exit strategy.
5. Gives high priority to increasing the understanding of alcohol related harm and the translation of that understanding into policy and practice.
6. Will support initiatives that address the community's relationship with alcohol and licit substance use with priority in licit substances, directed towards inhalant misuse, although problems associated with other drugs, licit and illicit, may be covered in the context of poly drug use.
7. Gives priority to collaborative projects which enhance current evidence-based practice.
8. Will favour projects which:
  - demonstrate objectively a need;
  - describe the proposed methodology or approach adequately;
  - detail outcomes expected to be beneficial and achievable; and
  - include an evaluation strategies that focus on outcomes which are measurable.
9. Gives preference to projects which address inequities caused by lack of access or by social disadvantage.
10. Will not disadvantage projects, focusing on young people and/or indigenous communities, which deal with a range of substance use problems.
11. Will give highest priority to projects with the potential for enduring and widespread benefit.

#### **4.2 Achievements:**

Under the Funding Agreement with the Minister for Health and Ageing, Australian Government funding, AER will have received \$115 million in quarterly payments from 1 December 2001 to 30 June 2005.

Under the terms of the Funding Agreement 90% of these funds, \$103.5 million, are Trust Funds and 10%, \$11.5 million, are Operating Funds.

AER has committed approximately \$84.75 million of the Trust Funds in grants to support programs throughout Australia that tackle alcohol and licit substance misuse.

Under its funding agreement with the Australian Government, AER was required to spend at least 80% of its Trust Account Funds by 30 June 2005, at least 20% on measures primarily aimed at support to indigenous Australians and spend, at a minimum, the following:

Treatment and Rehabilitation programs -33%  
Public Education programs -11%  
Prevention programs -22%

AER has met each of these targets. Overall, \$84.75 million, (82%) has been committed, 21% of the original endowment has gone to indigenous projects, 41% of expenditure to Treatment and Rehabilitation, 19.75% to Public Education, and 39.25% to Prevention. The funding allocated to indigenous projects is also counted in the other categories.

Over 600 grants have been allocated to organisations throughout Australia. These grants have involved supporting collaborative partnerships, prevention, rehabilitation, public education, research, scholarship, workforce development and treatment programs.

AER grants have varied between hundreds of dollars to million dollar plus contributions.

Full details of the grants and recipient organisations and the work AER is helping to fund are set out in each of the Annual Reports issued by AER.



## 5. MARKETING ANALYSIS AND STRATEGY

AER has undertaken extensive communications and brand positioning work over the last eighteen months in order to raise awareness of the work of the organisation, establish AER as the authority in this area and to promote attitude change in the community about alcohol and licit substance misuse.

The following outlines the strategic framework for communications for AER moving forward to support the overall business objectives of the organisation.

### 5.1 Strategic Focus:

The overall strategic focus for AER in marketing and communication terms is to bring about long term cultural change in the attitudes of Australians to alcohol and licit substance misuse.

In order to achieve this overarching communications objective there are critical long term tasks facing AER moving forward. AER will need to:

- Secure active support from the community including political, media and business sectors;
- Build capacity within the drug and alcohol sector; and
- Increase the profile and influence of AER to support the long term sustainability of AER.

### 5.2 Encouraging Long Term Cultural Change:

In November 2004, AER commissioned social marketing research with a primary objective to identify and refine messages to effectively influence corporate Australia decision makers and the general public. In this context, the following areas were explored:

- The culture of alcohol and attitudes to alcohol consumption in Australia including potential differences between males and females, older and younger people;
- Understand attitudes to binge drinking;
- Explore attitudes to drinking within the context of celebrations – e.g. Schoolies Week, footballers celebrating the end of the football season;
- Explore the role and importance of brand in attracting sponsorship from corporate Australia and as a credible and effective source of information on alcohol consumption;
- Understand what makes a communication a trusted and effective message (e.g. credible brand, credible spokespeople etc); and
- Understand what messages relating to AER's mission resonate most effectively with the general public, political and corporate Australia.

This research identified some areas of concern in the relationship between Australians and alcohol in particular:

- Excessive drinking was seen to be a part of the Australian way of life and a milestone in the journey to adulthood;
- Australians see excessive consumption of alcohol as more of a problem when undertaken by younger people not the community as a whole; and
- Nearly one in two people believe getting drunk is an acceptable part of the Australian way of life and one in three believes occasional binge drinking is OK. Around one in four feels drinking lots of alcohol is OK as long as you don't embarrass yourself.

Clearly, overcoming the acceptability of excessive alcohol consumption will be one of the keys to addressing the current sometimes destructive relationship between alcohol and the community. There is no short term solution but through continued communication we know that cultural change can happen. However if AER is to spearhead such a movement securing long term political and community support will be essential.

### **5.3 Raising the Profile of AER:**

This research identified that one in five Australians had heard of AER. Amongst those claiming some awareness of AER, a variety of perceived purposes of the organisation were reported including:

- Supporting people with drinking problems (rehabilitation);
- Educating people about the effects (education); and
- Encouraging low risk drinking (behaviour influence)

This research articulated a clear mandate for AER to continue doing the work it is undertaking to educate the community and support the drug and alcohol sector to provide treatment and rehabilitation for those who need it. Almost all those interviewed felt there was a need for an organisation to raise awareness of the dangers of excessive alcohol consumption.

### **5.4 Communication Aims and Objectives:**

The communication objectives for the campaign include:

- Increase government and general community awareness of AER and the work it is conducting across a range of disciplines to promote the more responsible use of alcohol and address licit substance misuse;
- Increase the urgency around addressing the impact of alcohol and licit substance abuse by making the issue a public health and personal safety issue;
- Develop and implement a range of activities aimed at increasing AER's profile amongst corporate Australia and the general public;



- Focus the attention of the Federal Government on alcohol and licit substance misuse as an issue of equal importance to illicit drug misuse that requires adequate resources to help in combating it;
- Identify and harness third party support among key stakeholders particularly those willing to publicly support the work of AER including the PM, Ministers, media, community leaders and industry associations;
- Establish relationships with select external organisations to create partnership opportunities;
- Assist AER to improve understanding and create an umbrella of support from Australian business, particularly identifying companies likely to financially support the public fund; and
- Lay the foundation through proactive communications to help AER to become a financially independent organisation sustainable in the long term.

