

Celebrating 30 YEARS

ANNUAL REPORT 2018-19



UNITED SYNERGIES LTD

DEDICATED TO BETTER LIVES



About THIS REPORT

United Synergies is a not-for-profit organisation established in 1989.

This annual report provides our community with a transparent overview of our activities during the 2018-19 year, including our key achievements, challenges and our financial performance.

We acknowledge the traditional Custodians of the land on which we operate, and pay our respects to their elders past, present and emerging.

Our organisation is a place where human rights are respected and people of diverse genders and sexual orientations are welcome and supported.

Our Cover: Kamaka is a young man we first met in early 2017 as part of our Smarter Choices program, and his journey embodies the mission of United Synergies.

From sleeping rough, disengaged from education and struggling to overcome personal barriers, to flourishing in stable housing, strong relationships, learning and earning and pursuing his passion in music, Kamaka has transformed his life.

Nominated for the 2018 Queensland Training Awards and joint winner of United Synergies "Director's Award", Kamaka's story is a testimony for what can be achieved, for even the most vulnerable young people, when there is a desire to change supported by a non-judgemental and caring environment.

PROVIDING A STABLE ENVIRONMENT Centre opens for homeless youths

By

A NEW
JANUARY
MINE
CALCULATED



**OUR ORGANISATION
STARTED IN 1989 TO
HELP ADDRESS YOUTH
HOMELESSNESS IN
THE NOOSA AREA.**

We have grown substantially since then and now work across Southern Queensland making a difference across four areas: Child Safety, Homelessness, Mental Health and Suicide Prevention.

This year's birthday theme highlights our beginnings, while celebrating our...

Growth and Evolution

Our **FOCUS** AREAS

HOMELESSNESS



CHILD SAFETY



MENTAL HEALTH



SUICIDE PREVENTION





Contents



Our Mission, Values and Vision	4-5
Board and CEO Welcome	6-7
Our Demographics	8-9
Our Social Impact	10
Support Services	11
Child Safety	12-17
Homelessness	18-21
Mental Health	22-25
Suicide Prevention	26-31
Our People	32-33
Executive Team and Governance	34-35
Our Board of Directors	36-37
Financial Statements	38-41
Thank You and Recognition	42-44

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OUR MISSION:

**WE SUPPORT
YOUNG PEOPLE
IN THEIR TIMES
OF NEED TO LIVE
A HEALTHY AND
MEANINGFUL LIFE**





OUR VISION:



**TRUSTED TO CREATE SAFE, INCLUSIVE AND
SUPPORTIVE
COMMUNITIES**

Board and CEO WELCOME

Our mission is to support young people in their times of need to live healthy and meaningful lives.

United Synergies commenced providing services in 1989 to help address youth homelessness in the Noosa region. While over the following 30 years our organisation has grown, branching into other important community services and expanding our geographic reach, young people remain at the heart of everything we do.

In this milestone year as we celebrate 30 years of evolution and growth, our teams continue to provide the highest quality of support for record numbers of people in need. Through all the diversity and complexity, our services are positioned on trust and service excellence. We will not compromise on this.

SERVICE EXCELLENCE

Today our organisational structure is framed in a way that puts our service excellence at the forefront of everything we do. Our structure highlights our four core service areas of **Child Safety, Homelessness, Mental Health and Suicide Prevention**.

We describe our services by the sectors in which they operate. This allows us to celebrate the reputation and strength of our programs within their respective sectors. It also allows us to respect the different needs of each focus area, the importance of staying ahead of emerging models of care and changing state and federal government policies and priorities.

Our services within these four focus areas are led by experts in their respective fields. This is essential to ensure our services are best practice and evidence based, and that we comply with the complex regulatory environments that face our front-line teams.

STRATEGIC PLAN

As the demand grows for our services in the community, behind the scenes, we have been laying the groundwork to help even more young people and families with higher levels of support in the years ahead.

This work is being translated into a strategic plan that maps a sustainable pathway to continue best practice, build our capacity, expand our scope and extend our reach within each of our focus areas over the next five year planning cycle and beyond. We have developed an overarching organisational strategy with specific objectives focused around five key result areas; engagement; service excellence; capacity and capability; financial sustainability; and quality and compliance. This organisational strategy cascades into sector specific strategies for each of our focus areas.

Of course, our strategic plan and the services provided to the young people and families are directly linked. The prime objective of our strategic plan is to deepen our ability to deliver our mission.

TEAM

United Synergies is fortunate to have some of the best, highly qualified professionals supporting our young people and families. Each focus area is led by a member of the United Synergies' Executive Team, who is a subject matter expert and, most importantly for us, incredibly passionate about their field of expertise and our young people and families their teams support.

Behind our front-line teams we also have our equally dedicated support services team. While this team is one or sometimes two steps removed from the young people and families we support, they are equally dedicated to ensuring our clinical teams and carers receive all the support they need to allow them to focus on service excellence.

Common themes that shine through our staff include their passion for the services they deliver, their professionalism, their commitment to young people and families, and the satisfaction that working for a meaningful organisation brings to them. Each and every one of our staff members does an amazing job that truly impacts the welfare of the young people and families in our communities, and they deserve to be proud of what they have achieved.

THANK YOU

It is often said that people are the key asset of an organisation. This statement resonates as the absolute truth for United Synergies. We are forever thankful to each and every member of our staff who deliver service excellence day-in-day-out to directly, or indirectly, support our young people and their families. Without you we could never achieve our vision; to be trusted to create safe, inclusive and supportive communities.

Christopher John left United Synergies in late 2018, after six years as the CEO. Under his guidance and leadership, the organisation more than doubled its reach to supporting 6,133 individuals in 2018. We thank Christopher for his immeasurable commitment to United Synergies and the communities we serve. We wish him well in his new position. We would also like to thank Jenny Walker for her contribution as interim CEO while we searched for a full-time replacement.

After an extensive national search Andrew Anderson commenced as United Synergies CEO in May 2019 and The Board has been delighted to welcome him into the role.

We believe that being part of community networks and solutions is the best way to service the young people and families we focus on. Accordingly, strong community support is a vital ingredient for us. We want to sincerely thank each of our Community Supporters that allow us to reach above and beyond what we could achieve alone.

United Synergies also relies on a diverse range of funding from Government Departments and partner organisations. We are grateful for your support that allows us to provide our services and help people live better lives.

Each of United Synergies' successes is also a reflection upon the leadership, commitment, experience and enthusiasm of our Board. They continue to ensure that the organisation has the foundations in place across the complex regulatory environments and focus areas in which it operates. We thank them for their generous donation of time, expertise and guidance.

Finally, we want to thank the young people and families we have supported and continue to support in their time of need. To make this support possible requires letting United Synergies into your lives. We understand, greatly appreciate and respect the trust and faith that you have given us and our dedicated staff. United Synergies looks forward to continuing to reward that trust over the next 30 years and beyond.

Yours sincerely,



Greg Livingstone, Chair



Andrew Anderson, CEO

Left: CEO Andrew Anderson
Right: Chair Greg Livingstone



Who **WE HELP...**

IN THE LAST YEAR

WE HAVE SUPPORTED

6,133

**PEOPLE ACROSS
QUEENSLAND AND
AUSTRALIA***

**ACROSS OUR REGIONS
WE SUPPORT PEOPLE FROM**

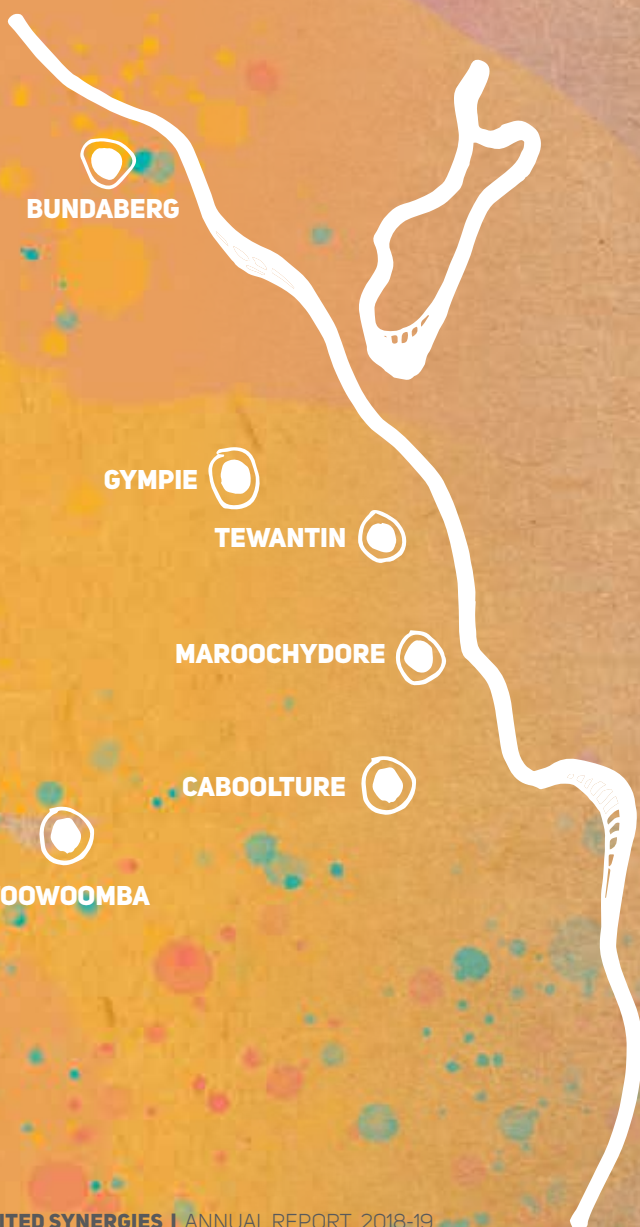
14

**MAIN WORK LOCATIONS
ACROSS QUEENSLAND.**

OUR HEAD OFFICE IS IN TEWANTIN AND OUR OTHER
MAIN WORK LOCATIONS ARE IN MAROOCHYDORE,
GYMPIE, NAMBOUR, CABOOLTURE, TOOWOOMBA
AND BUNDABERG.

