

In 2014/15 there were an average of 5400 offenders in custody, in WA, each month.

Over the same period the return to prison rate for released offenders was 36%.



Outcare

We know rehabilitation inside/out

To maintain relevance every learning organisation must ensure that it remains contemporary. Outcare embarked on a significant change management process last year. Today, as you read this, we continue to reshape our business to ensure that we remain agile and responsive to the evolving socio-economic landscape in which we operate.

Our work on the Outcare 2020 Vision continues and this year we have refreshed Vision, Values and Purpose statements.

Our history is well documented as the leading organisation providing throughcare in WA. Outcare specialises in effectively transitioning prisoners from custody back to the community. In doing this we continue to evidence a unique commitment and informed understanding of the criminogenic and social needs of our clients.

Our staff are our most valued asset as they deliver exemplary levels of service every day with integrity and professionalism.

Our new Vision, Values and Purpose articulates why we exist and what we promise to deliver for every individual and family entrusted to our care. They underpin how we operate with integrity, delivering added value, innovation and hope for a better future.

Vision A life beyond offending for all.

Purpose Support people to break the cycle of reoffending.

Values:

Integrity. We do what we say. We work honestly and stand by our decisions.

Accountability. We openly accept responsibility for our individual, team and organisational performance.

Empowerment. We empower people with the tools, skills and knowledge to make choices for their own goals.

Hope. Through persistence and encouragement, we create an environment where change and positive outcomes are possible.

Humanity. We promote inclusion and embrace diversity.

Outcare acknowledges the traditional owners of Western Australia and pays respect to the Aboriginal Elders, past and present and the stolen generation. We work on the land of the Noongar Wadjuk people of the Noongar nation and we welcome all Aboriginal and Torres Strait Islander people to our service.



Outcare

Thanks to the team
at Outcare I'm not
in that 36%.

Alex.



Deirdre Davies
President

This year two Board members have retired to spend more time on their personal commitments. I am grateful to Vicki Jack and Philip Bamford for their energy and commitment to the Board and Outcare. We would like to welcome our two new co-opted members: Gordon Trewern and John Vojkovich to the Board.



Gordon brings extensive expertise from the 'not for profit' area being the CEO for Nulsen, a large organisation which delivers services to people with disabilities. John is General Manager and Chief Finance Officer for Keystart Home Loans bringing executive level finance management and corporate governance experience across a number of industries including the not for profit sector.

This year also marks the departure of long standing Board member Kate O'Brien. Kate's wealth of experience and knowledge of the sector through her past role as President of the Children's Court proved a valuable asset to the Board.

Amanda Wheeler CEO left Outcare in February 2015. The Board is indebted to Amanda for setting out the change programme and Vision 2020. Amanda recognised the need to 'modernise' Outcare and positioned us well for future

challenges. She was replaced by Jeff Simper as interim CEO. Jeff brought considerable experience as a CEO and managed in the interim until our newly appointed CEO, Paul McMullan arrived in June. The change in CEOs inevitably impacted on the pace and momentum which we had gained around the Vision 2020 initiative. Paul's career has been in Criminal Justice in the UK and more recently in WA. He came to WA in 2006 as a senior manager at Acacia Prison responsible for the Resettlement area. He had a lengthy career in the National UK Probation Service, and for the last five years had been the Director of Acacia Prison. He brings an informed knowledge base of effective working practice with offenders in the community, and more recently, prisoners in WA. His skills and expertise complement our vision, values and purpose well.

Undoubtedly the political environment in which Outcare operates today is vastly different to that of a few years ago. Indeed WA is a fast changing society. The population has dramatically increased in-keeping with the economic boom and prosperity and this expansion has not been limited to social infrastructure and employment.

Alongside these developments offending and imprisonment rates have risen steadily. The incarceration rates for women and indigenous offenders has reached record levels, as has the prevalence of reoffending. One of the consequences of this scenario is an increased scrutiny of statutory criminal justice agencies and their effectiveness to reduce crime and reoffending. There has been increased challenge to deliver more effective services in the context of value for money with fewer resources. Alongside this has been a drive to evidence and realise a reduction in reoffending rates especially for those released from custody, both juvenile and adult.

Funding for agencies like Outcare has not escaped these drivers and pressures. We have recognised the need for agility in service response, value for money and outcomes, which can be shown to reduce reoffending. In short we recognise this and have moved from being 'helpers-in-handouts' to partners in service delivery maintaining

the quality of life for all in today's growing society.

The 'market' is demanding that organisations delivering services in the social services arena do so on the understanding of a need for a mixed economy in delivery. Outcare understands that service providers who remain true to what users need but can demonstrate flexibility, responsiveness and ultimately innovation and value for money, are what is needed here in contemporary WA.

The private sector understands this process. Now we must learn from that experience in our partnership arrangements to ensure organisational sustainability. Our culture will remain true to our values and vision but we shall be more creative in how, when, and with whom we deliver services. Our role as a social service agency uniquely placed to articulate the impact of social policy on our client group, remains central to everything we do and every collaboration we engage with.

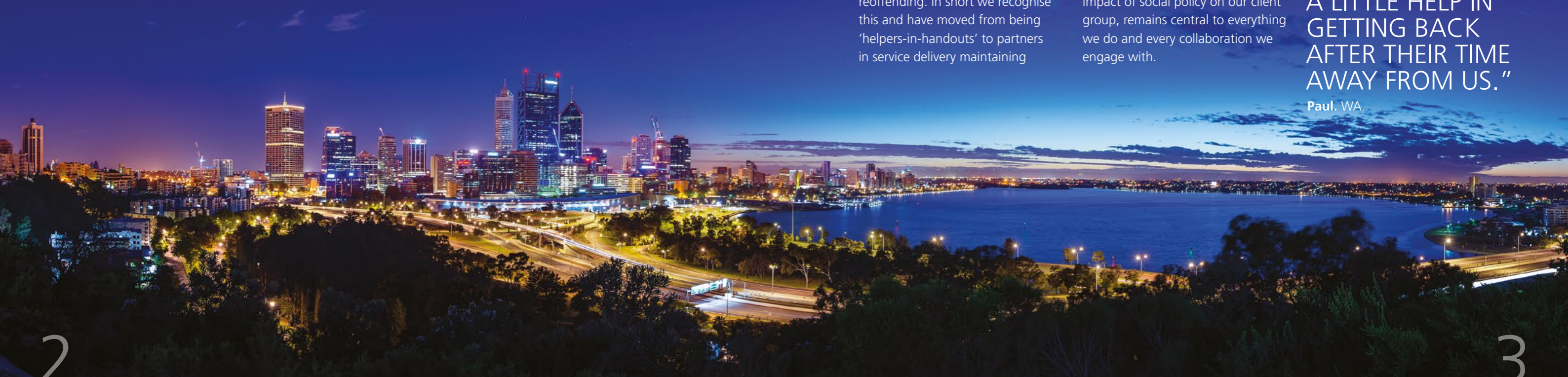
Paul McMullan
CEO



"OUR CHALLENGE IS TO RESTORE THE SKILLS NECESSARY TO THOSE WHO WANT TO RE-JOIN OUR SOCIETY HERE IN WA.

THEY HAVE A LOT TO OFFER BUT JUST NEED A LITTLE HELP IN GETTING BACK AFTER THEIR TIME AWAY FROM US."

Paul. WA.



This is Throughcare
Paul McMullan

The political appetite and dialogue for reducing reoffending is now firmly embedded in WA. The Department of Corrective Services, a key player in the management of offenders inside and outside custody, has set demanding reduction targets for all its staff. It is reasonable, therefore, to anticipate that this will cascade to those not for profit service providers. The public needs protecting and victims need reassurance that offenders will not repeat their offending.

“EXCLUSION, RE-INCLUSION, TRANSITION, HUMANITY, MANAGEMENT, EMPATHY, EVALUATION, RESEARCH, PARTNERSHIP AND COLLABORATION. THESE ARE ALL WORDS WE NEED TO BE USING TODAY.”

Paul. WA.

Research evidence confirms that effective throughcare practice starts the day a person is sentenced. It also demands an integrated and consistent case management process. Exclusion of offenders can be challenged, managed and inclusion realised when effective throughcare is delivered consistently and professionally.

Outcare has developed its business and throughcare model as set out in last year's Annual Report. We have continued to refine that model, confident that it delivers real outcomes. Effective throughcare is premised on an effective and targeted risk assessment and case management process. This supports staff in the delivery of a consistent, but individualised 'wrap around' service to clients.