### **5.5 Communication Challenges:**

The greatest communication challenge facing AER will be to overcome the acceptability of the excessive consumption of alcohol.

By establishing alcohol and licit substance misuse as a public health issue which requires urgent action AER will move toward securing long term financial support from the Australian Government and the business community

This will only occur if we can address the following issues:

- There are an abundance of health issues covered in the media every day from obesity, heart disease and breast cancer. We will need to create cut through and establish alcohol and licit substance misuse as the primary public health and social issue which cannot be ignored and requires substantial government funding and support (much work has already done in the media on this topic however we need to maintain the momentum achieved over the last two years);
- AER is seen as one of the primary resources for information, expertise and financial support in the alcohol and licit drugs sector; continued brand building activity will be critical to maintain this position and continue to drive the importance of the issue through the media;
- Continued capacity building in the sector will create increased expertise in the areas of publicity and advocacy will be critical to increase the urgency and ground swell of support for tackling this health issue.



## 6. STRATEGIC DIRECTION

AER's Board began a strategic review at a planning meeting in March 2005.

At this meeting the Directors agreed to:

- Suspend grant making (including Small Grants) from 30 June 2005 to 31 December 2005;
- Inform the sector that, during this period, AER is undertaking an operational and business review;
- Focus primarily on analysing existing approved grants 1 July 2005 to 31 December 2005;
- Use that analysis to support its new funding priorities;
- Not invest future funds in treatment facilities especially capital works;
- Place considerable emphasis on funding Indigenous Programs;
- Make future grants primarily in the following three priority areas;

### Priority Area One

Promote a change in community attitudes and approaches to alcohol use and the harms caused by its misuse;

### Priority Area Two

Increase the capacity of the alcohol and other drugs sector to reduce alcohol related harms;

### Priority Area Three

Promote the good practice outcomes produced by AER funding and strengthening support for community based responses to alcohol and other illicit substance misuse issues.

Further develop and implement a fund raising plan to support AER's future work.

## 7. Operational Plan

**7.1 Priority Area One:** To promote a change in community attitudes and approaches to alcohol use and the harms caused by misuse.

To achieve this goal AER will:

- Allocate specific funding of \$4 million to this area in each of 2005/2006 and 2006/2007;
- Have a sub-committee of six Directors supported by a dedicated co-ordinator to develop and implement a strategic plan to achieve the priority aim;
- Inform that plan through a focus on the following principles:
  - i. projects that build on the successful approaches to harm reduction over the past 20 years;
  - ii. identifying emerging challenges through inclusive and collaborative consultations with relevant opinion leaders across sectors;
  - iii. addressing social change as well as policy change by the promotion of positive values which build community cohesion;
  - iv. building partnerships with governments, the alcohol industry, business and key stakeholders; and
  - v. recognising the positive values of low risk alcohol consumption.

**7.2 Priority Area Two:** To increase the capacity of the alcohol and other drugs sector to reduce alcohol related harms.

To achieve this goal AER will:

- Allocate specific funding of \$4 million to this area in each of 2005/2006 and 2006/2007;
- Have a sub-committee of six Directors supported by a dedicated co-ordinator to develop and implement a strategic plan to achieve the priority aim;
- Inform that plan through a focus on the following principles:
  - i. projects should provide capacity building opportunities arising from the better use of knowledge of the things that work;
  - ii. projects should increase the personal and professional capacity of the alcohol and other drug sector's workforce;



- iii. projects should enhance the capacity of organisations to deliver better outcomes through improved governance, management skills and financial controls;
- iv. projects should identify and enhance the capacity of communities to respond to identified substance misuse issues; and
- v. building strategic partnerships with organisations that are qualified to assist in implementing and evaluating projects that increase the capacities outlined above.

**7.3 Priority Area Three:** To promote the good practice outcomes produced by AER funding and strengthening support for community based responses to alcohol and other licit substance misuse issues.

To achieve this goal AER will:

- Allocate specific funding of \$3 million to promotion and strengthening matters in each of 2005/2006 and 2006/2007;
- Have a sub-committee of six Directors supported by a dedicated co-ordinator to develop and implement a strategic plan to achieve the priority aim;
- Inform that plan through a focus on the following principles:
  - i. liaison and consultation with the alcohol and other drugs sector at a regional level, especially in rural and remote areas, to identify existing and emerging needs;
  - ii. using projects funded by AER grants to showcase good practice outcomes to the Australian community through a major national conference;
  - iii. utilising the analysis and evaluation of AER grants to promote models of interventions that are proven to produce good practice; and
  - iv. upgrading AER's website to enable access to and use of the good practice models.

**7.4 Fund Raising:** To develop and implement a fund raising plan to support AER's future work, AER will:

- Allocate specific funding of \$1 million for fundraising projects in each of 2005/2006 and 2006/2007;
- Have a sub-committee of four Directors supported by the Chief Executive Officer and the Deputy Chief Executive Officer to develop and implement a fundraising plan.

## 8. Financial Management Plan

### 8.1 Trust Account Plan

To provide funding rounds for the approval of grants in the amounts of \$12 million in the 2006 Financial Year and \$12 million in the 2007 Financial Year.