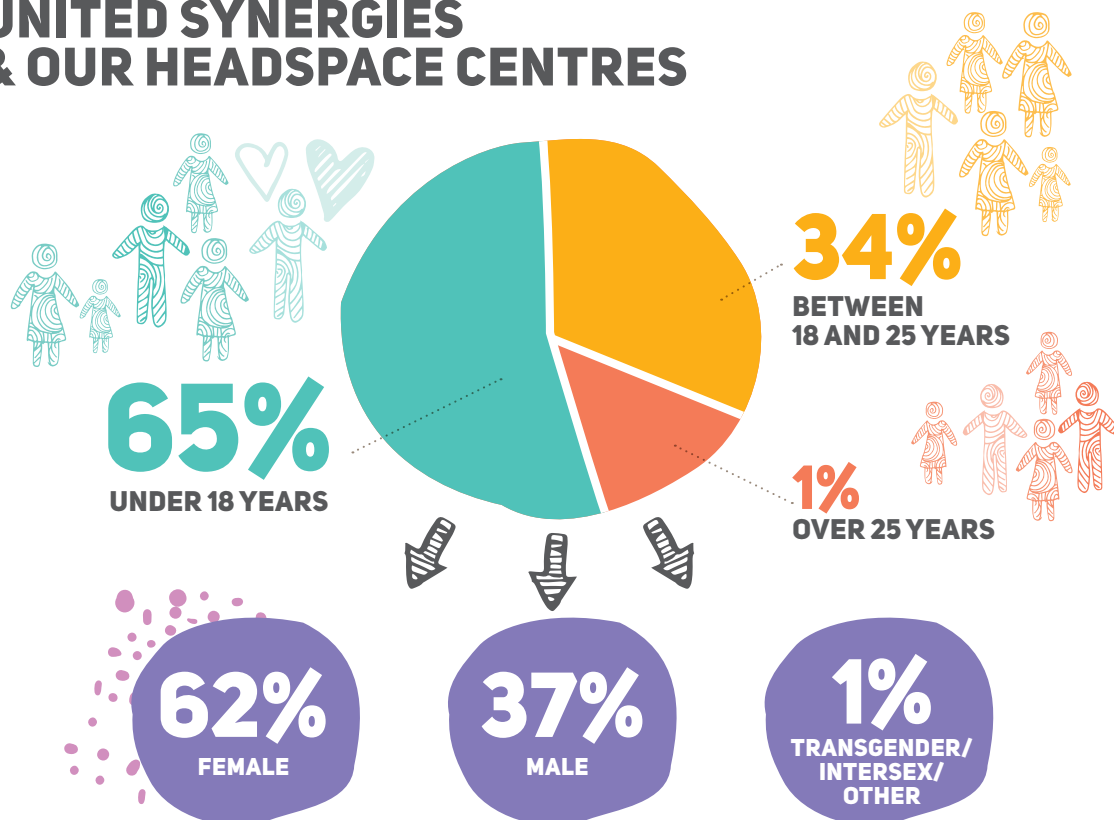
**WE ALSO PROVIDE SUPPORT AFTER SUICIDE TO
INDIVIDUALS AND COMMUNITIES ACROSS AUSTRALIA.**

*Total number of people we provided at least one service to between
1 July 2018 to 30 June 2019.

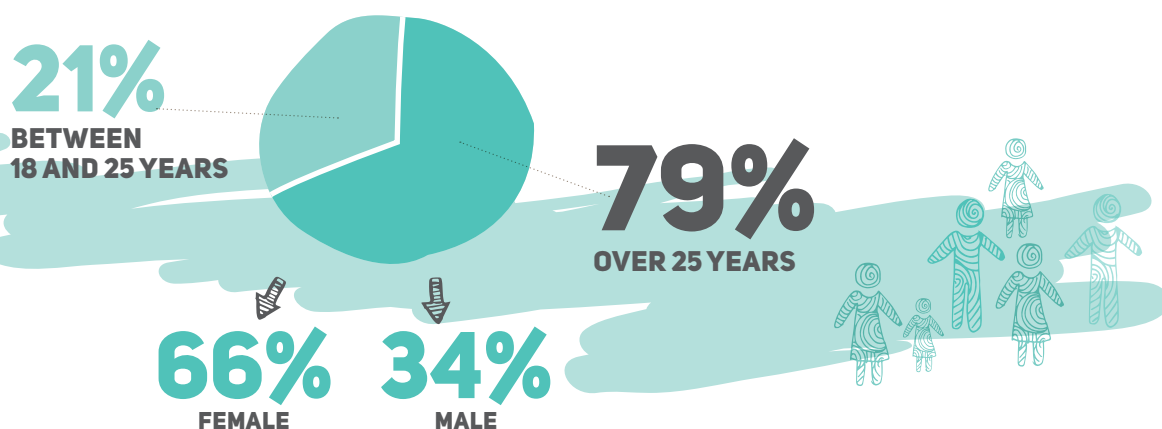


Our DEMOGRAPHICS

UNITED SYNERGIES & OUR HEADSPACE CENTRES



STANDBY SUPPORT AFTER SUICIDE



StandBy is a sub-brand of United Synergies that services 30% of Australia's population. See pages 26-31

Our

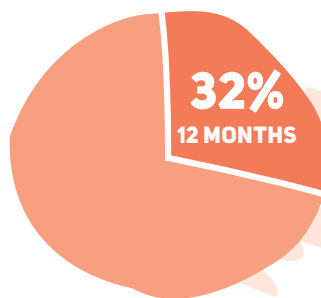
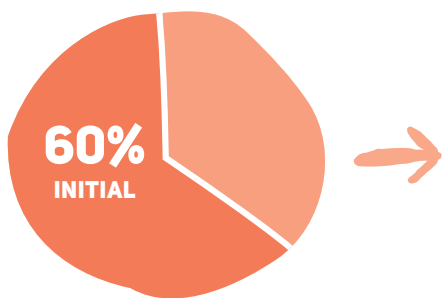
SOCIAL IMPACT

SOCIAL IMPACT EVALUATION FRAMEWORK (SIEF)

SIEF was established in 2012, with the aim of demonstrating the positive impact and effectiveness of our services and programs. This year, data from SIEF represents a sample size of 511 people, where almost two-thirds of our services and programs contributed to SIEF*.

The SIEF survey asks those we help questions about their lives, including their health, housing, employment and education, current issues and personal circumstances, and overall satisfaction with life.

We sub-contract social researchers, The Science of Knowing, to manage and analyse our SIEF data.



THERE WAS A DECREASE IN THE NUMBER OF PERSONAL ISSUES PEOPLE REPORTED OVER TIME.

FIVE ISSUES WERE REPORTED LESS OVER TIME

5

1

MENTAL HEALTH

2

FAMILY BREAKDOWN

3

HOMELESSNESS

4

SUBSTANCE MISUSE OR ADDICTIONS

5

EDUCATION CONCERNS



PEOPLE REPORTING THAT THEY DID NOT HAVE STABLE HOUSING

27%

3 MONTHS

6 MONTHS

12 MONTHS

2%

26%

3 MONTHS

6 MONTHS

12 MONTHS

5%

*Programs participating in the SIEF

Mental Health Service Stream: Get Set for Work (Sunshine Coast and Bundaberg), Mental Health Carer Respite, Smarter Choices, Mums Army. **Child Safety Service Stream:** Foster and Kinship Care, Nambour Residential, SILs, Intensive Family Support, Bridging Families, Youth Support, Family Support, CRC PAS (Toowoomba and Sunshine Coast). **Homelessness Service Stream:** SAAP Homelessness, Transitional Accommodation Caloundra, Young Parents Program, Gateway House.

NOTE: headspace centres collate their data separately through headspace National. This data has been analysed separately. Our StandBy Support After Suicide service also collects its own data and does not contribute to the SIEF.

Support SERVICES

Our organisation is centred on delivering quality services across our four core focus areas: Child Safety, Homelessness, Mental Health and Suicide Prevention.

These focus areas are supported by our Support Services team, which provides subject matter expertise across: Strategy and Quality, Communications and Marketing, Finance, People and Culture, Workplace Health and Safety, and IT.

As our organisation continues to grow, capability building is a strategic priority, ensuring we are able to provide quality, safe and effective services.

OUR PEOPLE

Our recruitment processes are centred on ensuring new employees are a cultural fit with our organisation, their prospective teams, and align with our overarching mission, vision and values.

EMPLOYEE AGREEMENTS

Our workforce is covered predominantly under the Social Community Homecare and Disability Services (SCHADS) and Health Professionals and Support Services (HPSS) awards and governed by the National Employment Standards (NES) to ensure consistency across the programs and regions we operate in.

CHILD SAFETY LICENSING

All our employees, students, volunteers and board members are required to have a positive Blue Card issued and a Licensed Care Services check. We closely monitor this compliance requirement to ensure these checks do not expire. Blue Cards need to be renewed every three years, and Licensed Care Services checks need to be renewed every two years.

The Blue Card check is a key prevention and monitoring system of people working with children and young people in Queensland.

TRAINING AND DEVELOPMENT

We are continually developing our employees and offering training opportunities to ensure we have a highly skilled workforce, who can provide optimal care, support and guidance to those we help.

This year, a key focus for our staff training has been around trauma informed practice. We specifically focused on building capacity amongst our staff to deliver holistic care, enabling them to better understand how experiences impact behaviour and how they can use this understanding to support young people in our care.

WORKPLACE HEALTH AND SAFETY

We are dedicated to ensuring our employees have a safe working environment. The introduction of the SafeZone mobile duress system is one of the ways United Synergies is keeping employees safe. Increased staff education has led to the early identification of hazards which has resulted in a reduction of worker incidents for this financial year.

WH&S INSPECTION

- Identified Hazards: **167**
- Worker Identified Hazards: **35**
- Worker Incidents: **68**

CHILD SAFETY

Domestic and family violence, alcohol and other drugs misuse, and neglect and abuse of children and young people are serious and widespread problems in Australia.

Over the past year we have worked with 239 people across all our Child Safety services and programs, who have been affected by a range of unique challenges. These challenges have the potential to impact on the safety of children and young people and, in some cases, can mean that it is no longer safe for them to live in the family home.

We employ dedicated specialist staff to work with families, young people and children at risk of harm, and provide over 15 different parenting and Child Safety services and programs across the Sunshine Coast and Toowoomba regions.