This risk assessment addresses a range of factors and includes potential for future reoffending as well as interventions needed for successful inclusion on release. This year we have deployed case management training to all staff which incorporates a standardised risk assessment. This has enhanced our already effective services. We continue to evaluate the model and make adjustments in the light of

evaluated feedback and assessment from staff and service users.

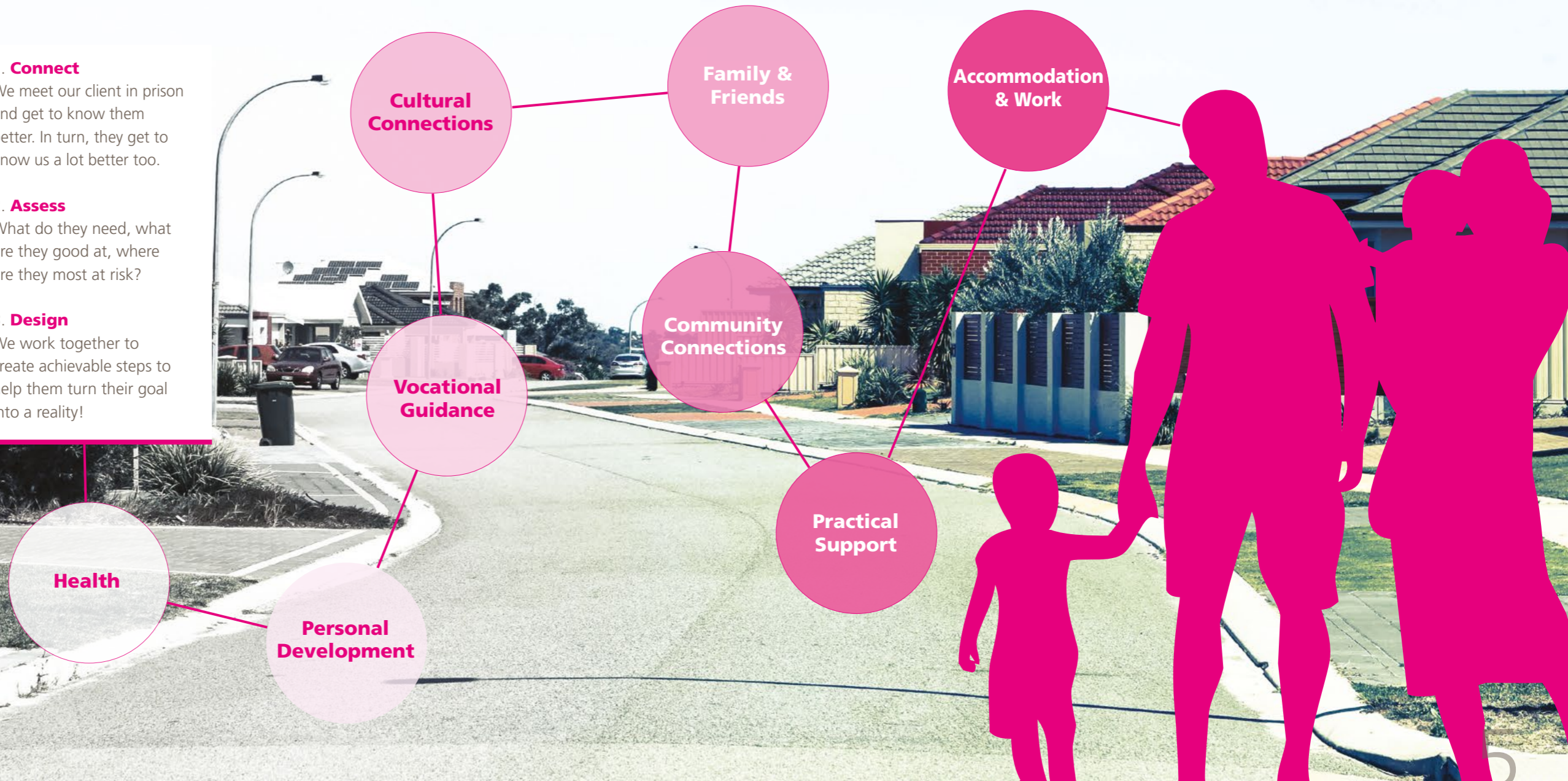
Effective community partnerships are essential for successful throughcare and we have built on our existing extensive range of community partners and agencies that can provide added value to our clients. In the context of the current business environment referred to earlier, partnerships, alliances and

supportive collaborative inter-agency arrangements are critical for success. Outcare values its partners immensely and sees collaboration as an area for growth in the future.

The case studies in this report are living examples of effective throughcare. Real people, who by their behaviour and offending were excluded, but now with the right intervention, support and mentoring

from Outcare staff have achieved real inclusion, and much more in many instances.

1. **Connect**
We meet our client in prison and get to know them better. In turn, they get to know us a lot better too.
2. **Assess**
What do they need, what are they good at, where are they most at risk?
3. **Design**
We work together to create achievable steps to help them turn their goal into a reality!



This is Performance

Paul McMullan

Our refreshed 'value statements' clearly identify our appetite to be open and accountable for the work we do. They also commit Outcare to be able to measure our work and use this evidence to improve the services we offer. Last year we drove a major structural change across the business to position us to be confident of meeting the challenges ahead. Organisational sustainability is a serious consideration for all not for profit agencies.

Clients 7968

Family prison visits 186,423

Key interventions

Accommodated 350

Case managed clients

Adult male 1895

Youth 380

Females 172

Casual clients 4417

Programmes

Adult Male Programmes 6

Youth Male Programmes 3

Complex Needs Programmes 3

Aboriginal Programmes 1

Adult Female Programmes 1

Family Support

Family Centres 6

Information provided 83,416

Emotional support 12,509

Childcare users 936

Children's activities 13,892

Financial assistance 754

Personnel

Staff 125

Volunteers 51

Services/sites 10

It is imperative that we are able to articulate and identify those critical success factors to make us competitive as well as being confident that clients value the services offered. Service user feedback and assessment of what we do is vital to our future operation and service delivery. To assist us on this journey we have involved locally regarded academics from Curtin University and commissioned a piece of work specifically to enhance our existing framework of measuring outcomes and how to improve this. The recommendations from this work are now being embedded across the organisation and we shall continue to evaluate what we do and implement learning from that process.

Supporting this objective is to work to ensure we have the right cultural fit. Research evidence is emphatic that businesses with the right culture deliver consistent and high results. Staff engagement is fundamental to this process and we have made great improvements in this area. Our Emerging Leaders Programme, Staff Support Officers group, and formal staff recognition initiatives are now well established at Outcare.

We have captured some of the learning of our partners in the private sector and translated that into 'our world'. Whilst private operators are often viewed with scepticism and disdain within the social welfare space, they have the required KPI, (Key Performance Indicators) driven cultures necessary

to achieve service delivery on budget, however private operators often lack the vital 'softer' engagement skills found in so many organisations like Outcare. Measuring success in the world of throughcare is fraught with difficulty. Definitions alone are a contentious area. Obtaining quality data to measure progress of released offenders is challenging for prisons and private organisations. Outcare is defined not only by the services it delivers but also the social and economic background in which it operates in. It has a rich 'vein' and history of 'ground level' engagement with clients and an informed appreciation of the issues they face. This quality contact, and the infrastructure that supports it, has strong value to customers who cannot create it themselves due to contractual time constraints. Outcare depends on staff and their emotional commitment to deliver client engagement, arguably to the envy of many private companies.

In understanding this political landscape within which we must now work and deliver with greater efficiency, the focus for Outcare is to 'think like a business, act like a charity'. This however does not mean we are compromising our humanistic values by adopting harder edged commercial approaches. By adopting a more objective and focused stance, our clients will benefit as Outcare continues to become more effective as a leading rehabilitation service provider.