The interest earned in the Trust Account will be retained as reserves to ensure that there are funds available for consideration to be utilised for operational expenditure of AER from 1 July 2007 onwards. (See the Attached Spreadsheet "Projected Cash Flows Trust Account 2006-2007")

### 8.2 Operating Account Plan

To reduce the operational expenditure of AER from 1 July 2005 to ensure that the balance of the Operating Account as at 30 June 2005 will be able to cover the operational expenditure of AER for the period 1 July 2005 to 30 June 2007. (See the Attached Spreadsheet "Projected Cash Flows Operating Account 2006-2007")

#### 8.2.1. 2006 Financial Year's Objectives

To not exceed the following expense categories budgets:

General and Administration	\$ 564,628.00
Operating Expenses	\$ 319,775.00
Directors Expenses	\$ 340,000.00
Payroll Expenses	\$ 775,597.00
Total Expenses	\$2,000,000.00

#### 8.2.2. 2007 Financial Year's Objectives

To not exceed the following expense categories budgets:

General and Administration	\$ 464,206.00
Operating Expenses	\$ 326,171.00
Directors Expenses	\$ 292,565.00
Payroll Expenses	\$ 817,058.00
Total Expenses	\$1,900,000.00



## 9. Appendices

### A: Bibliography:

1. Australian Institute of Health and Welfare, *2004 National Drug Strategy Household Survey*.
2. Reilly and Griffiths 1998, *Introduction – Rural Health and Drug and Alcohol Dependence: Double Jeopardy*.
3. Maree Teeson, *Comorbidity National Drug and Alcohol Research Centre at the University of New South Wales, 2004*.

### B: Following is a list of the spreadsheets in this business plan in order of appearance:

1. Projected Cash Flows Trust Account 2006-2007    Projected Cash Flows Trust Account
2. Projected Cash Flows Operating Account 2006-2007    Projected Cash Flows Operating Account

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# APPENDIX B - 1

## PROJECTED CASH FLOW TRUST ACCOUNT 2006

	Month 1 Budget	Month 2 Budget	Month 3 Budget	Month 4 Budget	Month 5 Budget	Month 6 Budget	Month 7 Budget	Month 8 Budget	Month 9 Budget	Month 10 Budget	Month 11 Budget	Month 12 Budget	Total Budget
<b>Revenue</b>													\$0.00
Receipts													\$0.00
Donations													\$0.00
Grants Received													\$0.00
Grant Refunds													\$0.00
Interest Received	\$400,000.00	\$352,777.98	\$354,541.87	\$341,314.58	\$305,172.87	\$306,698.73	\$293,232.23	\$261,591.06	\$262,899.01	\$249,213.51	\$245,652.09	\$246,880.35	\$3,619,974.27
<b>Total Receipts</b>	<b>\$400,000.00</b>	<b>\$352,777.98</b>	<b>\$354,541.87</b>	<b>\$341,314.58</b>	<b>\$305,172.87</b>	<b>\$306,698.73</b>	<b>\$293,232.23</b>	<b>\$261,591.06</b>	<b>\$262,899.01</b>	<b>\$249,213.51</b>	<b>\$245,652.09</b>	<b>\$246,880.35</b>	<b>\$3,619,974.27</b>
<b>Payments</b>													\$24,997,023.22
Grant Payments	\$9,844,404.26			\$7,569,656.67			\$6,621,466.29			\$961,496.00			\$0.00
Transfer to Operating Account													\$0.00
Priority Area One			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00	\$4,000,000.00
Priority Area Two			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00	\$4,000,000.00
Priority Area Three			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00	\$4,000,000.00
<b>Total Payments</b>	<b>\$9,844,404.26</b>	<b>\$0.00</b>	<b>\$3,000,000.00</b>	<b>\$7,569,656.67</b>	<b>\$0.00</b>	<b>\$3,000,000.00</b>	<b>\$6,621,466.29</b>	<b>\$0.00</b>	<b>\$3,000,000.00</b>	<b>\$961,496.00</b>	<b>\$0.00</b>	<b>\$3,000,000.00</b>	<b>\$36,997,023.22</b>
<b>Net Cash Flow</b>	<b>-\$9,444,404.26</b>	<b>\$352,777.98</b>	<b>-\$2,645,458.13</b>	<b>-\$7,228,342.09</b>	<b>\$305,172.87</b>	<b>-\$2,693,301.27</b>	<b>-\$6,328,234.06</b>	<b>\$261,591.06</b>	<b>-\$2,737,100.99</b>	<b>-\$712,282.49</b>	<b>\$245,652.09</b>	<b>-\$2,753,119.65</b>	<b>-\$33,377,048.95</b>
<b>Opening Cash Balance</b>	<b>\$80,000,000.00</b>	<b>\$70,555,595.74</b>	<b>\$70,908,373.72</b>	<b>\$68,262,915.59</b>	<b>\$61,034,573.50</b>	<b>\$61,339,746.36</b>	<b>\$58,646,445.09</b>	<b>\$52,318,211.03</b>	<b>\$52,579,802.09</b>	<b>\$49,842,701.10</b>	<b>\$49,130,418.60</b>	<b>\$49,376,070.69</b>	<b>\$80,000,000.00</b>
Receipts	\$400,000.00	\$352,777.98	\$354,541.87	\$341,314.58	\$305,172.87	\$306,698.73	\$293,232.23	\$261,591.06	\$262,899.01	\$249,213.51	\$245,652.09	\$246,880.35	\$3,619,974.27
Payments	-\$9,844,404.26	\$0.00	-\$3,000,000.00	-\$7,569,656.67	\$0.00	-\$3,000,000.00	-\$6,621,466.29	\$0.00	-\$3,000,000.00	-\$961,496.00	\$0.00	-\$3,000,000.00	-\$36,997,023.22
<b>Closing Cash Balance</b>	<b>\$70,555,595.74</b>	<b>\$70,908,373.72</b>	<b>\$68,262,915.59</b>	<b>\$61,034,573.50</b>	<b>\$61,339,746.36</b>	<b>\$58,646,445.09</b>	<b>\$52,318,211.03</b>	<b>\$52,579,802.09</b>	<b>\$49,842,701.10</b>	<b>\$49,130,418.60</b>	<b>\$49,376,070.69</b>	<b>\$46,622,951.05</b>	<b>\$46,622,951.05</b>