Through the delivery of our Child Safety services and programs, we are committed to supporting:

- Children who cannot remain living safely with their parents
- Vulnerable families to help them maintain the family unit (where the young person is safe)

Our Child Safety services and programs are funded by the Queensland Department of Child Safety, Youth and Women.

A full listing of these services are available at www.unitedsynergies.com.au



ACHIEVEMENTS

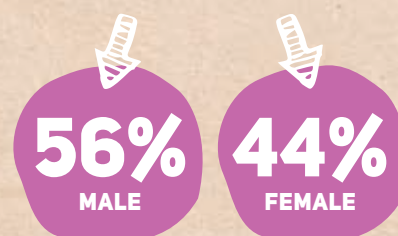
- **Strengthening our practice** – a key focus for the 2018-19 financial year has been to establish a practice framework that is applied across all our Child Safety services and programs.
- **Increasing our expertise** – employing a specialised domestic and family violence worker and workers from diverse backgrounds to support our complex needs families.
- **Upskilling our workforce** – in Transforming Care, and Youth Mental Health training to complement the behavioural support plan training and the Hope and Healing Framework modules.
- **Successfully undertaking our External Quality Framework (HSQF) Audit** – a key requirement for all our licensed care services to operate.

DEMOGRAPHICS

239

PEOPLE HELPED

through our Child Safety services and programs



7% identified as
Aboriginal
and/or Torres
Strait Islander



Hope AND HEALING

Hope and Healing is a Queensland Framework specifically designed for organisations working with children and young people living in residential care.*

This framework sets out the foundation for caring and working with young people in a way that understands and responds to trauma and is therapeutic in approach.

In February 2019, we implemented the Hope and Healing Framework across all our Child Safety services under the four framework pillars of: **Heart, Head, Hand** and **Feet**.

These pillars relate the cognitive domain (**Head**) to critical reflection, the affective domain (**Heart**) to relational knowing and the psychomotor domain (**Hands**) to engagement, while context and legislation are grounded by (**Feet**).

See over-page for more insight as to how we implement this professional framework in practice.

*Singleton, J. (2015). Head, Heart, Hands Model for Transformative Learning: Place as Context for Changing Sustainability Values. The Journal of Sustainability Education. Vol.9

Retrieved from http://www.jsedimensions.org/wordpress/content/head-heart-and-hands-model-fortransformative-learning-place-as-context-for-changing-sustainability-values_2015_03/

HEART: CORE VALUES AND BELIEFS AND PRINCIPLES

We support young people in their times of need to live a healthy and meaningful life. We focus on those who are vulnerable and support them through the challenges of changing circumstances and life stages.

HEAD: THEORIES, KNOWLEDGE, CULTURAL UNDERSTANDING, RESEARCH

The Hope and Healing Framework is central to our Child Safety services and programs, ensuring:

- We have a strong focus on psycho-social domains and life skill development
- Our staff have the right qualifications, including Aboriginal and Torres Strait Islander specific training



PROFESSIONAL FRAMEWORK IN PRACTICE



HAND: SKILLS WE USE

We are focused in upskilling our staff across:

- Trauma informed practice
- Strength based practice
- Therapeutic Crisis Intervention
- Suicide prevention strategies
- Youth mental health

FEET: STAYING GROUNDED

We are grounded by a strong focus on:

- Connection to self and the community
- Cultural awareness
- Legislation and organisational policy and procedures.

Some of these legislative acts include: QLD Human Rights Act, The Child Protection Act 1999, and the UN Convention on the Rights of the Child.



Investing IN OUR STAFF

We are continuing to increase the quality of our service by investing in our staff.

A key focus for the 2018-19 financial year has been upskilling our staff through the provision of further training opportunities to ensure we continue delivering high quality services, that are trauma informed and strength based.

The Hope and Healing Framework

- Over the past year 100% of our Child Safety staff have obtained minimum qualifications in this framework.
- 98% of Child Safety staff have completed 10 modules of further online training, while the remaining staff members are working towards completing these modules in 2019/20.

Therapeutic Crisis Intervention

- Our year one goal is to have staff undertaking this training and achieve a minimum 70% pass score.
- As we progressively implement this training into the work we do, we aim to have 100% staff achieving a pass score of 80% by year two, and 85% pass score by the third year.

We have also implemented training across

- Transforming Care, and
- Youth Mental Health First Aid.

CHALLENGES

- **Increasing demand** – at times we can receive over 20 referrals in a day for young people and their families who are seeking a range of different support.
- **Complexity of care** – young people come with pain-based behaviours including harmful sexualised behaviours, suicidal ideations and attempts, self-harm, homicidal ideations, criminal activities, substance use, and extreme levels of violence.
- **Safety** – there is a variety of safety issues young people and staff face in our sector; one being that family contact can be volatile and confronting and the aftermath of contact can look like physical and verbal abuse towards staff and property damage.
- **Individualised support** – we have more than one young person in many of our services/ houses, each with their own separate issues and individualised care support plans that the team must meet to minimise the risk of harm or a serious critical incident and to achieve positive outcomes.
- **Shortage of Foster Carers** – we have experienced a shortage of Foster Care placement options for young people and children on the Sunshine Coast, which has meant some young people have been more likely to be placed in out of home care options.
- **Staff well-being** – we work in crisis, and as a result we too become hypervigilant of our surroundings; staff can become fatigued and unwell and hence the high importance of having regular post-crisis debriefs, employee counselling services, and work/life flexibility.

FUTURE FOCUS

- **Continuity of care** – ensuring that all young people who access our services have clear guidelines and plans for transitioning seamlessly through programs according to their need.
- **Quality**
 - maintaining accreditation under the Human Service Quality Standards (HSQS).
 - comprehensively storing, managing and reporting data via the Client Therapeutic Analysis and Reporting System (CTARS).
- **Service models**
 - using Trauma-informed practice to support young people, minimising the effects of being taken into care as a risk factor for criminal offending.
 - supporting clients who are part of the NDIS, including the provision of Yellow Cards for staff.
- **Workforce**
 - staffed by qualified experts who are all trained in the Hope and Healing Framework, who operate effectively under a shared Practice Framework.
 - expanding our capability to incorporate discipline experts including domestic and family violence, disability and indigenous areas of practice.



Supported
Independent Living
Case Worker
Gerry

WORKING IN CHILD SAFETY

Initiating change – Gerry

Gerry works with young people in our Child Safety area (mainly 16 to 18 years) helping them transition towards independent living and take on adult responsibilities at a very young age.

Gerry shares his journey and insights which the whole community can take on.

"I grew up in different foster care homes on the Coast and connected to some youth workers, when I was leaving the statutory system, who changed the whole trajectory of my life for the better.

"This fuelled my desire to become a youth worker. Initially I worked with a group called Create Foundation where I travelled the world with public speaking about my experiences with foster care and advocating for change in the wider child safety system.

"After this I joined United Synergies because I wanted to work at a grass roots level directly with young people. Each day is so different in my role. It's really about being present for the young person and helping them to be skilled in dealing with their challenges as they become an adult.

"My biggest message to the community is that I am the product of my environment because I had the support and influence of great youth workers when I was growing up.

"Every day we all play a role in influencing people's lives. The person you got your coffee from this morning, or the young person you have just employed in your local business, may be in Child Protection and you wouldn't even know it.

"So you don't have to be a front-line worker to affect change. We all just need to support young people, give them understanding and guide them well."

HOMELESSNESS

Youth homelessness is a growing social problem across Australia. It's estimated that over 115,000 Australians are homeless each night, where more than one third of these people are children and young people under the age of 25.

Queensland has the third highest rate of homelessness across all states and territories after New South Wales and the Northern Territory.

Our organisation grew out of the need to address youth homelessness on the Sunshine Coast, with a group of local dedicated campaigners that were determined to make a difference in this area.

Homelessness is more than simply not having shelter, it is about not having a stable and safe place to call home. For young people in particular, it is about having a strong foundation which provides them with the support and care they need to live a healthy and meaningful life.

We employ dedicated Case Managers and support staff to work with young people and provide a range of innovative homelessness services committed to supporting:

- Young people whose living conditions make it intolerable to remain at home; and
- Young families who can't afford secure and appropriate housing.

Our Homelessness Services and Programs are funded by the Queensland Department of Housing and Public Works (DHPW).

Funding for our Emergency Relief Service is provided by the Department of Social Services.

A full listing is available at www.unitedsynergies.com.au



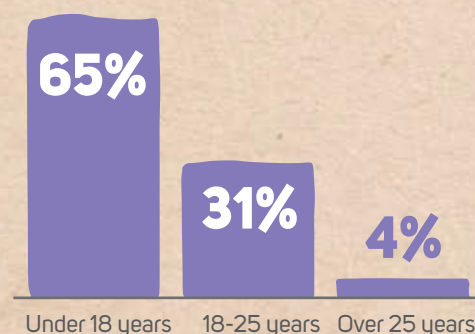
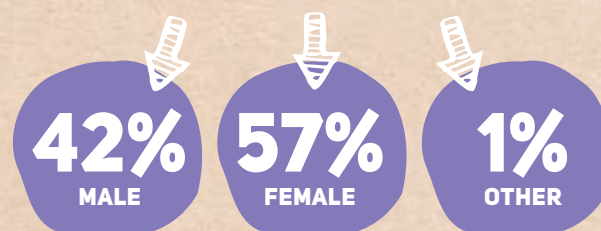
ACHIEVEMENTS

- **Strengthening our relationships** – engaging with current landlords and private real estate agencies to provide clearer pathways to sustainable accommodation.
- **Increasing our donations** – using a social media marketing approach to drive donations; developing a system for implementing best use of donated funds and goods.
- **Increasing the number of young people** – who are supported and transitioned to sustainable housing, and achieving success in case planned outcomes .