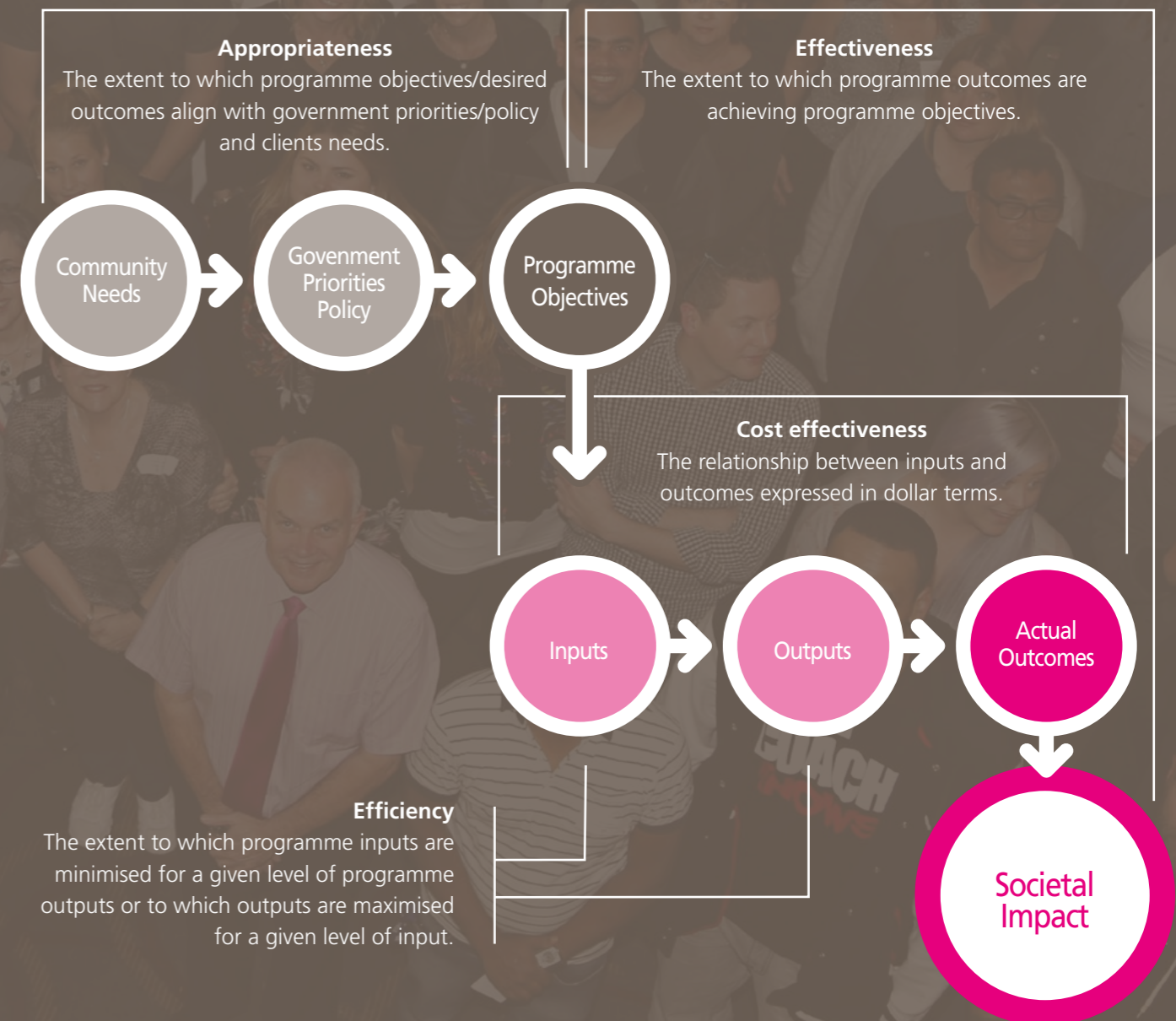
"OUTCARE MUST THINK LIKE A BUSINESS AND ACT LIKE A CHARITY AND BRING BEST PRACTICE FROM THE COMMERCIAL WORLD INTO THE NFP SECTOR."

Paul. WA.

Outcare's Programme Logic methodology

This assists us to define the clear outcome measures for each service. By defining the relevance, effectiveness and impact of our services, we can measure them. Objective service measurement will help define and improve Outcare's accountability through a cycle of evaluation and continuous improvement. Our key measures are

based on the individual, community, societal and financial impact of our work within the WA community. In conjunction with academic partners both across Australia and internationally we will also help to define and shape best practice to drive global progress within rehabilitation.



These are the issues

More than ever, examples of the structural disadvantages faced by young people with whom Outcare work are evident in our daily engagement. Whilst many have clearly identified criminogenic needs, battling poverty and the basics for life can, and does impede realistic engagement of those needs.

Often Outcare staff deliver assistance with those basic life needs prior to addressing more offence related factors. At one level this is nothing new for Outcare; for all social service agencies in Australia this is

becoming a more challenging area for service delivery in the context of the political 'austerity drive'.

In many respects Stephen Box eloquently contextualises this for us:

"Acts of violence and property destruction are wilful crimes deserving punishment commensurate with their seriousness. It is inconceivable that unemployment is such a mitigating circumstance that the offender should be regarded as absolutely blameless and without responsibility. But a demand for justice must go beyond retribution for the offence and reparation for the victim, it has to include a demand for understanding the offender... The demand for understanding is necessary because although people choose to act sometimes criminally, they do not do so under conditions of their own choosing. Their choice makes them responsible, but the conditions make the choice comprehensible. These conditions, social and economic, contribute to crime because they constrain, limit, or narrow choices available... Furthermore if we understand the intimate relationship between economic and social circumstances and criminal behaviour then we might be in a better position to intervene effectively and humanely to reduce the incidence of crime."

Steven Box. 1987.

Successful inclusion can only be achieved by ensuring that basic life needs are met. Accessing a birth certificate, drivers licence, Centerlink payments, accommodation, registering with a medical practitioner are all vital requirements for people leaving prison. Outcare staff, in

working with young people and adults prior to release are able to remove some of these potential obstacles which directly impact on those circumstances described above by Steven Box. This has great impact on their ability to rejoin society and contribute.

"MANY OF THE ISSUES THAT COMBINE TO HAMPER OUR CLIENTS PROGRESS TOWARDS REINTEGRATION ARE ALL TOO FAMILIAR TO MOST OF US."

Paul. WA.

Towards Inclusion

A needs-driven approach.

I can't get my phone to work.

I'm drinking too much.

The bus was late so I missed the appointment.

I was stressed and just lost it.

I can't afford to pay both bills at once.

I need to buy a phone but I don't have enough ID.

We always argue when my family visit.

I feel really down sometimes.

I just don't understand how to do that?

I don't have any smart clothes for my interview.

I am trying to give up smoking but its soooo hard.

I don't get on with my family.

I don't know where to go.

I just want someone to listen and help me out.

What do I do with these kids?

Adult Throughcare Re-Entry Programme



Outcare's Re-Entry Programme provides services to clients six months prior to their scheduled release, working with case managers to identify their specific needs along with the development of an individualised case management plan. Our case managers work with clients up to 12 months after their release, supporting them through the process of reintegration back into their communities. Working closely with their case managers, clients are able to link progress to individualised management plans, reach major milestones and reduce their risk of reoffending and returning to prison.

The benefits of Re-Entry

In prison clients can participate in Outcare development programmes that build resilience and job skills. Our case managers provide advocacy for clients assisting with Centrelink applications, banking, birth certificates and, drivers licences. We also help with short term accommodation through our Accommodation Programme. Outcare's throughcare case management model provides 'soft' transfers to other specialist service providers and internal programmes as well as targeting the criminogenic factors that led to the individuals offending.

How do we measure Re-Entry?

Re-Entry case managers work alongside their clients to support them in successfully meeting their own goals, re-engaging with their communities and families and staying crime free. Many of our clients gain stable employment or elect to do training, along with finding long term accommodation during the course of their involvement in the programme.

Where is Re-Entry heading?

Along with strengthening existing relationships, Outcare continues to seek new partnerships to better serve clients' needs. To this end, visits to remote and regional communities have been undertaken by Outcare staff in order to gain a more complete view of the issues facing those who return from a period of incarceration in metropolitan prisons. This initiative has progressed to Outcare signing Memorandum Of Understandings with a number of relevant agencies across the state which has, in turn, enhanced Outcare's ability to track outcomes for clients returning to country.

Alex's story

Alex has a stable job, is starting to relate normally to other people again and, with a new home, he is beginning to see a future for himself. He is also starting to make friends. Alex had never been in trouble before and his conviction was very serious. After his incarceration he suffered from depression, a low sense of self-esteem, and dealt with the breakdown of family support whilst in prison. Working with the Re-Entry case manager, he was able to engage with counselling as well as organise a GP and dentist. His case manager was able to help him transition from short term to long term accommodation, where he continues to reside today.

"I WAS PLEASED WITH ALL THE HELP AND THE SERVICES THAT WERE PROVIDED. IT WAS DEFINITELY A LOT OF HELP IN MOVING FORWARD... THE STAFF AT OUTCARE ARE FANTASTIC AND HELPFUL. THEY ARE ALSO VERY PATIENT WITH PEOPLE FROM DIFFERENT PLACES OR HAVE TROUBLE WITH THEIR ENGLISH."