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## APPENDIX B - 1

### PROJECTED CASH FLOW TRUST ACCOUNT 2007

	Month 1 Budget	Month 2 Budget	Month 3 Budget	Month 4 Budget	Month 5 Budget	Month 6 Budget	Month 7 Budget	Month 8 Budget	Month 9 Budget	Month 10 Budget	Month 11 Budget	Month 12 Budget	Total Budget
<b>Revenue</b>													\$0.00
Receipts													\$0.00
Donations													\$0.00
Grants Received													\$0.00
Grant Refunds													\$0.00
Interest Received	\$233,114.76	\$170,810.55	\$171,664.60	\$157,522.92	\$155,543.12	\$156,320.84	\$142,102.44	\$138,577.59	\$139,270.48	\$124,966.84	\$124,864.26	\$125,488.59	\$1,840,246.99
<b>Total Receipts</b>	<b>\$233,114.76</b>	<b>\$170,810.55</b>	<b>\$171,664.60</b>	<b>\$157,522.92</b>	<b>\$155,543.12</b>	<b>\$156,320.84</b>	<b>\$142,102.44</b>	<b>\$138,577.59</b>	<b>\$139,270.48</b>	<b>\$124,966.84</b>	<b>\$124,864.26</b>	<b>\$125,488.59</b>	<b>\$1,840,246.99</b>
<b>Payments</b>													\$14,239,992.29
Grant Payments	\$12,693,956.54			\$553,483.00			\$847,071.75			\$145,481.00			\$0.00
Transfer to Operating Account													\$0.00
Priority Area One			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00	\$4,000,000.00
Priority Area Two			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00	\$4,000,000.00
Priority Area Three			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00			\$1,000,000.00	\$4,000,000.00
<b>Total Payments</b>	<b>\$12,693,956.54</b>	<b>\$0.00</b>	<b>\$3,000,000.00</b>	<b>\$553,483.00</b>	<b>\$0.00</b>	<b>\$3,000,000.00</b>	<b>\$847,071.75</b>	<b>\$0.00</b>	<b>\$3,000,000.00</b>	<b>\$145,481.00</b>	<b>\$0.00</b>	<b>\$3,000,000.00</b>	<b>\$26,239,992.29</b>
<b>Net Cash Flow</b>	<b>-\$12,460,841.78</b>	<b>\$170,810.55</b>	<b>-\$2,828,335.40</b>	<b>-\$395,960.08</b>	<b>\$155,543.12</b>	<b>-\$2,843,679.16</b>	<b>-\$704,969.31</b>	<b>\$138,577.59</b>	<b>-\$2,860,729.52</b>	<b>-\$20,514.16</b>	<b>\$124,864.26</b>	<b>-\$2,874,511.41</b>	<b>-\$24,399,745.30</b>
<b>Opening Cash Balance</b>	<b>\$46,622,951.05</b>	<b>\$34,162,109.26</b>	<b>\$34,332,919.81</b>	<b>\$31,504,584.41</b>	<b>\$31,108,624.33</b>	<b>\$31,264,167.45</b>	<b>\$28,420,488.29</b>	<b>\$27,715,518.98</b>	<b>\$27,854,096.58</b>	<b>\$24,993,367.06</b>	<b>\$24,972,852.89</b>	<b>\$25,097,717.16</b>	<b>\$46,622,951.05</b>
Receipts	\$233,114.76	\$170,810.55	\$171,664.60	\$157,522.92	\$155,543.12	\$156,320.84	\$142,102.44	\$138,577.59	\$139,270.48	\$124,966.84	\$124,864.26	\$125,488.59	\$1,840,246.99
Payments	-\$12,693,956.54	\$0.00	-\$3,000,000.00	-\$553,483.00	\$0.00	-\$3,000,000.00	-\$847,071.75	\$0.00	-\$3,000,000.00	-\$145,481.00	\$0.00	-\$3,000,000.00	-\$26,239,992.29
<b>Closing Cash Balance</b>	<b>\$34,162,109.26</b>	<b>\$34,332,919.81</b>	<b>\$31,504,584.41</b>	<b>\$31,108,624.33</b>	<b>\$31,264,167.45</b>	<b>\$28,420,488.29</b>	<b>\$27,715,518.98</b>	<b>\$27,854,096.58</b>	<b>\$24,993,367.06</b>	<b>\$24,972,852.89</b>	<b>\$25,097,717.16</b>	<b>\$22,223,205.74</b>	<b>\$22,223,205.74</b>