DEMOGRAPHICS

971

PEOPLE HELPED
through our Homelessness services
and programs



19%

identified as
Aboriginal
and/or Torres
Strait Islander

Addressing **YOUTH HOMELESSNESS**

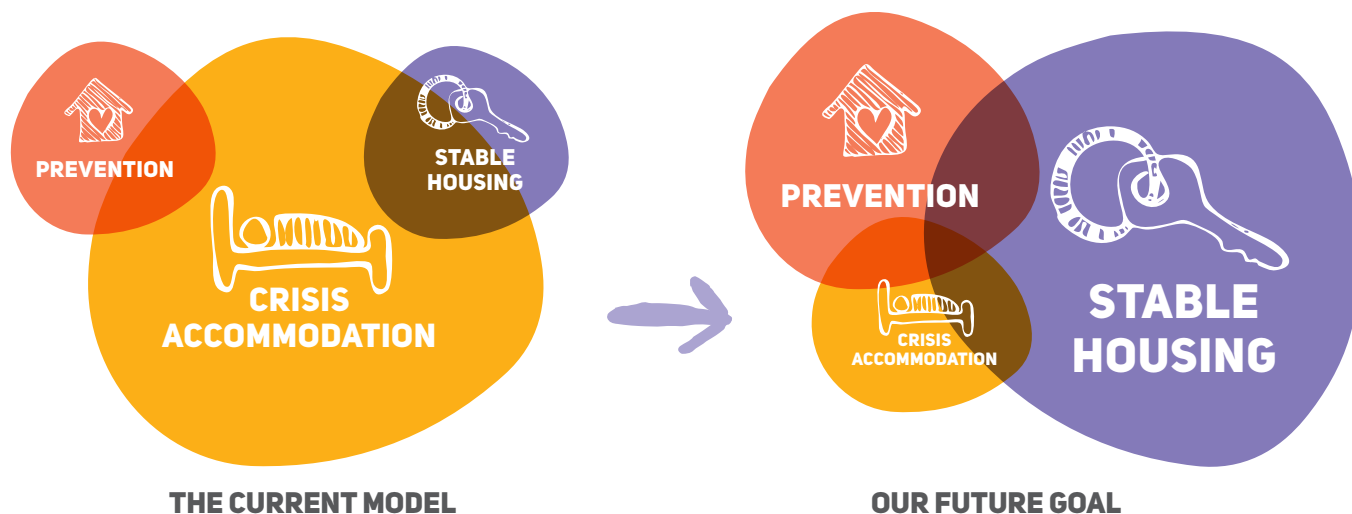
We are focused on increasing our capacity to support young people and young families who are homeless to find and secure long-term sustainable housing.

A reliance on crisis accommodation, whilst a necessary element for addressing homelessness, will not produce the outcomes we want for young people experiencing homelessness. Our strategy for addressing youth homelessness is to balance out our focus across three key areas of investment:

PREVENTION – addressing risk factors like family conflict, lack of affordable housing and support for employment or education. Services aimed at addressing these key risk factors have been shown to stop or greatly reduce the risk that young people will become homeless.

CRISIS RESPONSE – Providing direct assistance for people who are homeless or at risk of homelessness, including crisis and supported accommodation. This is an essential element to our service delivery, as we know that regardless of how good prevention strategies are, some young people will still experience homelessness.

STABLE HOUSING – evidence has shown that by ensuring the period of time a person experiences homelessness is as short as possible, you can reduce the likelihood of that person cycling back into homelessness. We aim to support young people to move as rapidly as possible into more permanent housing options, including social housing.¹



¹ Social housing assists people who are unable to access suitable accommodation through the private market and is of two main types: community housing which is provided by not-for-profit or non-government organisations and public housing provided by the government.

CHALLENGES

- **Data management** – developing a solution to address the need for a rent/tenancy management system to meet budgetary and client support requirements.
- **Reducing stigma** – difficulties in acquiring private rentals due to the growth in the private rental market (low vacancy rates) and social housing/homelessness program stigma.
- **Properties** – key messages from Partnering for Impact and Growth workshops held by the DHPW is the desire to move away from older larger stock (4+bedroom houses) towards smaller units to accommodate single person and smaller families.
- **Staff** – supporting our staff with relevant professional development opportunities to ensure our skill mix continues to match the requirements in our sector.

FUTURE FOCUS

- **Partnering** – identifying opportunities to work together to better support young people and families in need.
- **Workforce** – increasing the capacity and diversity of our service response. We are committed to developing a high-quality workforce, attracting and retaining staff across all our services.
- **Services** – further developing appropriate ‘wrap-around’ support for our young people to achieve outcomes beyond simply providing accommodation.
- **Quality** – ensuring we continue to provide safe, secure and affordable accommodation for young people, linking to other services and initiatives as required.
- **Philanthropy** – generate philanthropic support (untied funds) to encourage young people along their path to independence by providing access to employment and education, and financial support to obtain drivers’ licences and realise car ownership.
- **Social housing** – reviewing our existing assets to determine our potential in the community housing space. Developing a strategy to align our practices with the national regulatory requirements, particularly for the provision of accommodation for our young people transitioning out of care.



Di, front centre, with her team mates and a young person who resided at our Crisis Accommodation.

WORKING IN HOMELESSNESS

Listening and making a difference

Di is our incredible Homelessness Senior Case Manager, who has been working in youth homelessness for almost 40 years and helping young people to change their lives for the better.

“When a young person comes to see us, who is either homeless or at risk of homelessness, we have a very short window in which to initially establish trust and provide a safe space for them to be able to talk and know that we are listening.

“Our job is to be strong for the young person – because if we are not strong, the young person will want to protect us, and not tell us what we need to know to be able to assist them.

“We all have goals, and our job is to walk beside the young person, be strong for them, give encouragement, even laugh with them and champion their successes.

“It’s the young people who teach us in return. The most valuable thing I have learnt from young people over the years is to have no judgement – either for myself or the person who is talking to me. And this is such a gift.

“In my experience, it’s the person-to-person connection that’s most impactful to creating change.

“I’m really thankful to my manager Darce, my team, and the wider community for supporting our work and the difference we can make each day,” says Di.

MENTAL HEALTH

Each year approximately one in every four Australians experience a mental health concern, with half of these conditions beginning before the age of 14.

Young people tend to report a higher rate of suicidal thoughts and other health-risk behaviours, such as smoking, drinking and drug use, and many delay seeking help because they fear stigma and discrimination.*

We manage five headspace centres across Southern Queensland that focus on early intervention and connecting young people with a range of other services and programs to ensure they receive comprehensive and individualised support.

Funding for our **headspace** centres is obtained on a regional basis through the Primary Health Networks and Medical Benefits Schedule Billing. Each **headspace** centre is developed in partnership with local Youth Engagement and Committees (YECs), local consortium agencies, **headspace** National Youth Mental Health Foundation and the PHNs.

Over the course of the 2018-19 financial year we also offered the following employment and training programs that were co-located with some of our **headspace** centres: Smarter Choices, Get Set For Work and Mum's Army.

These employment and training programs are funded by the Queensland Department of Employment, Small Business and Training under a Skilling Queenslanders for Work Initiative.

*Australian Bureau of Statistics 2008, National Survey of Mental Health and Wellbeing: Summary of Results, 2007 cat. No. 4326.0, ABS, Canberra.

Kessler, R et al. 2005, 'Lifetime prevalence and age-of-onset distributions of DSM-IV disorders in the National Comorbidity Survey Replication', Archives of General Psychiatry, vol. 62, pp. 593-602.

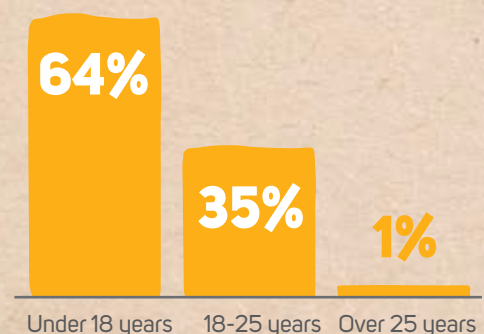
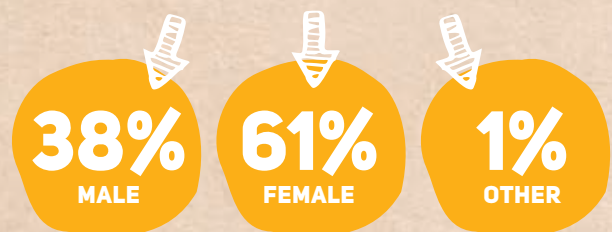
ACHIEVEMENTS

- Assisting almost 3,700 young people with over 14,000 clinical appointments across our **headspace** centres.
- Launching our new **headspace** satellite centre in Gympie and outreach service in Bribie Island.
- Successfully completing the **headspace** Model Integrity Framework (hMIF) audit for the last of our centres to maintain our **headspace** Trade Mark Licence Deed.

DEMOGRAPHICS

4,022

PEOPLE HELPED
through our Mental Health services
and programs



10% identified as
Aboriginal
and/or Torres
Strait Islander

Our HEADSPACE CENTRES

We manage five headspace centres that are designed to help break down the barriers to young people getting the help they need.

We understand a range of complexities influence a young persons' mental health and each of our **headspace** centres offers the following streams of support: mental and physical health, alcohol and other drugs, and access to education and employment pathways.

Over the course of the year, we provided more than **14,000 support sessions** across our **five headspace centres** to almost **3,700** young people aged between 12 and 25 years.



Opened in → **2012**



Opened in → **2018**
(as a satellite service of **headspace** Maroochydore)

headspace Maroochydore/Gympie is thankful for the dedication and involvement of our YEC and our consortium partners: Fresh Marketing and PR, Steps Group, IFYS Ltd, Noffs Foundation, Department of Education, The Thompson Institute, North Coast Aboriginal Corporation for Community Health, Community Action Gympie, Sunshine Coast Council, and The Butterfly Foundation.



Opened in → **2015**

headspace Toowoomba is thankful for the dedication and involvement of our YEC and our consortium partners: Darling Downs Child and Youth Mental Health Service (CYMHS), University of Southern Queensland, Toowoomba Regional Council, Downs Industry Schools Co-Op (DISCO), IFYS Ltd, Lives Lived Well, CatholicCare Social Services, UnitingCare Community, Lifeline Darling Downs and South West Queensland Limited, LEAD Disability Services, and Vanguard Laundry.



Opened in → **2016**
(with the Bribie Island satellite service opening in 2019)

headspace Caboolture/Bribie Island is thankful for the dedication and involvement of our YEC and our consortium partners: Brisbane North PHN, Metro North Mental Health Service, Connections Inc, Lutheran Church of Australia Queensland District (Lutheran Community Care), IFYS Ltd, Life Without Barriers, STEPS Group Australia, Ted Noffs Foundation QLD, Community Solutions, and Coast 2 Bay Housing.