Alex.

One of the biggest challenges clients face when leaving prison is finding a job. This has been identified as a key factor in breaking the cycle of reoffending. Outcare's Workforce Development Programme addresses this challenge, beginning with a one day career development course for clients to enrol in prior to release.

The benefits of Workforce Development

While in prison many offenders participate in personal development activities acquiring professional qualifications in a number of areas. The next step is utilising these skills to obtain employment. Accessing Outcare's Workforce Development Programme enables clients to gain support and guidance. Our staff assist them in accessing ongoing training opportunities outside the prison to improve their potential for employment along with one-to-one support throughout the job hunting process. Easy access to computers at Outcare's offices and assistance in writing application letters and resumés, all help to facilitate their successful search for employment.

How do we measure Workforce Development?

Clients who participate in our Workforce Development Programme are provided with the necessary tools to improve their chances of gaining employment. In the last financial year we had over 850 clients participate in the programme. Participants are assisted in creating better resumes, improving interview techniques to help them with job interviews, along with strategies to deal with the difficult issue of disclosing convictions. This increases the prospect of them obtaining successful employment.

Where is Workforce Development heading?

Workforce Development has become a collaborative programme, working in partnership with other programmes to improve the outcomes for clients. This year, a programme review was conducted and as a result the one day workshop was updated, and a new short course was developed specifically for the prison farms.

Jeb's story

Jeb had a very patchy employment history, poor literacy and numeracy skills but came to the Workforce Development Programme determined not to reoffend and desperate to find work. We spent several sessions with Jeb to reassure him that it was possible to find employment. Over the course of a week we helped him gather all of the required data to produce a sound CV and then coached him in interview techniques. Part of this coaching process enabled Jeb to realise not only the full importance of disclosing all of his previous convictions, but also the fact that he was no longer being judged by these and that they would not be a barrier to success. Jeb now has a job in manufacturing and is already looking at training opportunities to progress further.

Adult Throughcare Workforce Development



"I WAS RELEASED FROM BERRIMAH NT 14 MONTHS AGO AND HAD AN APPOINTMENT WITH ELLIE. SHE HELPED ME WITH MY RESUME AND GAVE ME ADVICE ON WHAT TO SAY AND HOW TO ACT AT A JOB INTERVIEW. I LEFT YOUR PLACE FEELING LIKE I COULD SUCCEED AND NOT LIKE I WAS WORTHLESS."

Jeb.

Adult Throughcare

Accommodation Programme



Outcare plays an important role in assisting ex-offenders transition back into the community. We offer three month transitional shared accommodation to case managed, casual and remand clients and short term single accommodation to those within specialist programme areas. We then maintain working relationships alongside organisations accepting external referrals from regional prisons and services, community service providers and Government agencies.



“IT WAS JUST REAL BAD. I HAD LESS WHEN I GOT OUT THAN I HAD INSIDE AND I WAS IN A REAL BAD PLACE. OUTCARE FOUND ME SOMEWHERE TO STAY AND TALKED TO ME ABOUT SEEING IT ALL AS JUST A LOT OF SMALL THINGS TO DO, ONE AFTER THE OTHER. THEY HELPED ME DO THEM TOO. I FEEL LIKE I’M BACK IN A GOOD PLACE NOW.”

Eddie.

The benefits of the Accommodation Programme

We operate as a ‘leg up’ service offering nominal lodging fees, no utility costs in fully furnished properties throughout Perth. Through our support, clients gain the best opportunity to transition successfully into long term housing. Lodgers receive a ‘welcome pack’ of new linen and other essentials. We collaborate with internal and external services to transition clients into long term housing and support those experiencing ongoing behavioural and lifestyle issues helping them maintain their occupancy.

How do we measure the Accommodation Programme?

We maintain minimum occupancy of 85%, tracking where clients exit during their transition. Other outcomes recorded for clients include employment status, links to family, recidivism rates, transition to specialist support services such as drug and alcohol rehabilitation and mental health supported accommodation.

Where is the Accommodation Programme heading?

Our future plans include increasing the number of beds available and offering greater diversity, including family housing options, longer occupancy periods, life skills training and increased community partnerships.

Eddie’s story

When Eddie was referred to the Outcare Accommodation Programme, he had a significant amount of debt related to previous substance misuse and a generally chaotic lifestyle. The Outcare team worked with him and referred him for debt counselling. As a result of this, Eddie now manages his finances far more effectively. He has secured stable accommodation and has been maintaining his lease agreement. Outcare staff have supported and facilitated his transition to permanent private housing. He now feels that his life is back on track and is very excited at the prospect of starting new employment.

The St John of God Women’s Programme supports women pre and post release assisting them with the challenging transition from prison to community. Our case managers meet with the women and develop tailored case management plans to identify potential challenges that may have negative impact upon their successful reintegration.

The benefits of the Women’s Programme

Working with Outcare’s accommodation team we are able to provide temporary accommodation for some clients as well as sourcing alternative accommodation providers for others. Utilising our strong relationships with a variety of key stakeholders we are able to link our clients to the services that meet their individual needs. Key to our involvement is our client driven focus. This enables us to support client for as long as they require our assistance. We advocate and assist them to access family support; mental health, employment and counselling services - all key to addressing the needs set out in their case management plans.

How do we measure the Women’s Programme’s effectiveness?

This programme uses quantitative and qualitative data to measure success, ensuring that key goals from the case management plan have been met. We are also able to companion them as they transition from temporary to stable housing, gaining independence, linking back to community and families, managing their homes, finances and making healthier lifestyle choices.

Where is the Women’s Programme heading?

The service continues to strengthen its relationships with the many strategic stakeholders who support our clients. We continue developing our practices further through our case management plans and applying continuous improvement to our person focused goals framework.

Jill’s story

Jill was released from prison eight months ago and struggled to access stable accommodation, resulting in ‘couch-surfing’ and extremely distressing periods spent sleeping in a car with her daughter. She suffered with depression and anxiety throughout this period. Her case manager was able to locate temporary accommodation and link her with the Community Mental Health Team. She has now completed an assisted move into her own private rental property. This is the first stable home she has had in five years, resulting in her daughter being able to attend school regularly and helping them to be more of a stronger family unit. Jill is motivated and committed to remaining drug free and is confident of her ability not to reoffend, believing the family has a positive future.

Adult Throughcare

St. John of God’s Women’s Programme



“JILL’S CASE MANAGER ORGANISED FOR US TO RECONNECT HER WITH HER DAUGHTER FOLLOWING A 12 MONTH PERIOD OF NO CONTACT. THE RELATIONSHIP WAS REBUILT, AND TRUST RE-ESTABLISHED. JILL COULD REST AT LAST KNOWING THAT HER DAUGHTER WAS SAFE AND SECURE AGAIN.”

Jo. Jill’s case worker.

Family Support



Outcare's Family Support Service, based at six major metropolitan prisons in Perth, facilitates family and friends' visits, it also provides support in very difficult circumstances to maintain essential family connections during a loved one's incarceration. Visitors can access a comprehensive range of services from advocacy, financial issues, emergency relief, emotional support and 'warm' referrals to other support agencies such as Centrelink, the Housing Department and Community Support Services.

The benefits of Family Support Services

We help families maintain relationships while loved ones are in custody, assisting with visits, links to other support agencies and providing child care during their visits. Our youngest visitors are provided with a wide range of activities promoting education. Wherever possible, staff incorporate positive role modelling to help address critical inter-generational offending issues - a significant concern for many in our client group. We also work on building greater capacity for our families so they are able to more easily cope with the challenges of supporting their children through such difficult times.

How do we measure the achievements of Family Support Services?

We assist thousands of people each year with many of the friends and family members grateful for our assistance. Feedback often ranges from "grateful thanks" to "WOW!! Thank you so very much for your support through such an emotional time in my life".

Where are our Family Support Services heading?

Outcare's Throughcare Model has meant stronger collaboration between our other services such as the Adult Throughcare Service. We focus on gaining positive outcomes for prisoner's families and their loved ones, working to smooth their transition back into the family home, friends lives and their communities.

Jackie's story

Jackie will soon have a normal home for her, her children and her new born baby. For now, being able to pay the bills, including the children's school books and receiving counselling, is providing essential support. We met Jackie visiting her husband at Hakea Prison. Having her husband in prison was difficult but not as hard as living in a caravan with bills piling up, no income and no conceivable way out of such a desperate situation. With our help Jackie is now on the Homeswest priority housing list and getting the support and counselling she so desperately needs to cope with the difficulties of being a sole parent, paying the bills and ensuring that her family stays together until her partner is released.