# **APPENDIX B - 2** **PROJECTED CASH FLOW OPERATING ACCOUNT 2006**

	Month 1 Budget	Month 2 Budget	Month 3 Budget	Month 4 Budget	Month 5 Budget	Month 6 Budget	Month 7 Budget	Month 8 Budget	Month 9 Budget	Month 10 Budget	Month 11 Budget	Month 12 Budget	Total Budget
<b>Revenue</b>													\$0.00
Receipts													\$0.00
Cash Sales													\$0.00
Loans Received													\$0.00
Grants Received													\$0.00
Other Income													\$0.00
Interest Received	\$17,565.19	\$18,250.94	\$17,722.56	\$16,995.21	\$16,497.64	\$15,869.65	\$15,059.81	\$14,501.58	\$14,028.43	\$13,144.01	\$12,622.48	\$12,105.47	\$184,362.97
Asset Disposal													\$0.00
<b>Total Receipts</b>	<b>\$17,565.19</b>	<b>\$18,250.94</b>	<b>\$17,722.56</b>	<b>\$16,995.21</b>	<b>\$16,497.64</b>	<b>\$15,869.65</b>	<b>\$15,059.81</b>	<b>\$14,501.58</b>	<b>\$14,028.43</b>	<b>\$13,144.01</b>	<b>\$12,622.48</b>	<b>\$12,105.47</b>	<b>\$184,362.97</b>
<b>Payments</b>													\$15,000.00
Auditors Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000.00
Accounting Fees	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	\$21,000.00
Annual Report Costs	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$30,000.00
Bank Fees	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$3,780.00
Computer Software	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$30,000.00
Conference Fees	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$7,200.00
Consultants-Evaluation	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$50,000.00
Consultants-Media	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$50,000.00
Consultants-Political	\$3,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$25,000.00
Consultants-Research	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$4,165.00	\$50,000.00
Depreciation	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$36,000.00
Freight Paid	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$3,465.00
Fringe Benefits Tax Telephone	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,050.00	\$0.00	\$0.00	\$1,050.00
Fringe Benefits Tax MV	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$14,511.00	\$0.00	\$0.00	\$14,511.00
Government Charges	\$225.75	\$225.75	\$225.75	\$225.75	\$225.75	\$225.75	\$225.75	\$225.75	\$225.75	\$225.75	\$225.75	\$225.75	\$2,709.00
Legal Fees	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$6,000.00
Office Supplies	\$262.50	\$262.50	\$262.50	\$1,312.50	\$1,312.50	\$1,312.50	\$1,312.50	\$1,312.50	\$1,312.50	\$1,312.50	\$1,312.50	\$1,312.50	\$12,600.00
Other General	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$2,400.00
Papers and Subscriptions	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$2,400.00
Plant Hire	\$147.00	\$147.00	\$147.00	\$147.00	\$147.00	\$147.00	\$147.00	\$147.00	\$147.00	\$147.00	\$147.00	\$147.00	\$1,764.00
Registration Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$651.00
Repairs and Maintenance	\$525.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$1,680.00
Training	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$12,000.00
Travel-Airline	\$13,410.00	\$13,410.00	\$13,410.00	\$13,410.00	\$13,410.00	\$13,410.00	\$13,410.00	\$13,410.00	\$13,410.00	\$13,410.00	\$13,410.00	\$13,410.00	\$146,920.00
Travel-Accommodation	\$1,800.00	\$1,800.00	\$1,800.00	\$1,217.62	\$800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$20,017.62
Travel-Taxis	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$2,880.00
Travel-Other	\$100.00	\$200.00	\$100.00	\$200.00	\$100.00	\$200.00	\$100.00	\$200.00	\$100.00	\$200.00	\$100.00	\$200.00	\$3,600.00
Car Hire Purchase	\$1,316.65	\$1,316.65	\$1,316.65	\$1,316.65	\$1,316.65	\$1,316.65	\$1,316.65	\$1,316.65	\$1,316.65	\$1,316.65	\$1,316.65	\$1,316.65	\$15,799.80
Car Expenses	\$383.93	\$259.57	\$1,309.57	\$1,309.57	\$1,309.57	\$1,309.57	\$1,309.57	\$1,309.57	\$1,309.57	\$259.57	\$259.57	\$259.57	\$10,589.21
Cleaning	\$220.50	\$220.50	\$220.50	\$220.50	\$220.50	\$220.50	\$220.50	\$220.50	\$220.50	\$220.50	\$220.50	\$220.50	\$2,646.00
Computer Related	\$1,244.25	\$1,244.25	\$1,244.25	\$1,244.25	\$1,244.25	\$1,244.25	\$1,244.25	\$1,244.25	\$1,244.25	\$1,244.25	\$1,244.25	\$1,244.25	\$14,931.00
Computer Rental	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$60,000.00