Opened in → **2017**

headspace Bundaberg is thankful for the dedication and involvement of our YEC and our consortium partners: Bundaberg and District Neighbourhood Centre, Bundaberg Regional Youth Hub, Centacare CQ, Central Queensland University, IMPACT Community Services, Reclink Australia, Relationships Australia, Regional Housing Limited, STEPS Group Australia, and The Salvation Army Corps in partnership with the Salvation Army Tom Quinn Community Centre, Wide Bay Hospital and HealthService, and YMCA Bundaberg.



Cristel -
Community & Youth
Engagement Officer

TRAINING AND EMPLOYMENT

In 2018-19 we delivered three programs under the *Skilling Queenslanders for Work* initiative. Working with our RTO partner Look Now, our programs provided education and employment opportunities for just over 200 individuals including mums returning to work (through Mum's Army) and young people disengaged from mainstream schooling looking for employment (through Get Set for Work), and those in the Youth Justice System (through Smarter Choices).

MENTAL HEALTH CARER RESPITE

In 2018-19 we finalised arrangements to transition our Mental Health Respite Carer Support Program to the National Disability Insurance Scheme (NDIS). We will continue to focus on providing continuity of support to our clients until the program ceases in early 2020.

CHALLENGES

- **Increasing demand** – meeting the high demand for our services at our **headspace** centres.
- **Staffing** – recruitment and retention of key clinical staff for our **headspace** centres.
- **Funding** – operating on shorter-term funding contracts makes it difficult to provide stability for our staff, Allied Health Professionals (AHPs) and communities.

FUTURE FOCUS

- **Quality improvement** – continuing our efforts to improve the quality and safety of our clinical service delivery with ongoing updates to our organisational wide clinical governance framework.
- **Securing our funding** – to ensure we are able to consolidate and improve service delivery across our **headspace** centres.

LEARNING TO LISTEN

With headspace reporting one in four young people are living with a mental health concern, it begs the question 'What can we do to help support our youth's wellbeing?' We asked our Community and Youth Engagement Officer at headspace Bundaberg, and her answer is a lesson for us all.

"It's conversations that will connect us.

"Genuine conversations where we ask open-ended questions, give them our time and attention, and allow them to feel vulnerable and safe. Most importantly we need to listen.

"Every day those who are struggling are told to speak up, be strong, talk about it, raise your voice ... but who is listening?

"As a mum, wife, friend, sister and fixer-upper it has taken a while for me to learn to listen. At first I wanted to fix everything and tell people how to fix themselves. When I learnt to step back, listen to what they needed – not what I needed – it became more effective, and more empowering for those who were heard. The outcomes for everyone were more real.

"It's so easy to be busy, distracted, always doing something, even when we're trying to have a conversation. But how much more invested are you when you put down the potato peeler and actually talk, in person, and acknowledge what each other are saying. That's how we connect with our young people, and our community.

"We can only begin to support our youth's wellbeing once we have given our full attention to understanding what is happening for them, what is reality in their world.

"I love how **headspace** allows us to listen to our young people. We get to hear about what is important to them, what they value, and how we can help them.

"In my role I get to work alongside some inspiring and passionate young people who have taught me a lot. I also get the chance to connect with our community, to network and build on conversations that matter... It's a beautiful thing!" says Cristel.

SUICIDE PREVENTION

Suicide is one of the greatest preventable public health challenges of our time, with rates in Australia continuing to increase. Every day in Australia, around eight people will be lost to suicide and a further 180 will attempt to take their own life.*

Effective suicide prevention strategies need to include: prevention (increasing awareness), intervention (how to respond to warning signs) and postvention (supporting those impacted).

We work with young people and their families to provide a broad and influential role in contributing to suicide prevention and intervention, as shown by our social impact data on page 10. We also deliver our StandBy Support After Suicide service across Australia, which currently services 30% of Australia's population.

STANDBY SUPPORT AFTER SUICIDE

People bereaved by suicide have a higher risk of suicidality, mental health concerns, complicated grief and social isolation.

Approximately 300,000 Australians are impacted by suicide each year, and research shows their risk of suicide up to eight times higher.**

Our StandBy service is Australia's leading provider of support after suicide, providing free face-to-face and telephone support to individuals, families, workplaces, groups and the wider community.

StandBy is a national service supported by funding from the Australian Government under the *National Suicide Prevention Leadership and Support Program*.

*Slade, T., Johnston, A., Teesson, M., Whiteford, H., Burgess, P., Pirkis, J., Saw, S. (2009) The Mental Health of Australians 2. Report on the 2007 National Survey of Mental Health and Wellbeing. Department of Health and Ageing, Canberra.

** Cerel J (2016) Connecting to the continuum of survivorship.



ACHIEVEMENTS

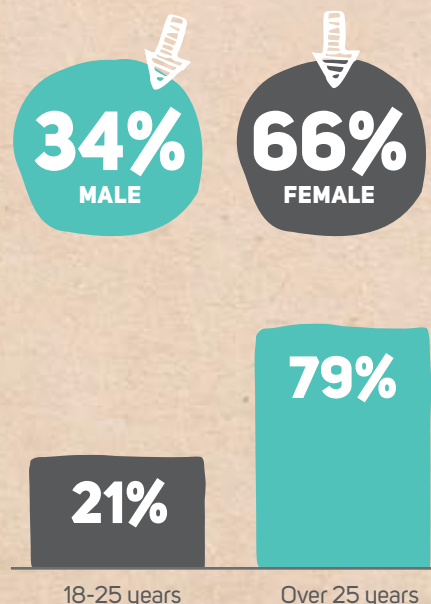
- **Funding** – successfully secured a further two years of funding for our national StandBy service guaranteeing services across 11 PHN regions until 30 June 2021.
- **Increasing our service offering** – to meet the growing need for support after suicide across different service settings including:
 - co-designing a StandBy Metropolitan Model.
 - trialling the Indigenous specific training package *You Me~Which Way*.
 - developing a proactive capacity building model for regions that do not have access to the StandBy service.
- **Broadening our expertise** – with the establishment of our first National Lived Experience Advisory Group.

DEMOGRAPHICS

901

PEOPLE HELPED

through our StandBy
Support After Suicide service

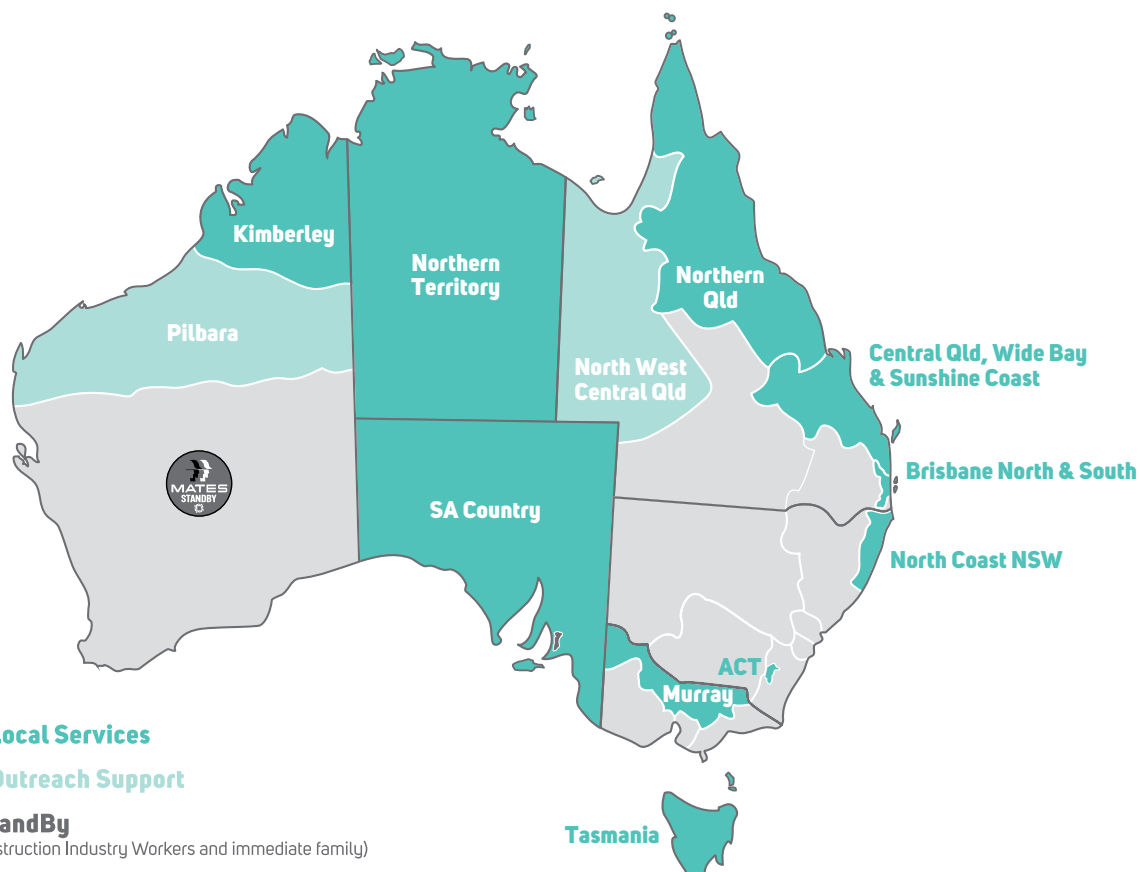


9% identified as
Aboriginal
and/or Torres
Strait Islander



STANDBY®
SUPPORT AFTER SUICIDE

OUR COVERAGE AREAS



● **StandBy Local Services**

● **StandBy Outreach Support**

● **MATES StandBy**
(All of WA Construction Industry Workers and immediate family)

StandBy is a sub-brand of United Synergies and operates across 10 sites nationally aligned to 11 PHN boundaries. The service is delivered by partner organisations with a dedicated site coordinator and support team, so that we engage local expertise to meet the individual needs of each community.

Our StandBy National office oversees the delivery of the StandBy service across our partner sites; where staffing includes 12 site Coordinators, 11 area Team Leaders and 100 casual staff (forming the Crisis Team) located across ten sites nationally, shown by the map above.