"THE PRESSURE TO KEEP A FAMILY TOGETHER WHEN DAD'S INSIDE IS HARD ENOUGH WITHOUT HAVING TO PAY BILLS AND LOOK AFTER KIDS WHEN THE BREADWINNER ISN'T THERE. NOW, FACTOR IN A MOTHER'S NEED TO CARE FOR THEIR UNBORN CHILD - THAT'S WHERE WE STEP IN TO RESTORE HOPE."

Aimee. Jackie's case worker.

Outcare's Reconnect Programme funded by the Department of Social Services, delivers an early intervention programme to young people aged 12-22 who are homeless, at risk of homelessness or involved with the justice system. The programme assists participants to achieve family reconciliation, improve their level of engagement with work, as well as re-engaging with education, training and the wider community.



Youth Throughcare

Reconnect Programme

The benefits of reconnecting

Participants in our programme gain more stable living conditions, improve their connections with family, community and culture as well as participating in our Art House and SLAM (Sport, Learning, Art & Music). Participants are also able to engage in counselling, group work and meditation along with more practical support.

How do we measure the success of the Reconnect Programme?

Our clients are rightfully proud of who they are, their culture and their achievements after participating in our programmes. Along with improved links to education, they are actively involved in Outcare's Art House, SLAM and driver education programmes. The programme has been so successful that the City of Bayswater continues to provide additional support for the programme with funding for the Art House, SLAM and Weld Square Primary School mentor programme.

Where can Reconnect go next?

The programme has a large footprint with services in the Perth metro area working with our partners and other agencies. It has been identified that there is now a need for CaLD (Culturally and Linguistically Diverse) appropriate programmes and support. In the coming year we will look at building connections with CaLD agencies as well as possible collaboration around the creation of new and effective programmes such as our successful Live Works model.

Jenny's story

Jenny is only 17, a young mum with another baby on the way. Family breakdown and violence at home meant Jenny could no longer live there. Jenny was transient for a long time before joining the Reconnect Programme. Outcare found her a stable home and through our advocacy, not only has Jenny re-engaged with education, but determined to break the cycle of the violence she had experienced, she has participated in a parenting programme, mediation and counselling. She can now see a much brighter future for her young family.

"WHEN MY FAMILY WEREN'T ABLE TO SUPPORT ME AND THINGS WERE BAD, OUTCARE GOT ME TO THE DOCTORS APPOINTMENT AND HELPED ME WITH NAPPIES AND ALL THE THINGS I NEEDED WITH MY NEW BUB. I WOULDN'T HAVE COPEd WITHOUT THEIR HELP. "

Jenny.

Complex Needs

Community Inclusion



"I'M JUST SLOWER WITH SOME STUFF. IT USED TO FRUSTRATE ME BUT NOW I GET HELP. I'VE LEARNED LOADS MORE THAN I THOUGHT I COULD AND I LOVE BEING ABLE TO DECIDE WHAT I WANT TO DO, BUY, EAT AND WHERE I WANT TO GO. I'VE GOT NEW MATES TOO!"

Harry.

The Community Inclusion Programme provides a range of services for clients who have a disability and are caught up within the justice system. Funded by the Disability Services Commission our clients are referred to this service for intensive management and support. We develop individual plans to address clients' needs and support their goals, whilst companioning them as they re-engage with their communities.

The benefits of Community Inclusion

Participants are able to control and be responsible for their own progress and outcomes supported by staff who provide information, mentoring, personal support, service coordination and positive pro-social modelling. We can also assist in finding stable accommodation, facilitating and attending appointments and reconnecting to culture and community.

How do we measure the benefits of Community Inclusion?

Modelling our programme delivery on identified best practice enables us to work more effectively. Individual action plans help us identify objectives and record all achievements, no matter how small. Our clients successfully engage with specialist services within their communities to address mental health concerns, substance abuse issues as well as developing key skills such as maintaining tenancies, shopping and budgeting. These vital areas are necessary to develop the independence and resilience necessary for effective reintegration.

Where is our Community Inclusion programme heading?

The programme has grown from three employees 12 months ago to 15 today. Our outcomes based model ensures clients are continually encouraged by their ongoing success. These areas are necessary to develop the independence and resilience for effective reintegration. Part of our vision includes reviewing our current practices to improve client input and project stewardship. This has led to the renaming of this programme following client feedback. We have also commenced working with young people with disabilities who are transitioning out of state care.

Harry's story

Harry couldn't be released from prison until he had stable accommodation and a cognitive disability meant that he required intensive support in the community. Outcare was there with him every step of the way making sure community services were available for additional support and liaising with the Office of the Public Advocate to ensure that the funding was in place to support his independence. Engaging with his support workers, he has not only improved his living skills but also built positive relationships for the first time in his life.

These diversionary programmes work in close partnership with key Government agencies to reduce offending by addressing the participant's mental health and psychosocial needs. Outcare provides case management to the participants for approximately six months, addressing their needs including, accommodation, employment, education, counselling, family support, physical health and community access.

The benefits of LINKS & Start

LINKS and Start participants remain under judicial supervision from the Magistrate, alongside case management support. The model builds trust in this disadvantaged and vulnerable client group by providing a 'wrap-around' service addressing the participant's needs in a holistic and responsive manner including access to brokerage funding which is used to support and enhance their wellbeing.

How do we measure LINKS & Start?

Community Support Coordinators regularly collect qualitative and quantitative data that is submitted to the Mental Health Commission including case study summaries upon programme completion, participant numbers, the needs of the participants when they enter the programme and how they have been met upon programme completion.

Where are LINKS and Start heading?

These programmes are in a pilot phase and are continuing to develop and evolve. Both programmes await formal evaluation but we aim to secure permanent funding so they can continue to fill an important and under resourced gap within the criminal justice system.

Brett's story

Brett hasn't had a drink since he started the programme. He also hasn't re-offended and has started to re-engage with the things he loves to do, including photography. At 31 Brett was a homeless heavy drinker and with no family or friends to help, his life was going downhill fast. He commenced with the Start court, attended rehab and maintained contact. His mental and physical health improved and he completed the programme and secured good accommodation and is now under the care of a GP. For the first time in a long time he has enough documentation to obtain official ID and has enrolled in year 11 to finish his high school education.

Complex Needs

Mental Health Court Diversion and Support Services



A recent evaluation report made positive findings about the Links programme. Here is a sample of the positive stakeholder reviews we have received:

"FOR YOUNG PEOPLE, THIS IS THE BEST PROGRAMME THAT I HAVE EVER SEEN – IT'S SENSATIONAL. ...A ONE-STOP SHOP FOR KIDS IN NEED."

Mental Health Commission Report.

Government of Western Australia.

Aboriginal Throughcare

Outcare's Aboriginal Throughcare Service delivers a specialist, culturally appropriate, indigenous prisoner throughcare programme supporting both men and women in custody as they transition back into our community. This programme benefits from strong cultural and community networks offering a tremendous depth of knowledge and a powerful support infrastructure.



"IT'S EASY TO SEE HOW I ENDED UP HURTING PEOPLE NOW BUT I COULDN'T SEE IT THEN. ANGER MADE ME DO BAD THINGS AND THE DRUGS JUST MADE ME ANGRY. NOW I'M OFF DRUGS I CAN SEE HOW I LOOKED BEFORE AND I AM WORKING REALLY HARD NOT TO GO BACK THERE AGAIN."

Jackson.

The benefits of throughcare to Aboriginal Australians

Individual case management plans ensure that Outcare supplies the most appropriate path toward effective reintegration upon release. This takes into account the issues faced by each client such as family background and any physical or mental health issues that need to be addressed. Outcare has the advantage of being able to draw from a wide variety of programmes, experience and a large partner network, all of which are delivered in a culturally appropriate manner. Having case managers consisting predominantly of Aboriginal men and women brings a unique cultural relevance to this service. Engagement is more meaningful and because staff bring their informed understanding of the impact of being in the criminal justice system, more powerful.

How do we measure the benefits of Aboriginal Throughcare?

The intrinsic cultural differences between traditional indigenous and westernised Australian cultures have made it hard to find ways to monitor and measure effectiveness of these much needed programmes. Part of our commitment at Outcare is to work to develop these essential services and explore and develop qualitative and quantitative outcome measures.

Where is Aboriginal Throughcare heading?