Electricity	\$509.25	\$509.25	\$509.25	\$509.25	\$509.25	\$509.25	\$509.25	\$509.25	\$509.25	\$509.25	\$509.25	\$509.25	\$6,111.00
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Lease	\$4,737.97	\$4,737.97	\$4,737.97	\$4,737.97	\$4,737.97	\$4,737.97	\$4,737.97	\$4,737.97	\$4,737.97	\$4,737.97	\$4,737.97	\$4,737.97	\$56,855.56
Other Operating Expenses	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$2,400.00
Photocopy/Fax Lease	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$12,000.00
Photocopy Charge	\$367.50	\$367.50	\$367.50	\$367.50	\$367.50	\$367.50	\$367.50	\$367.50	\$367.50	\$367.50	\$367.50	\$367.50	\$4,410.00
Postage	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$27,000.00
Printing	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$50,400.00
Recycling Paper	\$85.05	\$85.05	\$85.05	\$85.05	\$85.05	\$85.05	\$85.05	\$85.05	\$85.05	\$85.05	\$85.05	\$85.05	\$1,020.60
Reviewers Research Appns	\$787.50	\$787.50	\$787.50	\$787.50	\$787.50	\$787.50	\$787.50	\$787.50	\$787.50	\$787.50	\$787.50	\$787.50	\$9,450.00
Staff Amenities	\$338.10	\$338.10	\$338.10	\$338.10	\$338.10	\$338.10	\$338.10	\$338.10	\$338.10	\$338.10	\$338.10	\$338.10	\$4,057.20
Storage Fees	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$1,800.00
Telephones	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$18,000.00
Teleconference Costs	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$7,200.00
Directors-Fees	\$0.00	\$0.00	\$41,000.00	\$0.00	\$0.00	\$41,000.00	\$0.00	\$0.00	\$41,000.00	\$0.00	\$0.00	\$0.00	\$164,000.00
Directors-Wages and Salaries	\$0.00	\$0.00	\$13,250.00	\$0.00	\$0.00	\$13,250.00	\$0.00	\$0.00	\$13,250.00	\$0.00	\$0.00	\$0.00	\$53,000.00
Directors-Superannuation	\$0.00	\$0.00	\$1,192.50	\$0.00	\$0.00	\$1,192.50	\$0.00	\$0.00	\$1,192.50	\$0.00	\$0.00	\$0.00	\$4,770.00
Directors-Airline	\$6,000.00	\$14,000.00	\$6,000.00	\$5,000.00	\$14,000.00	\$5,000.00	\$15,000.00	\$4,000.00	\$13,000.00	\$5,000.00	\$4,000.00	\$5,000.00	\$96,000.00
Directors-Accommodation	\$970.00	\$3,060.00	\$970.00	\$970.00	\$970.00	\$970.00	\$970.00	\$970.00	\$970.00	\$970.00	\$970.00	\$970.00	\$11,810.00
Directors-Taxi Costs	\$360.00	\$1,250.00	\$360.00	\$360.00	\$1,250.00	\$360.00	\$360.00	\$360.00	\$360.00	\$360.00	\$360.00	\$360.00	\$4,320.00
Directors-Other Travel Costs	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$2,880.00
Wages and Salaries	\$55,006.87	\$55,006.87	\$55,006.87	\$55,006.87	\$55,006.87	\$55,006.87	\$55,006.87	\$55,006.87	\$55,006.87	\$55,006.87	\$55,006.87	\$55,006.87	\$660,082.50
Superannuation	\$4,950.62	\$4,950.62	\$4,950.62	\$4,950.62	\$4,950.62	\$4,950.62	\$4,950.62	\$4,950.62	\$4,950.62	\$4,950.62	\$4,950.62	\$4,950.62	\$59,407.43
Workers Compensation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Staff Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Staff Accruals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total Payments</b>	<b>\$137,338.44</b>	<b>\$145,064.08</b>	<b>\$192,286.58</b>	<b>\$136,411.70</b>	<b>\$167,215.31</b>	<b>\$210,229.71</b>	<b>\$149,036.21</b>	<b>\$128,056.21</b>	<b>\$226,289.71</b>	<b>\$138,311.21</b>	<b>\$136,706.21</b>	<b>\$231,304.61</b>	<b>\$2,000,000.00</b>
<b>Net Cash Flow</b>	<b>-\$119,773.25</b>	<b>-\$126,813.13</b>	<b>-\$174,564.02</b>	<b>-\$119,416.49</b>	<b>-\$150,717.68</b>	<b>-\$194,360.07</b>	<b>-\$133,976.40</b>	<b>-\$113,554.64</b>	<b>-\$212,261.28</b>	<b>-\$125,167.20</b>	<b>-\$124,083.73</b>	<b>-\$219,199.15</b>	<b>-\$1,815,637.03</b>
<b>Opening Cash Balance</b>	<b>\$4,500,000.00</b>	<b>\$4,380,226.75</b>	<b>\$4,253,413.62</b>	<b>\$4,078,849.60</b>	<b>\$3,959,433.11</b>	<b>\$3,808,715.43</b>	<b>\$3,614,355.37</b>	<b>\$3,480,378.97</b>	<b>\$3,366,824.33</b>	<b>\$3,154,563.05</b>	<b>\$3,029,395.85</b>	<b>\$2,905,312.12</b>	<b>\$184,362.97</b>
Receipts	\$17,565.19	\$18,250.94	\$17,722.56	\$16,995.21	\$16,497.64	\$15,869.65	\$15,059.81	\$14,501.58	\$14,028.43	\$13,144.01	\$12,622.48	\$12,105.47	\$184,362.97
Payments	-\$137,338.44	-\$145,064.08	-\$192,286.58	-\$136,411.70	-\$167,215.31	-\$210,229.71	-\$149,036.21	-\$128,056.21	-\$226,289.71	-\$138,311.21	-\$136,706.21	-\$231,304.61	-\$2,000,000.00
<b>Closing Cash Balance</b>	<b>\$4,380,226.75</b>	<b>\$4,253,413.62</b>	<b>\$4,078,849.60</b>	<b>\$3,959,433.11</b>	<b>\$3,808,715.43</b>	<b>\$3,614,355.37</b>	<b>\$3,480,378.97</b>	<b>\$3,366,824.33</b>	<b>\$3,154,563.05</b>	<b>\$3,029,395.85</b>			