OUR PARTNER ORGANISATIONS INCLUDE:

Tasmania (Lifeline Tasmania)

Country SA (Uniting Communities and Centacare)

ACT (SupportLink)

North Coast NSW (Social Futures)

Brisbane South and Brisbane North (UnitingCare Queensland)

Central Queensland, Wide Bay, Sunshine Coast (United Synergies)

Northern Queensland (UnitingCare Queensland)

Murray Victoria (Lifeline Central Victoria and Mallee)

Country WA [Kimberley region only] (Anglicare WA)

Northern Territory (Thirrili Ltd)

STANDBY IN THE REPORTING PERIOD 1 JULY 2018 TO 30 JUNE 2019:

RECEIVED

3,543

GENERAL ENQUIRIES

FACILITATED

143

TRAINING SESSIONS

SUPPORTED

901

PEOPLE DIRECTLY
AND A FURTHER

3,007

ATTENDEES AT GROUP
SESSIONS

COMPLETED

2,063

FOLLOW UP CALLS



KEY STAKEHOLDER ENGAGEMENT

- The Kimberley co-design partnership between StandBy (United Synergies/ Anglicare WA), Thirili (National Indigenous Critical Response Service) and KAMS (Kimberley Aboriginal Medical Service).
- Working with the University of Melbourne to facilitate participation in a research project looking at adolescent bereavement.
- Membership on Queensland State Committee – new Suicide Prevention Australia initiative.
- A national commitment to coordinated action for the mental health of doctors and medical students.
- Facilitator of postvention best practice group including: Suicide Bereavement Service, Victim Support (NZ); Clinical Advisory Services Aotearoa (NZ); Mental Health Foundation of New Zealand (NZ); Canadian Mental Health Association (Canada); Pieta House SBLE Service (Ireland); Suicide Bereavement UK (United Kingdom); Seagrass (UK).

CHALLENGES

- **Crisis response environment** – the intense and diverse nature of crisis work makes it difficult to plan and allocate staff resources.
- **Covering large geographical regions** – small teams required to cover thousands of kilometres to provide face-to-face support.
- **Maintaining quality** – focusing on what we do and doing it well, and ensuring we are not diversifying too quickly as we expand our operations.



StandBy National
Operations Manager
Geoff.

FUTURE FOCUS

- Visibility of StandBy at a Federal Government funding level is a priority. We will continue to build a strong position from which to advocate to the Department of Health for increased funding to achieve national expansion.
- Achieving genuine national coverage of the StandBy service will result in more Australians receiving support after a suicide loss. StandBy is committed to expanding the reach of our service to new areas.
- Delivering a high-quality service model is critical to the strategic growth of StandBy. Over the next year, StandBy plans to review and improve our current service operations across the regions we currently operate in.
- A number of opportunities exist whereby the traditional StandBy model has potential to be translated across new markets. StandBy is committed to exploring the potential of alternate revenue options and alternate business modelling.
- There is further scope for StandBy to use demographic data to identify population groups at most risk of suicide. This opens opportunities for StandBy to adapt its model to support professions, sporting codes or other groups in need.
- StandBy plans to diversify its communication efforts through publishing articles and videos that draw on its 17 years as a leader in support after suicide. The aim is to collaborate with families and communities with lived experience of suicide to share their stories in order to raise awareness and address stigma.

WORKING IN SUPPORT AFTER SUICIDE

When Geoff was forced to give up his plumbing business with a knee injury that left him on crutches for nearly two years, he had no idea his career would lead him into suicide postvention.

While Geoff's wife became the sole income earner as a teacher, Geoff took on the role of primary caregiver. Geoff reflects now on the value of this time with his young sons but admits there were times of depression and isolation.

"My world had changed from that of construction sites and fellow tradies to that of two toddlers," he says.

Questions of how he would resume his career played on his mind.

With knowledge of Geoff's experience in the trade field, a local school invited Geoff to initiate a program to support young people into apprenticeships and ongoing work.

"I found my passion.

"Developing partnerships that lead to positive outcomes for young people in the community was very rewarding" says Geoff.

Fast forward 15 years, Geoff is still as passionate about the importance of partnerships.

As National Operations Manager for StandBy, Geoff oversees the operations of StandBy across 11 PHN regions to deliver the program which supports anyone impacted by suicide.

"I'm inspired by the work I see every day; our partner sites are making a difference to individuals' lives at the most harrowing time of their life.

"The program is continually developing as we partner with organisations to reach more people in need of support.

"Things happen for a reason - I didn't set out to work in suicide postvention but now I have seen the need and believe every Australian should have access to support after suicide," Geoff says.

And on that note, Geoff embodies the focus of StandBy.

Our PEOPLE

TOTAL # OF EMPLOYEES*

*As at 30 June 2019

179

FULL TIME	PART TIME
69	38
SHIFT	CASUAL
23	49

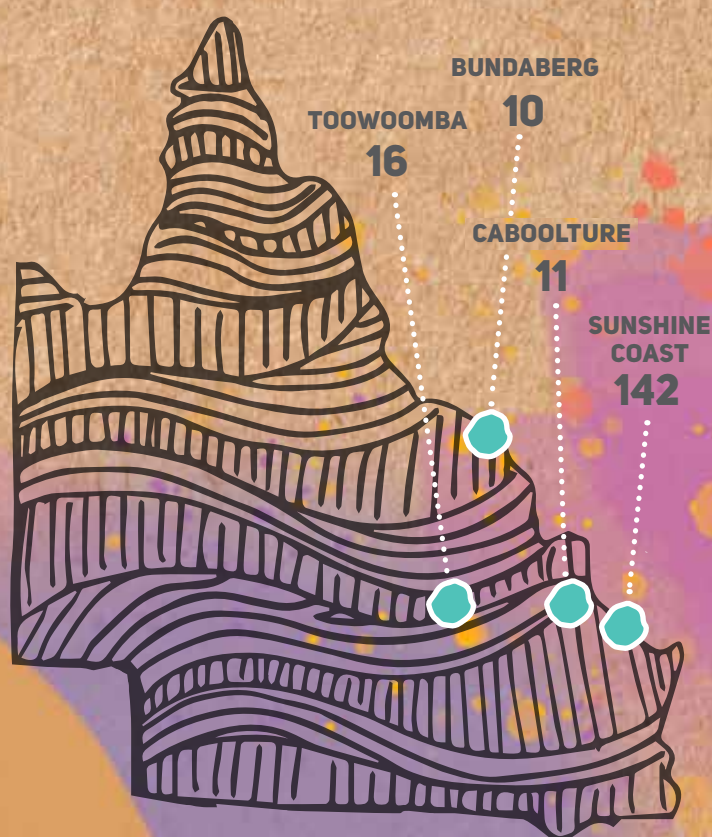
AVERAGE SALARY

BY GENDER*

MALE	\$72,142
FEMALE	\$63,829

*Difference due to more female employees having part-time and short-term contracts.

EMPLOYEES ACROSS OUR MAIN WORK LOCATIONS

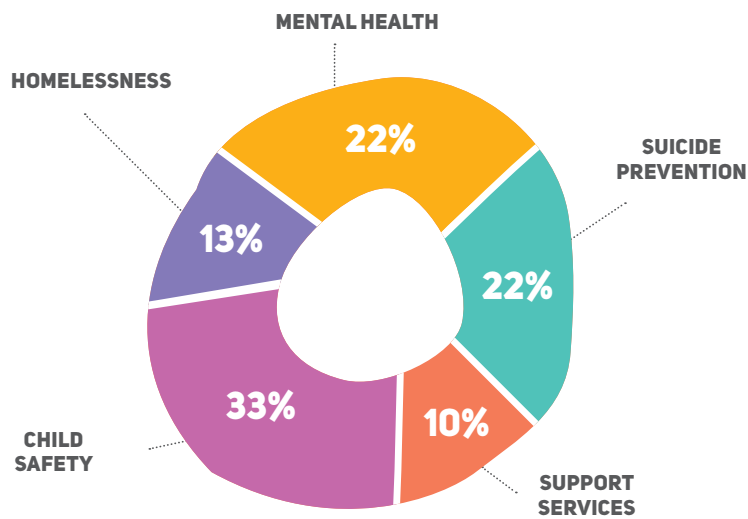


BY EMPLOYMENT

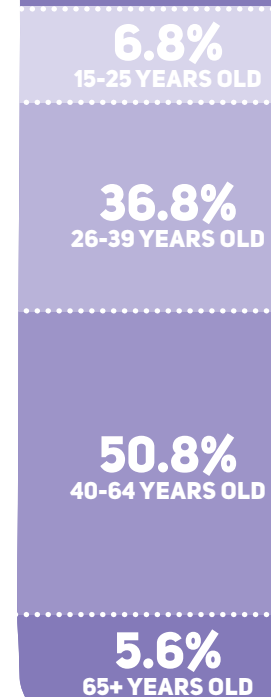
FULL TIME	\$79,534
PART TIME	\$53,202
CASUAL	\$61,833



EMPLOYMENT ACROSS FOCUS AREAS



EMPLOYEE AGE



	MANAGERS	SERVICE LEADS	SUPPORT STAFF
HOMELESSNESS	1	2	19
CHILD SAFETY	1	4	54
MENTAL HEALTH	5	4	31
SUICIDE PREVENTION	1	2	37
SUPPORT SERVICES	4	0	14

EMPLOYEE GENDER

69%
FEMALE

31%
MALE

Our EXECUTIVE TEAM



CEO ANDREW ANDERSON

Andrew joined US in full as CEO in May 2019. Prior to taking up the role, Andrew was the General Manager Medical and Southern Operations with CareFlight NSW, where he was exposed to the rewards and challenges of working in the 'for purpose space'. In this role, he was responsible for CareFlight's NSW Operations, National Medical and Corporate Services.

Prior to joining CareFlight NSW, Andrew spent 15 years in senior leadership roles in the industrial services, financial and manufacturing sectors.

Andrew's qualifications include: Company Directors Program, Australian Institute of Company Directors; Strategic Perspectives in Non-profit Management, Harvard Business School, Boston; Advanced Diploma of Business Management, University of New England; and Master of Business Administration (MBA), Australian Graduate School of Management.