Outcare is excited to be participating in a new collaborative project conducted by Professor Michael Hiscox of Harvard University. The university will be working with the Community Safety and Policy Division of the Department of Prime Minister and Cabinet focusing on the reduction in the rates of recidivism among indigenous clients. The research will be undertaken over a period of two years and the results will be key to assisting the Commonwealth Government to create effective measures to assess such services.

Karl's story

At only 25, Karl has been engaged with Outcare since 2013 after serving a prison sentence for burglary and domestic violence attributed to his substance abuse. Karl slowly built up confidence in his case manager and is now reunited with his young family, has a full time job and is in secure accommodation.

These changes actively demonstrate how, by building up trust, listening and talking can soon turn to much bigger steps such as obtaining valid ID, a bank account, medical support and then full reintegration as a contributing member of our society. Outcare's Aboriginal staff used their insight and specialist knowledge to work with this young family addressing the additional challenges involved in re-establishing positive links with family and culture.

Youth Throughcare

Live Works



"I SEEM TO HAVE SPENT A LOT OF MY LIFE IN A VERY DESTRUCTIVE WAY. I EVEN NEARLY F●●●●D THIS COURSE UP. THE GUYS ON THE COURSE STAYED WITH ME THOUGH AND THAT MADE ME REALISE THAT I CAN BUILD THINGS NOT JUST AT WORK BUT WITH MY LIFE AS WELL."

Jim. Bayswater.

Outcare's Live Works Programme provides training and practical support to young males, predominantly Aboriginal, ranging in age from 15 to 22, who are involved in the justice system through direct referrals from the Department of Corrective Services. The young men who participate in the Live Works Programme complete a 20 week hands-on practical training programme obtaining a Certificate II in Building and Construction. We are a holistic throughcare model culturally attuned to the needs of our client group. This enables us to deliver 'warm' transfers to specialist agencies whilst supporting individuals through case management. The programme is complemented by strong collaborative partners such as the Department of Corrective Services, Department of Housing and the City of Bayswater.

The benefits of Live Works

Clients are mentored and case managed through the course of the programme and provided with intensive individual support in work skills and personal development, numeracy and literacy. They have the opportunity to acquire a drivers licence which helps them seek future employment. Participants also receive support with family and personal challenges where necessary.

How do we measure Live Works?

The Live Works Programme has been operating since 2012 and has seen 220 young people participate. Of these clients, 64% have successfully completed the programme with 36% successfully obtaining employment at the end.

Where is Live Works heading?

Live Works strives to create a positive change in participants' lives through lifestyle changes, an improved skill base that will assist in gaining employment, or further training opportunities along with reducing the risk of further interaction with the justice system. The programme aims to reduce repeat offending and antisocial behaviour through developing and building positive relationships based on trust and mutual respect. This programme helps to address the low employment levels of this particular client group that correlate with the group's criminal behaviour.

Jim's story

Jim has been in trouble since he was young including detention in 2011 when he first came into contact with Outcare Youth Services. For the first time in his life, after fully engaging with the programme and a few teething problems, he flourished. The Live Works Programme not only provided pathways to education and employment but also the opportunity for Jim to excel in sport - something he loved. He has not only successfully completed year 11 and 12 high school but has also secured employment.

Outcare doesn't just serve the community - it is part of it. Community is so much more than people in the areas it serves. Outcare's commitment includes working in our local community. Below are just some of the stories, which help define us and our commitment to community.

Partnerships Regional WA

Outcare recently hosted the Men's Outreach Service from Broome, who provide the Re-Entry service in the Kimberley region. Our visitors and key Re-Entry staff presented at a number of Perth's metropolitan prisons. The visits were to better inform prisoners from the Kimberley about the partnership between Outcare and Men's Outreach which we hope will enable more countrymen to engage with Outcare pre-release, as part of a recent move to further develop our ability to track the outcomes of clients returning to country.

Goal Ball Champion

Outcare is proud of our youngest staff member Tash (Natasha) Cugley having been nominated and then winning the 2014 WA Disabled Sports Star of the Year Award. Tash's sport of choice is Goal Ball, first played in Toronto in 1976 and extremely popular here in Perth. Tash also mentors and coaches emerging players and works as Secretary for the WA Australian Goal Ball Association. Having been involved with Goal Ball for four years Tash has serious ambitions to bring home Olympic Gold in 2016.

Bayswater Council Community Services

Outcare's Youth Services did an outstanding job working with Bayswater Council and contributing to NAIDOC Week Services. They designed and built a series of commemorative sculptures starring in the second Annual Youth Service Student Art Exhibition. The exhibition featured creations from young people involved in the Live Works and Reconnect Programmes as well as students at Weld Square Primary School. Attending the exhibition were Outcare Board members, senior staff and representatives from the Department of Corrective Services including Commissioner James McMahon.

NAIDOC

Outcare's Aboriginal Throughcare Team again hosted this year's NAIDOC celebration. We were delighted to watch a great performance by members of the Wadjuk Dance Group and a powerful Welcome to Country presented by Associate Professor Ted Wilkes from Curtin University, a great and valued supporter of Outcare's work.

Community

Outcare out and about in our community



“WE EXIST TO HELP PEOPLE BACK INTO SOCIETY AS CONTRIBUTING MEMBERS. THIS JOURNEY REQUIRES SELF-AWARENESS AND A DEEP UNDERSTANDING OF THE IMPACT OUR ACTIONS HAVE ON THOSE AROUND US.

AT OUTCARE IT'S WHAT WE BELIEVE IN AND ACHIEVE TOGETHER, NOT WHO WE ARE, THAT COUNTS.”

Deirdre Davies. WA.

Deirdre Davies
President

“When I joined the Outcare Board I was looking for a way to give back to the community. **However, over time I have come to realise Outcare has given back more to me.** Working with my fellow Board members, CEO and staff as Outcare has grown has taught me a great deal and been very rewarding. I am continually in admiration of the staff and the challenging work they do.”

Mike Bell
Vice President

“I joined the Outcare WA Board (OWA) in 2011 having recently returned from a country posting in the Pilbara with the Western Australia Police (WAPol). **I had been involved with several community groups in the Pilbara and was looking for an opportunity to continue that work back in Perth.** I was impressed with OWA's accomplishments and its aim of diverting people from an offending lifestyle complimented my work at WAPol. I am extremely proud of OWA's achievements to date and the levels of professionalism and dedication demonstrated by the staff.”

Elizabeth Eaton
Vice President

“We all make mistakes. It is how we recover from them that counts’. I first heard this from the head of a CSIRO division many years ago now. As an onlooker at WA's justice system, I have become aware of the many challenges ex-offenders have in making good their mistakes. I have great respect for those who manage to turn their lives to better advantage. **Most people who try to re-orient their lives need consistent support preferably over a significant period of time to do so.** Outcare has a depth of experience in this area and can provide valuable service to this special and sometimes difficult sector of the community.”

Eileen Newby
Treasurer

“**My parents and extended family believed that as community members we had a duty to help other community members wherever possible. That is simply how communities operate – everyone helping each other.** I am not very good at running cake stalls or handing out cups of soup, but I know that I can be confident about donating my financial knowledge to the community. After all, it was the community that funded my education. Some years ago I received a request from a family member to assist Outcare to meet its financial reporting obligations and I was delighted to have an opportunity to help. At last an area where the community could safely accept my skills. It has been a privilege to serve as an Outcare board member and as treasurer.”

Kate O'Brien
Board Member

“**When I was a Judge, I was always concerned that crime prevention and rehabilitation programmes were really effective and tailored to the individual.** The programmes offered by Outcare, using the throughcare model, impress as not only effective but also caring and compassionate. It is a privilege to be involved with Outcare.”

Philip Thomas
Board Member

“This for me is all about giving, putting back into a society that I have benefitted from and specifically giving and contributing to a purpose and organisation with similar values to my own. The idea that there was no person or case we would not consider and that all people deserve help is really important to me. **If I can use my experience and knowledge to help in some small way then I believe, without hesitation, I should.**”

Gordon Trewern
Board Member

“I work in the area of disability in my day job and whilst we endeavour to make a difference to the lives of people with disabilities; **I am also a strong believer in giving people opportunities to improve their lives.** In the case of Outcare, the decision to join the Board was easy, once I found out what a difference they make to the lives of those who have entered the justice system and Outcare's long term commitment to staying with people through their journey of reform. Simply a great organisation! - who could not be part of its story and great work in our community.”

John Vojkovich
Board Member

“I have enjoyed previous work with community based groups, and wanted to engage with an organisation that allows its clients to explore personal growth and self-improvement. **We have failed as a society if we are unable to provide people with the ability to start afresh after serving a penalty imposed by the criminal justice system.** Outcare has presented an opportunity for me to be involved with a professional management team and staff that are able to deliver on these community objectives.”