# APPENDIX B - 2 PROJECTED CASH FLOW OPERATING ACCOUNT 2007



	Month 1 Budget	Month 2 Budget	Month 3 Budget	Month 4 Budget	Month 5 Budget	Month 6 Budget	Month 7 Budget	Month 8 Budget	Month 9 Budget	Month 10 Budget	Month 11 Budget	Month 12 Budget	Total Budget
<b>Revenue</b>													\$0.00
Receipts													\$0.00
Cash Sales													\$0.00
Loans received													\$0.00
Grants received													\$0.00
Other Income													\$0.00
Interest Received	\$11,184.85	\$10,691.67	\$10,182.97	\$9,456.72	\$8,957.32	\$8,342.15	\$7,535.49	\$6,998.17	\$6,503.53	\$5,634.70	\$5,120.05	\$4,605.67	\$95,213.29
Asset Disposal													\$0.00
<b>Total Receipts</b>	<b>\$11,184.85</b>	<b>\$10,691.67</b>	<b>\$10,182.97</b>	<b>\$9,456.72</b>	<b>\$8,957.32</b>	<b>\$8,342.15</b>	<b>\$7,535.49</b>	<b>\$6,998.17</b>	<b>\$6,503.53</b>	<b>\$5,634.70</b>	<b>\$5,120.05</b>	<b>\$4,605.67</b>	<b>\$95,123.29</b>
<b>Payments</b>													\$15,300.00
Auditors Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,300.00
Accounting Fees	\$1,785.00	\$1,785.00	\$1,785.00	\$1,785.00	\$1,785.00	\$1,785.00	\$1,785.00	\$1,785.00	\$1,785.00	\$1,785.00	\$1,785.00	\$1,785.00	\$21,420.00
Annual Report Costs	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$30,600.00
Bank Fees	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$3,855.60
Computer Software	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$30,600.00
Conference Fees	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$7,344.00
Consultants-Evaluation	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$51,000.00
Consultants-Media	\$4,080.00	\$4,080.00	\$4,080.00	\$4,080.00	\$4,080.00	\$4,080.00	\$4,080.00	\$4,080.00	\$4,080.00	\$4,080.00	\$4,080.00	\$4,080.00	\$51,000.00
Consultants-Political	\$3,060.00	\$2,040.00	\$2,040.00	\$2,040.00	\$2,040.00	\$2,040.00	\$2,040.00	\$2,040.00	\$2,040.00	\$2,040.00	\$2,040.00	\$2,040.00	\$25,500.00
Consultants-Research	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$4,248.30	\$51,000.00
Depreciation	\$3,060.00	\$3,060.00	\$3,060.00	\$3,060.00	\$3,060.00	\$3,060.00	\$3,060.00	\$3,060.00	\$3,060.00	\$3,060.00	\$3,060.00	\$3,060.00	\$36,720.00
Freight Paid	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$321.30	\$3,855.60
Fringe Benefits Tax Telephone	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fringe Benefits Tax MV	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Government Charges	\$230.27	\$230.27	\$230.27	\$230.27	\$230.27	\$230.27	\$230.27	\$230.27	\$230.27	\$230.27	\$230.27	\$230.27	\$2,763.18
Legal Fees	\$510.00	\$510.00	\$510.00	\$510.00	\$510.00	\$510.00	\$510.00	\$510.00	\$510.00	\$510.00	\$510.00	\$510.00	\$6,120.00
Office Supplies	\$267.75	\$267.75	\$267.75	\$267.75	\$267.75	\$267.75	\$267.75	\$267.75	\$267.75	\$267.75	\$267.75	\$267.75	\$3,213.00
Other General	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$2,448.00
Papers and Subscriptions	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$2,448.00
Plant Hire	\$149.94	\$149.94	\$149.94	\$149.94	\$149.94	\$149.94	\$149.94	\$149.94	\$149.94	\$149.94	\$149.94	\$149.94	\$1,799.28
Registration Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$664.02	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$664.02
Repairs and Maintenance	\$535.50	\$107.10	\$107.10	\$107.10	\$107.10	\$107.10	\$107.10	\$107.10	\$107.10	\$107.10	\$107.10	\$107.10	\$1,713.60
Training	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$12,240.00
Travel-Airline	\$5,598.68	\$5,598.68	\$5,598.68	\$5,598.68	\$5,598.68	\$5,598.68	\$5,598.68	\$5,598.68	\$5,598.68	\$5,598.68	\$5,598.68	\$5,598.68	\$67,184.16
Travel-Accommodation	\$751.50	\$751.50	\$751.50	\$751.50	\$751.50	\$751.50	\$751.50	\$751.50	\$751.50	\$751.50	\$751.50	\$751.50	\$9,018.00
Travel-Taxis	\$100.20	\$100.20	\$100.20	\$100.20	\$100.20	\$100.20	\$100.20	\$100.20	\$100.20	\$100.20	\$100.20	\$100.20	\$1,202.40
Travel-Other	\$41.75	\$83.50	\$41.75	\$83.50	\$41.75	\$83.50	\$41.75	\$83.50	\$41.75	\$83.50	\$41.75	\$83.50	\$1,002.00
Car Hire Purchase	\$1,342.98	\$1,342.98	\$1,342.98	\$1,342.98	\$1,342.98	\$1,342.98	\$1,342.98	\$1,342.98	\$1,342.98	\$1,342.98	\$1,342.98	\$1,342.98	\$16,115.60
Car Expenses	\$391.61	\$264.76	\$1,335.76	\$1,335.76	\$1,335.76	\$1,335.76	\$1,335.76	\$1,335.76	\$1,335.76	\$1,335.76	\$1,335.76	\$1,335.76	\$16,115.60
Cleaning	\$224.91	\$224.91	\$224.91	\$224.91	\$224.91	\$224.91	\$224.91	\$224.91	\$224.91	\$224.91	\$224.91	\$224.91	\$2,698.92
Computer Related	\$1,269.14	\$1,269.14	\$1,269.14	\$1,269.14	\$1,269.14	\$1,269.14	\$1,269.14	\$1,269.14	\$1,269.14	\$1,269.14	\$1,269.14	\$1,269.14	\$15,229.68
Computer Rental	\$5,100.00	\$5,100.00	\$5,100.00	\$5,100.00	\$5,100.00	\$5,100.00	\$5,100.00	\$5,100.00	\$5,100.00	\$5,100.00	\$5,100.00	\$5,100.00	\$61,200.00
Electricity	\$519.44	\$519.44	\$519.44	\$519.44	\$519.44	\$519.44	\$519.44	\$519.44	\$519.44	\$519.44	\$519.44	\$519.44	\$6,233.28
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Lease	\$4,832.73	\$4,832.73	\$4,832.73	\$4,832.73	\$4,832.73	\$4,832.73	\$4,832.73	\$4,832.73	\$4,832.73	\$4,832.73	\$4,832.73	\$4,832.73	\$57,992.76