STRATEGIC DEVELOPMENT MANAGER DR TANYA BELL

Tanya joined United Synergies in 2018 and leads the strategic planning and development of our services to ensure we are working effectively with our partners and local stakeholders to achieve better outcomes for those we help, and meeting the requirements of government policy.

With almost two decades in the primary health care sector, Tanya has worked for research and academic institutes, state government departments, as well as non-government agencies, including Medicare Locals and Primary Health Networks.



HOMELESSNESS GENERAL MANAGER DARCE FOLEY

Darce joined United Synergies in 2018 and leads the Homelessness team to support young people and families at risk of homelessness across the Sunshine Coast and Toowoomba regions.

Having worked extensively in government and non-government areas of homelessness and housing for more than 15 years, Darce has an in-depth understanding of the deliverables required to tackle the complexities and intricacies in breaking the cycle of homelessness.



GENERAL MANAGER CHILD SAFETY RACHEL BUNN

Rachel joined United Synergies in 2018 and leads the Child Safety team, including all of our licensed care services.

Rachel has over 15 years of experience in the community welfare sector, and has a strong passion for social acceptance, change and evolution. This experience includes case managing complex needs in social and community housing, homelessness services, and Child Safety.



STANDBY GENERAL MANAGER KAREN PHILLIPS

Karen joined United Synergies in January 2009 and leads the StandBy Support After Suicide service.

Karen has held prior roles of General Manager, supporting the operations of StandBy and United Synergies' five headspace centres and accompanying programs, as well as Program Manager for Education, Employment and Training.

Karen's qualifications include a Bachelor of Education and AICD Foundations of Directorship. Karen is on Suicide Prevention Australia's Queensland committee.

CLINICAL AND SERVICES GENERAL MANAGER NICK FAWCETT**

Nick took on this new role in July 2019, overseeing the management of our headspace centres.

Nick is a trained Psychologist who has been working in the field of mental health for over 20 years. He has worked in private practice and for government and non-government agencies, including the Central Queensland Wide Bay Sunshine Coast PHN.

**Commenced employment with United Synergies in the 2019-20 financial year.

Our GOVERNANCE



FINANCE MANAGER TONY HOWLEY

Tony leads the management of our financial resources and budgets. The team he manages is integral to assessing, planning and coordinating our efforts to better support the future needs of our organisation in the most cost-effective ways.

Tony joined United Synergies in 2017 and brings a wealth of experience and is passionate about working across the various programs that support vulnerable people in our community.



ACTING PEOPLE AND CULTURE MANAGER MELISSA SMIDT

Our People and Culture Manager guides our organisation in the recruitment, management, training and people needs of our organisation.

Melissa joined as HR Adviser in July 2015, and has taken on a secondment in the position of People and Culture Manager. Prior to this she worked for a global organisation as a HR Business Partner, providing extensive hands-on support and guidance to managers and employees in all facets of the employee life cycle.

Our organisation is a Company Limited by Guarantee, where our constitution governs how our organisation can use its resources. We are registered with the Australian Charities and Not for Profit Commission (ACNC), classified a Public Benevolent Institution (PBI) with Deductible Gift Recipient (DGR) status.

We are also a Licensed Care provider with the Department of Communities, Child Safety and Disability Services. This organisational wide Licensed Care accreditation is maintained through internal processes in compliance with the Department's Human Services Quality Framework introduced in 2015 for promoting quality outcomes for people who access our services. United Synergies accreditation was obtained in 2015 with a subsequent renewal audit conducted by HDAA Australia in February 2018 which was successfully approved.

REPORTING STRATEGIC RISKS

Like most Not for Profit organisations, we operate in an environment that is increasingly uncertain, complex and volatile.

Each year our Board and Leadership Team meet to understand and address a broad range of risks and their overlaps and interdependencies. The resultant plan is reviewed quarterly to ensure we remain focused on the key areas of action for our organisation.

Our CEO reports monthly to the Board, with service delivery and other key risks reported by the Management Team in quarterly board meeting papers. To support effective and transparent governance of the organisation, the Board will establish new sub-committees with quarterly meetings covering the areas of:

- **Performance and Capability**
- **People and Community**
- **Risk and Safety**
- **Clinical Governance**

This year the Board and Leadership Team has continued to increase our engagement with Primary Health Networks (PHNs) across the country, ensuring we are positioned to expand key services in our region, particularly in the area of youth mental health.

As the National Disability Insurance Scheme (NDIS) transition continues to progress in each region, new processes and relationships are being established between our funding agencies and the National Disability Insurance Agency (NDIA). In particular, we have begun to position ourselves to support the Department of Child Safety, Youth and Women to achieve their commitment in relation to access and implementation of NDIS plans for young people in our care.

Supporting our work with the Department of Housing and Public Works, we have prioritised our strategic focus on addressing key areas of the Queensland Housing Strategy 2017-2027. In particular, positioning our Specialist Homelessness services to meet key objectives including improving our data and systems and working towards certification under the Human Services Quality Framework (HSQF).

Board of **DIRECTORS**



BOARD CHANGES

This year Ian Montague and Kathleen Colclough resigned from the Board, after making a substantial contribution to United Synergies over the last 10 and 4 years respectively. We thank Ian and Kathleen for their support and dedication to our organisation.

GREG LIVINGSTONE Chair

Greg has worked in Australia and New Zealand and has extensive experience in general management, strategy, finance and HR in a large agribusiness and consumer products company.

Since leaving his corporate role, Greg has worked with a range of organisations in the fields of sustainability, economic development and the support of vulnerable members of the community.

He is currently also a non-executive director of The Pinnacle Foundation.

Greg has a Master of Commerce degree from the University of New South Wales.



JOYCE CHORNY **Director**

Joyce has a 20-year career in the visual arts and community engagement and brings extensive knowledge of grant writing and fundraising acumen to the Board. Prior roles include Principal Coordinator of the Hervey Bay Neighbourhood Centre, where she worked with disenfranchised and vulnerable people for the last 18 years. This involved managing a variety of licensed and regulated programs including childcare, aged care, youth at risk and family support programs. She also worked with community planning and fundraising in designing and building a \$7M community hub, which now provides a public meeting space and houses 20 services supporting the community. Recently, Joyce joined Fraser Coast Regional Council as Executive Manager of Community and Culture, responsible for libraries, Cultural Services, Community Development and Indigenous Culture and Heritage. Joyce is an active Rotarian and is past President of the Rotary Club of Hervey Bay Sunrise.

PAULA HOLDEN **Director**

FCPHR, MBA, B.Man, MAICD, AFIML, JP (Qual)

As an established board director and Senior Executive, Paula brings over 20 years' experience in various 'for profit' and 'for purpose' organisations. She has built her professional practice in Human Resources and Safety, always seeking to build capability and synergise the people experience with overall business strategy. Paula is deeply passionate about helping others see their potential in themselves.

Having completed various postgraduate qualifications in HR, Business, Strategy and Leadership Paula also holds membership with a number of professional associations including fellowship of the Australian Human Resources Institute and a recent graduate of the Australian Institute of Directors.

GLEN DAMRO **Director**

Glen has 25 years' experience as a senior manager across a range of industries both in Australia and internationally. At present he heads the Aviation Division of a large Queensland based company specialising in professional services and asset management. Glen's strengths are innovation, strategy design, business development, and operations accountability.

Glen has two Masters' Degrees including an Executive Master of Business Administration (EMBA). He is also a qualified Lead Auditor and member of the Australian Institute of Company Directors.

DR OSCAR MODESTO **Director**

Oscar is a registered psychologist with a Masters Degree in Family Therapy (Mexico) and PhD in Psychology from Macquarie University. Oscar has held senior roles overseeing services in post separation, family violence, counselling, parent education, and men's services at Centacare Parramatta and CatholicCare Sydney. Oscar has conducted research on attachment, identity and relationship issues, presenting his findings at several international conferences. Recently Oscar joined the Australian Catholic University (ACU) as a Lecturer on a permanent basis and coordinates the postgraduate counselling programs.

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2019

	2019	2018
	\$	\$
Revenue – excluding capital grant	22,532,597	22,060,158
Revenue – capital grant	-	160,000
Total Revenue	22,532,597	22,220,158
Staff Costs	(12,123,697)	(11,495,795)
Contracted Expenses	(4,870,141)	(4,674,774)
Occupancy Expenses	(937,155)	(927,417)
Client Support Costs	(1,005,401)	(1,426,423)
Motor Vehicle Expenses	(488,468)	(515,929)
Consultancy Expenses	(219,724)	(204,715)
Administrative Expenses	(721,246)	(691,694)
Staff Travel and Training Expenses	(379,221)	(563,510)
Information Technology Expenses	(243,971)	(323,666)
Depreciation and Amortisation Expenses	(477,868)	(1,082,825)
Repairs and Maintenance Expenses	(178,360)	(135,269)
Other Expenses	(471,100)	(742,567)
Current year surplus/(deficit) before income tax	416,245	(564,426)
Income tax expense	-	-
Net current year surplus/(deficit)	416,245	(564,426)
Other comprehensive income	-	-
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income / (loss) for the year	416,245	(564,426)

FULL FINANCIALS

A full copy of our financial statements, notes, and commentary as at 30 June 2019 can be viewed on our website at www.unitedsynergies.com.au/publications.