“THE REPUTATION OF OUTCARE AS AN EFFECTIVE SERVICE PROVIDER IS THE ASSET THAT ENSURES THAT WE ARE ENTRUSTED WITH THE RESPONSIBILITY TO EFFECTIVELY UTILISE PUBLIC MONIES FOR THE BENEFIT OF THE COMMUNITY.”

Eileen Newby.

Treasurers Report

Outcare is a not for profit organisation and so many of the commercial measures of successful financial performance are irrelevant, eg: return on investment, return to shareholders, quantum net profit.

How then do we judge the financial stability and sustainability of Outcare?

First, let us look at asset backing.

Outcare has three major assets:

- Physical property (eg: cash, computers, land & buildings)
- People
- Reputation

It is the employment and interaction of these assets that enables Outcare to provide services to the community.

Outcare is fortunate that most physical assets are debt-free. There are some leased vehicles, but the vast majority of assets are owned outright. Outcare therefore does not have ongoing financing costs to meet.

Our staff are well trained to fulfil contractual obligations and are dedicated to achieving positive outcomes.

The reputation of Outcare as an effective service provider is the asset that ensures we are entrusted with the responsibility to effectively utilise public monies for the benefit of the community. We insure our physical assets, we invest in our people and we need to vigorously protect our reputation through the employment of robust internal control procedures.

Second, we need to look at cash flow. Free cash flow is necessary in all organisations, commercial and non-commercial to fund the organisation’s activities. The majority of Outcare’s cash flow comes from Government contracts. The majority of this outflow is used to fund and support our three major assets so that we can provide a community benefit. As already mentioned, Outcare does not have ongoing financing commitments and this ensures that funds are not ‘lost’ from the direct provision of services. A positive cash flow is essential to ensure that an organisation has sufficient working capital to function. Outcare generates a small positive cash flow from activities and investment and has not ‘topped up’ cash inflows by borrowing funds.

In summary, it is asset backing and positive cash flow without borrowings that enable Not for Profit organisations to be assessed. Outcare’s asset backing supports the contention that it is a stable organisation. Combined with the positive cash flow and lack of reliance on borrowed funds, the contention that Outcare is a sustainable organisation is proven in the positive.

Income



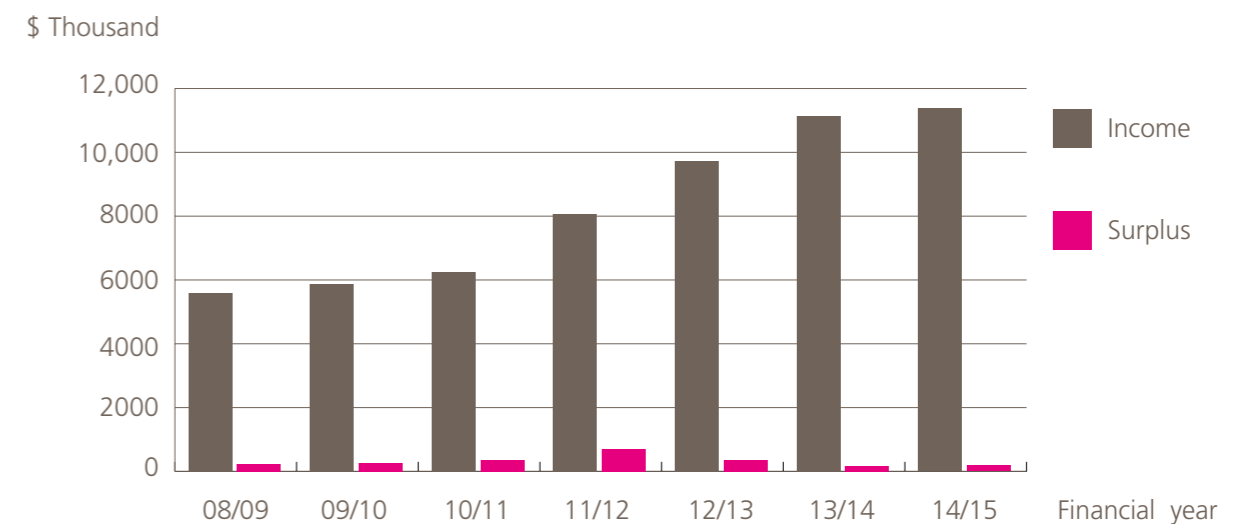
- 79% State
- 2% Donations Fundraising & Interest
- 2% Trading Income
- 3% Other
- 14% Federal

Expenditure



- 72% People
- 6% Overhead Costs
- 6% Motor Vehicles
- 7% Premises
- 9% Administration

Income & Surplus by Financial Year



**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF OUTCARE (INC.)**

Report on the Financial Report

We have audited the accompanying financial report of Outcare (Inc.) ("the Association"), which comprises the statement of financial position as at 30 June 2015, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by the Board of Management.

Board of Management's Responsibility for the Financial Report

The Board of Management of the Association is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Regime and the *Associations Incorporations Act of WA 1987*, the *Australian Charities and Not-for-profits Commission Act 2012* ("ACNC Act") and for such internal control as the Board of Management determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Management, as well as evaluating the overall presentation of the financial report.

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

Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion the financial report of the Outcare (Inc.) has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* and the *Associations Incorporation Act (WA) 1987*, including:

- (a) giving a true and fair view of the financial position of the Association as at 30 June 2015, and of its financial performance and cash flows for the year then ended on that date; and
- (b) complying with Australian Accounting Standards – Reduced Disclosure Requirements, the *Associations Incorporation Act of WA 1987* and the *Australian Charities and Not-for-profits Commission Regulation 2013*.



Crowe Horwath Perth



Sean McGurk
Partner

Signed at Perth, 23 September 2015

Statement by the Board of Management

In the opinion of the Board of Management of Outcare (Incorporated) the financial statements and notes:

- 1 Comply with Australian Accounting Standards – Reduced Disclosure Requirements;
- 2 Give true and fair views of the incorporated association's financial position as at 30 June 2015 and its performance for the financial year ended on that date; and
- 3 At the date of this statement, there are reasonable grounds to believe that the Incorporated Association will be able to pay its debts as and when they fall due.

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



Elizabeth Eaton
(Vice-President)



Paul McMullan
(CEO)

Date: 23/09/15

Perth, Western Australia

Statement of profit or loss and any other comprehensive income for the year ended 30 June 2015

	2015 \$	2014 \$
Revenue from Contracts & Grants	10,840,626	10,319,491
Other Revenue	538,519	810,567
Total Income	11,379,145	11,130,058
Employee Benefits Expense	(7,982,685)	(7,802,281)
Depreciation Expenses	(166,508)	(178,419)
Administration Expenses	(837,438)	(746,500)
Motor Vehicles	(722,698)	(762,496)
Overhead Costs	(549,396)	(632,910)
Premises Costs	(790,793)	(819,937)
Loss on Disposal of Assets	(117,308)	(8,096)
Total Expenditure	(11,166,826)	(10,950,639)
Surplus for the year	212,319	179,419
Other comprehensive income		
Other comprehensive income	-	-
Total comprehensive income for the year attributable to the members of the Incorporated Association	212,319	179,419

Statement of financial position as at 30 June 2015

	2015	2014
	\$	\$
Assets		
CURRENT ASSETS		
Cash and Cash Equivalents	6,466,725	5,939,660
Trade and Other Receivables	114,420	189,885
TOTAL CURRENT ASSETS	6,581,145	6,129,545
NON-CURRENT ASSETS		
Property, Plant and Equipment	2,417,580	2,564,677
TOTAL NON-CURRENT ASSETS	2,417,580	2,564,677
TOTAL ASSETS	8,998,725	8,694,222
Liabilities		
CURRENT LIABILITIES		
Trade and Other Payables	707,355	738,543
Income in Advance	2,081,804	1,991,292
Provisions	419,611	393,564
TOTAL CURRENT LIABILITIES	3,208,770	3,123,399
NON-CURRENT LIABILITIES		
Provisions	282,623	275,810
TOTAL NON-CURRENT LIABILITIES	282,623	275,810
TOTAL LIABILITIES	3,491,393	3,399,209
NET ASSETS	5,507,332	5,295,013
Equity		
General Reserves	1,934,705	1,932,829
Retained surplus	3,572,627	3,362,184
TOTAL EQUITY	5,507,332	5,295,013