Other Operating Expenses	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$2,448.00
Photocopy/Fax Lease	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$12,240.00
Photocopy Charge	\$374.85	\$374.85	\$374.85	\$374.85	\$374.85	\$374.85	\$374.85	\$374.85	\$374.85	\$374.85	\$374.85	\$374.85	\$4,498.20
Postage	\$2,295.00	\$2,295.00	\$2,295.00	\$2,295.00	\$2,295.00	\$2,295.00	\$2,295.00	\$2,295.00	\$2,295.00	\$2,295.00	\$2,295.00	\$2,295.00	\$27,540.00
Printing	\$4,284.00	\$4,284.00	\$4,284.00	\$4,284.00	\$4,284.00	\$4,284.00	\$4,284.00	\$4,284.00	\$4,284.00	\$4,284.00	\$4,284.00	\$4,284.00	\$51,408.00
Recycling Paper	\$86.75	\$86.75	\$86.75	\$86.75	\$86.75	\$86.75	\$86.75	\$86.75	\$86.75	\$86.75	\$86.75	\$86.75	\$1,041.00
Reviewers Research Appns	\$803.25	\$803.25	\$803.25	\$803.25	\$803.25	\$803.25	\$803.25	\$803.25	\$803.25	\$803.25	\$803.25	\$803.25	\$9,639.00
Staff Amenities	\$344.86	\$344.86	\$344.86	\$344.86	\$344.86	\$344.86	\$344.86	\$344.86	\$344.86	\$344.86	\$344.86	\$344.86	\$4,138.32
Storage Fees	\$153.00	\$153.00	\$153.00	\$153.00	\$153.00	\$153.00	\$153.00	\$153.00	\$153.00	\$153.00	\$153.00	\$153.00	\$1,836.00
Telephones	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$18,360.00
Teleconference Costs	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$612.00	\$7,344.00
Directors-Fees	\$0.00	\$0.00	\$41,000.00	\$0.00	\$0.00	\$41,000.00	\$0.00	\$0.00	\$41,000.00	\$0.00	\$0.00	\$41,000.00	\$164,000.00
Directors-Wages and Salaries	\$0.00	\$0.00	\$13,250.00	\$0.00	\$0.00	\$13,250.00	\$0.00	\$0.00	\$13,250.00	\$0.00	\$0.00	\$13,250.00	\$53,000.00
Directors-Superannuation	\$0.00	\$0.00	\$1,192.50	\$0.00	\$0.00	\$1,192.50	\$0.00	\$0.00	\$1,192.50	\$0.00	\$0.00	\$1,192.50	\$4,770.00
Directors-Airline	\$3,600.00	\$8,400.00	\$3,600.00	\$3,600.00	\$8,400.00	\$3,600.00	\$8,400.00	\$3,600.00	\$8,400.00	\$3,600.00	\$8,400.00	\$3,600.00	\$57,600.00
Directors-Accommodation	\$582.00	\$1,800.00	\$582.00	\$582.00	\$600.00	\$582.00	\$582.00	\$582.00	\$582.00	\$582.00	\$582.00	\$582.00	\$7,044.00
Directors-Taxi Costs	\$216.00	\$750.00	\$216.00	\$216.00	\$750.00	\$216.00	\$216.00	\$216.00	\$216.00	\$216.00	\$216.00	\$216.00	\$2,592.00
Directors-Other Travel Costs	\$144.00	\$144.00	\$144.00	\$144.00	\$144.00	\$144.00	\$144.00	\$144.00	\$144.00	\$144.00	\$144.00	\$144.00	\$1,728.00
Wages and Salaries	\$57,900.00	\$57,900.00	\$57,900.00	\$57,900.00	\$57,900.00	\$57,900.00	\$57,900.00	\$57,900.00	\$57,900.00	\$57,900.00	\$57,900.00	\$57,900.00	\$694,800.00
Superannuation	\$5,266.00	\$5,266.00	\$5,266.00	\$5,266.00	\$5,266.00	\$5,266.00	\$5,266.00	\$5,266.00	\$5,266.00	\$5,266.00	\$5,266.00	\$5,266.00	\$63,192.00
Workers Compensation	\$0.00	\$0.00	\$0.00	\$0.00	\$10,422.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,422.00
Other Staff Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Staff Accruals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total Payments</b>	<b>\$129,546.29</b>	<b>\$132,779.79</b>	<b>\$184,484.54</b>	<b>\$129,311.65</b>	<b>\$156,597.04</b>	<b>\$201,941.30</b>	<b>\$136,493.03</b>	<b>\$125,711.78</b>	<b>\$215,022.75</b>	<b>\$129,151.03</b>	<b>\$128,570.03</b>	<b>\$228,605.78</b>	<b>\$1,900,000.00</b>
<b>Net Cash Flow</b>	<b>-\$118,361.45</b>	<b>-\$122,088.12</b>	<b>-\$174,301.57</b>	<b>-\$139,854.94</b>	<b>-\$147,639.72</b>	<b>-\$193,599.14</b>	<b>-\$128,957.53</b>	<b>-\$118,713.61</b>	<b>-\$208,519.22</b>	<b>-\$123,516.33</b>	<b>-\$123,449.98</b>	<b>-\$224,000.10</b>	<b>-\$1,804,786.71</b>
<b>Opening Cash Balance</b>	<b>\$2,664,362.97</b>	<b>\$2,546,001.52</b>	<b>\$2,443,913.40</b>	<b>\$2,269,611.83</b>	<b>\$2,146,756.89</b>	<b>\$2,002,117.17</b>	<b>\$1,808,518.03</b>	<b>\$1,679,560.49</b>	<b>\$1,560,846.88</b>	<b>\$1,352,327.67</b>	<b>\$1,228,811.34</b>	<b>\$1,105,361.36</b>	<b>\$2,664,362.97</b>
Receipts	\$11,184.85	\$10,691.67	\$10,182.97	\$9,456.72	\$8,957.32	\$8,342.15	\$7,535.49	\$6,998.17	\$6,503.53	\$5,634.70	\$5,120.05	\$4,605.67	\$95,123.29
Payments	-\$129,546.29	-\$132,779.79	-\$184,484.54	-\$129,311.65	-\$156,597.04	-\$201,941.30	-\$136,493.03	-\$125,711.78	-\$215,022.75	-\$129,151.03	-\$128,570.03	-\$228,605.78	-\$1,900,000.00
<b>Closing Cash Balance</b>	<b>\$2,546,001.52</b>	<b>\$2,443,913.40</b>	<b>\$2,269,611.83</b>	<b>\$2,146,756.89</b>	<b>\$2,002,117.17</b>	<b>\$1,808,518.03</b>	<b>\$1,679,560.49</b>	<b>\$1,560,846.88</b>	<b>\$1,352,327.67</b>	<b>\$1,228,811.34</b>	<b>\$1,105,361.36</b>	<b>\$881,361.26</b>	<b>\$879,576.26</b>

Phyl Crawford

27/07/2005 12:13 PM

To: Tanya Ghenossis/BG/Health@Health\_gov\_au  
cc: Chrys Athanasos/PHD/Health@Health\_gov\_au  
Subject: AERF account enquiry

Greetings Tanya

I have just returned from holidays and hear that you wish to discuss aspects of the AERF account. Could you please ring/email me to arrange a time for me to come and see you. I have left a couple of messages on your telephone but you may be away.

Many thanks

Phyl Crawford

Alcohol and Harm Reduction Initiatives

Tel: 02 6289 6918

Fax: 02 6289 7837

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BY THE DEPARTMENT OF HEALTH