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2019

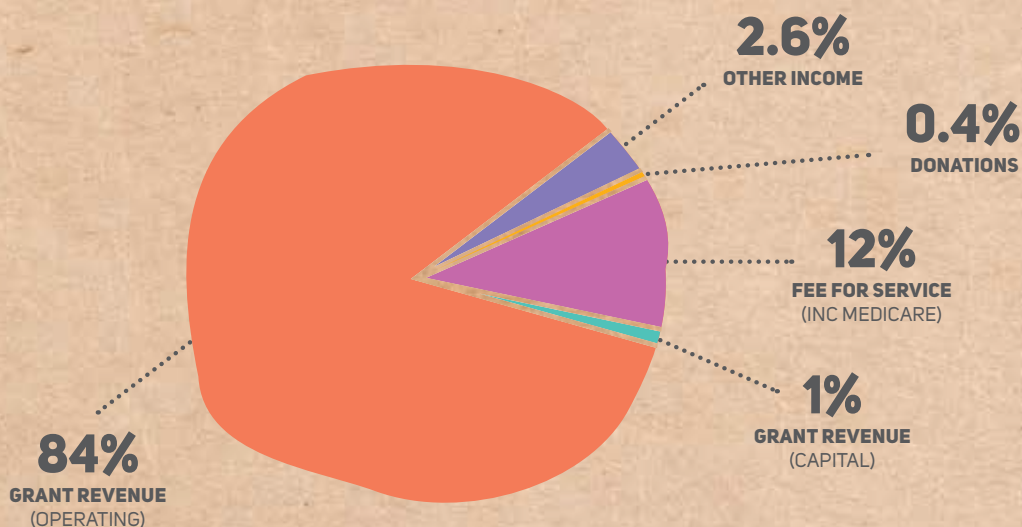
	2019	2018
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	6,374,128	6,669,712
Trade and other receivables	130,331	276,936
Other assets	259,151	226,821
TOTAL CURRENT ASSETS	6,763,610	7,173,469
NON-CURRENT ASSETS		
Property, plant and equipment	1,342,544	1,523,942
TOTAL NON-CURRENT ASSETS	1,342,544	1,523,942
TOTAL ASSETS	8,106,154	8,697,411
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	1,924,734	2,301,124
Income in advance	1,635,780	2,382,732
Provisions	80,613	74,644
TOTAL CURRENT LIABILITIES	3,641,127	4,758,500
NON-CURRENT LIABILITIES		
Provisions	300,290	190,419
TOTAL NON-CURRENT LIABILITIES	300,290	190,419
TOTAL LIABILITIES	3,941,417	4,948,919
NET ASSETS	4,164,737	3,748,492
EQUITY		
Reserves	-	1,897,863
Accumulated Surplus	4,164,737	1,850,629
TOTAL EQUITY	4,164,737	3,748,492

These statements should be read in conjunction with the accompanying notes on our website,
www.unitedsynergies.com.au/publications.

Financials AT A GLANCE

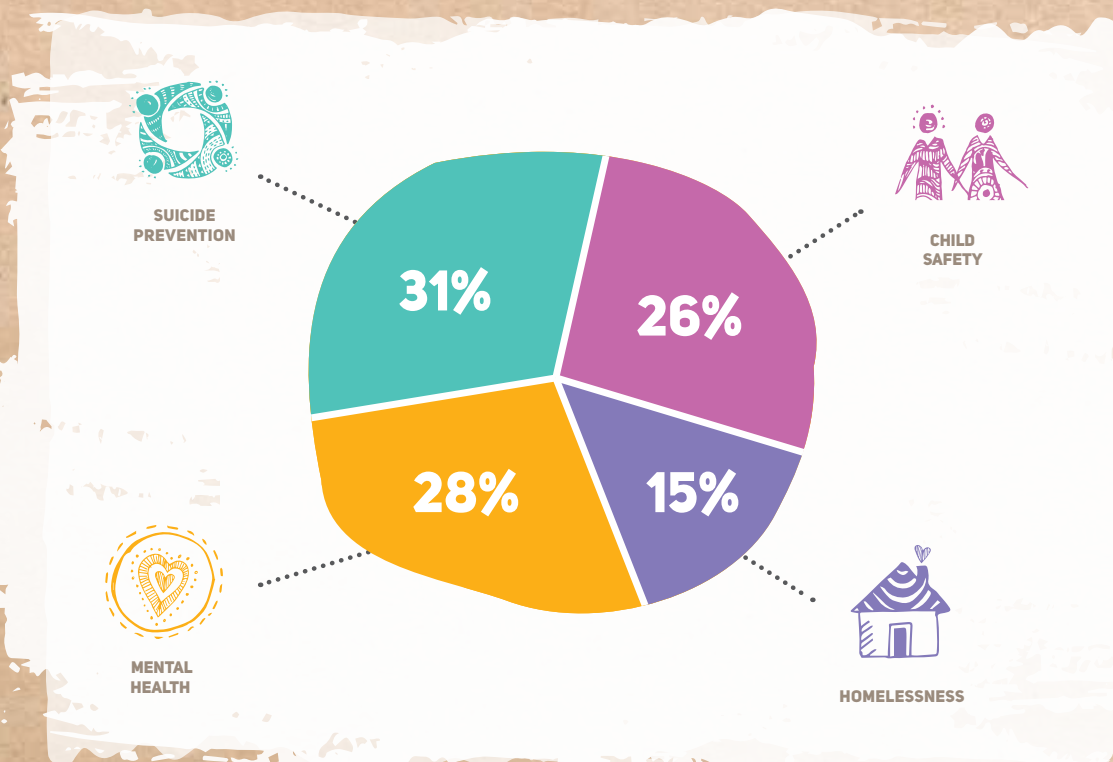
SOURCES OF REVENUE

This graph provides a breakdown of where our income comes from and shows that our organisation is predominantly funded by Government grant income.



GOVERNMENT GRANT OPERATING REVENUE

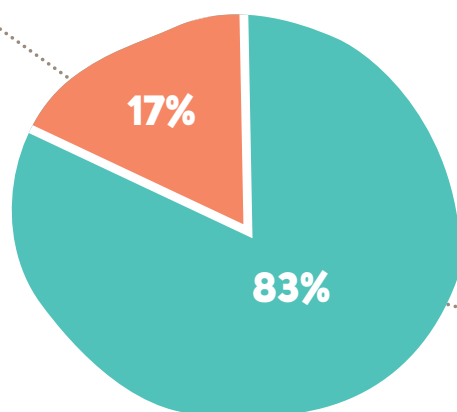
This graph shows the breakdown of our Government grant income across our 4 focus areas.



BREAKDOWN OF EXPENSES

This graph shows that 83% of our expenses are directly incurred from the delivery of our services and programs.

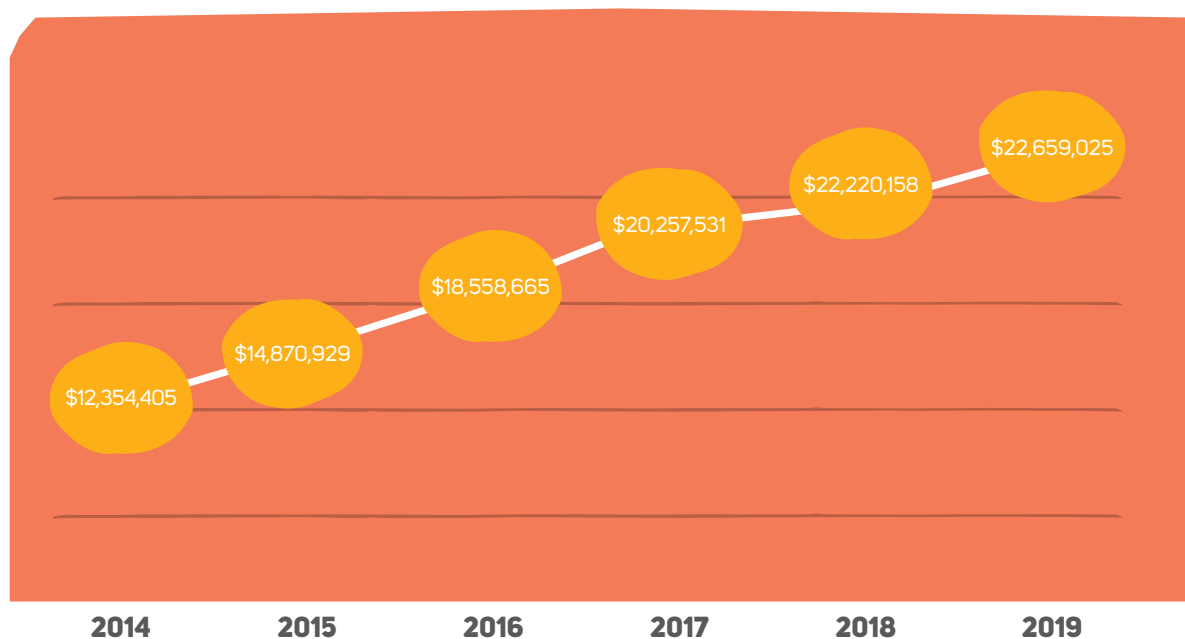
ADMINISTRATION



SERVICES DIRECT TO CLIENTS

GROWTH IN TURNOVER

Our organisation has grown strongly in recent years, as shown by the growth in our turnover below.



Thank you

TO OUR PARTNERS AND SUPPORTERS

AUSTRALIAN GOVERNMENT

- Department of Health
- Department of Social Services

QUEENSLAND GOVERNMENT

- Department of Communities, Disability Services and Seniors
- Department of Child Safety, Youth and Women
- Department of Employment, Small Business and Training
- Department of Housing and Public Works

PRIMARY HEALTH NETWORKS (PHNs)

- Brisbane North
- Darling Downs and West Moreton
- Central Queensland, Wide Bay, Sunshine Coast
- Country South Australia

HEADSPACE NATIONAL OFFICE (HNO)

- headspace National Youth Mental Health Foundation

LOCAL COUNCILS WE WORK WITH:

- Bundaberg Regional Council
- Moreton Bay Regional Council
- Noosa Shire Council
- Somerset Regional Council
- Sunshine Coast Council
- Toowoomba Regional Council

UNIVERSITIES WE WORK WITH:

- CQUniversity
- University of the Sunshine Coast
- The Thompson Institute
- University of Melbourne

OTHER ORGANISATIONS AND BUSINESSES WE WORK WITH:

Artius

APMHA Healthcare Ltd

Anglicare WA Inc.

BTL Plant Hire

Bundaberg Neighbourhood Centre

Bundaberg State High School

Bundaberg Regional Youth Hub

Caboolture State High School

Caboolture Youth Justice

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 Service
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 Youth & Community Learning Centre,
 Toowoomba
 Youth Justice, North Coast, and
 Southern Queensland Regions



Thank you



Complementary **FUNDING**

We are extremely grateful to all organisations, businesses and individuals who have given generously to us throughout the year.

Unfortunately, due to the high volume of smaller individual donations we receive it is not possible for us to provide a complete listing.

We greatly appreciate all these donations, and the collective impact is significant in strengthening our communities. Where possible throughout the year, we also recognise and acknowledge these organisations, businesses and individuals on our main United Synergies Facebook page.

If you wish to support us please visit our website
www.unitedsynergies.com.au/donations

The support we receive is greatly appreciated.



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