Statement of changes in equity for the year 30 June 2015

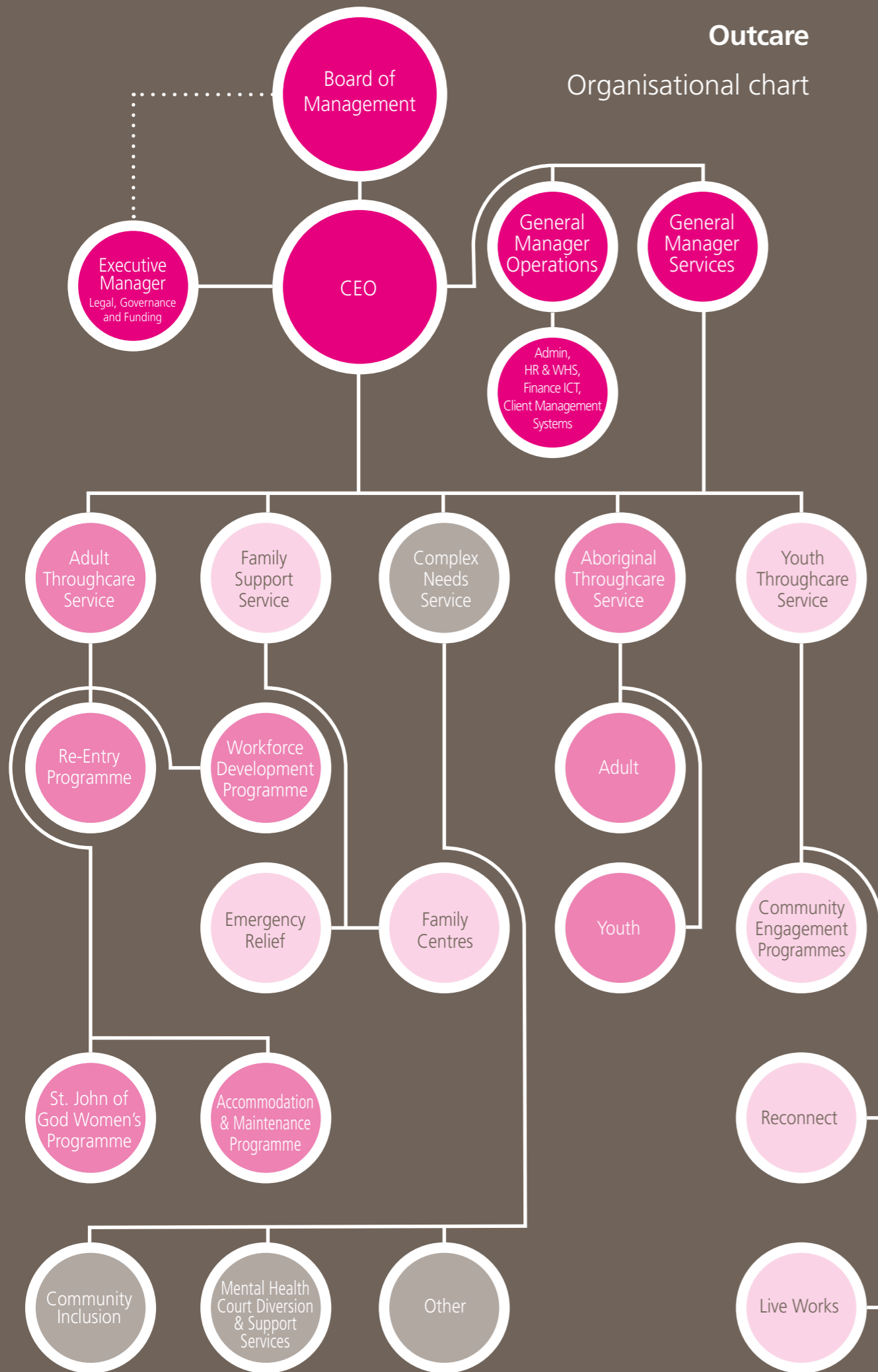
	Retained Surplus	General Reserves	Total
	\$	\$	\$
Balance at 1 July 2013	3,180,483	1,933,950	5,114,433
Net surplus for the year	179,419	-	179,419
Other comprehensive income for the year	-	-	-
Transfers between reserves during the year	2,282	(1,121)	1,161
Balance at 30 June 2014	3,362,184	1,932,829	5,295,013
Balance at 1 July 2014	3,362,184	1,932,829	5,295,013
Net surplus for the year	212,319	-	212,319
Other comprehensive income for the year	-	-	-
Transfers between reserves during the year	(1,876)	1,876	-
Balance at 30 June 2015	3,572,627	1,934,705	5,507,332

Statement of cash flows for the year 30 June 2015

	2015	2014
	\$	\$
Cash flows from operating activities		
Receipts from Customers, Donors and Funding Bodies	11,006,604	8,570,501
Other Income	347,417	604,139
Interest Income	191,101	206,429
Payments to Suppliers and Employees	(10,883,214)	(9,411,208)
Net cash generated from operating activities	661,908	(30,139)
Cash flows from investing activities		
Proceeds from Sale of Property, Plant and Equipment	60,178	40,502
Purchase of Property, Plant and Equipment	(195,021)	(264,182)
Net cash used in investing activities	(134,843)	(223,680)
Net increase/(decrease) in cash and cash equivalents	527,065	(253,819)
Cash and cash equivalents at beginning of financial year	5,939,660	6,193,479
Cash and cash equivalents at end of financial year	6,466,725	5,939,660

Outcare

Organisational chart



Funding Partners

Outcare is proud to work with State and Federal Government departments and agencies, community organisations, affected communities, the judiciary and the police to ensure our services are effective, comprehensive and client focused. We would like to acknowledge our partners, funders, supporters and friends that have helped us to deliver client outcomes.



Outcare is proudly funded by the Australian Government Department of the Prime Minister and Cabinet and the Department of Social Services. Outcare is also proudly supported by the Disabilities Services Commission.

Collaborative Agencies

Outcare would like to acknowledge all of the agencies that partner with us in the delivery of our services to the Western Australian community.

- | | | |
|---------------------------------------|--|--|
| AADS | Coles | Marmun Mia Mia |
| Aboriginal Legal Service | Curtin University | Men's Outreach |
| Aboriginal Mediation Service | Dale Alcock Homes | MIA Board |
| Access Housing | DAWN - Drugs and Alcohol Withdrawal Network | Midland Night Hoops |
| Accordwest | Drug and Alcohol Youth Service (DAYS) | Palmerston |
| Affordable Housing for Life Programme | Department of Child Protection and Family Services | Prisoner Review Board |
| AIM | Department of Education | Office of the Public Advocate |
| Alma Street Mental Health | Department of Health | Quarry Health |
| ANSON | Department of Sport and Recreation | Regional Counselling and Mentoring Services Inc. |
| Best Beginnings | Department of Transport | Rise |
| Central Institute of Technology | Department of the Attorney General | Serco |
| Central Law Courts of WA | Drug and Alcohol Office | Shopfront Maylands |
| Centrecare | Edith Cowan University | South West Aboriginal Land and Sea Council |
| Centrelink | Fairbridge | St. Barts |
| CEWA | Family Court of WA | Supervised Review Release Board |
| Challenger Institute of Technology | Fortescue Metal Group | Sussex Street Law Society |
| Champion Centre Armadale | Foundation Housing | St. Vincent de Paul |
| Charity Link | Geraldton Resource Centre | Swan Emergency Accommodation |
| Childcare Access Hotline | Hope Community | Uniting Care West |
| Children's Court of WA | Intellectual Disability Diversion Programme | Weld Square Primary School |
| Citizens Advice Bureau | Jobs Services Australia | West Australian Group Training Scheme |
| City of Armadale | Kids Helpline | Woolworths Ellenbrook |
| City of Bayswater | KTE Training and Consulting | Yorgum |
| City of Canning | Legal Aid | YouthLink |
| City of Gosnells | Life without Barriers | |
| City of Kwinana | | |
| City of Swan | | |
| Cockburn Youth Services | | |



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“We need more generally available vocational and remedial programmes which can be undertaken when required upon the making of an SRO. Outcare’s Youth Programmes are a good example of what we wish was more generally available. The Outcare Live Works, Drive Time and Reconnect Programmes can be entered when needed and involve vocational training, mentoring, remedial courses and assistance to obtain apprenticeships or to otherwise enter the workforce. The capacity to tailor the programme to the individual needs of the young person ideally suits the Board to discharge its duty to devise an SRO best suited to end the cycle of offending.”

Supervised Release Review Board Annual Report. 2014/15.

The Honourable M J Murray AM QC, Chairman.