



*Last year we brought
196296 people back to life
across Western Australia.*



Outcare helps people restart their lives as contributing members of society following completion of a custodial sentence. Far from skin deep, our new brand launches an exciting new phase for Outcare as we seek greater innovation, effectiveness and efficiency to continue to add value to all stakeholders.



Outcare

We know rehabilitation, inside out



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Dr Deirdre Davies
President, Outcare

I am pleased to present this Annual Report on behalf of the Outcare Board covering a busy 2015/16 period. Outcare has continued on a journey of transformation over the last few years and this Annual Report, being different to previous ones, conveys that momentum confidently. In my last report the Board had focused on developing our strategic vision, captured in our 2020 vision plans. As you will all be aware, the Not-for-profit sector in Australia and WA has been experiencing unprecedented

volatility rendering business planning processes exceptionally challenging. Because of this shifting landscape, and the lack of clarity about business future, the Board revised our strategic plan and opted for a more realistic interim strategic plan covering the forthcoming 18 months, focusing on three critical issues for the organisation: sustainability, staff engagement, and continuing to deliver excellence on current contracts. Undoubtedly, the future will be challenging and it is the *CONTINUED OVERLEAF*



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Paul McMullan
CEO, Outcare

The social service sector continues to endure the pressures from political and government level to do more with less. The inevitable fiscal fallout from the years of boom continues to impact disproportionately on those most disadvantaged in our society. Sadly, the number of offenders in our state prisons have risen to unprecedented levels and with that, the appallingly damning position for Aboriginal people. The number of women in prisons has increased too, placing burgeoning

pressure on the women's estate. Outcare has continued its process of change in position, ensuring that we use our resources wisely, and effectively, *'thinking like a business but acting like a charity'*. Since our last report the Executive Team has been reduced; a smaller team with added responsibilities now understanding the need for change and delivering effective leadership. Outcare has, historically, dominated contracts in the *CONTINUED OVERLEAF*



...Board's responsibility to give the CEO and the staff clear pathways to ensure a solid and sustainable future. As part of our modernisation agenda you will note that we are rebranding Outcare with a new logo and website. We have also refreshed our Vision, Values, Mission Statement and added an objective which we think adds clarity to what we do. This work has been driven by a long term desire to change but also to recognise that we need to compete for business in a contemporary manner, and to do that we must be mindful of developing realistic and effective marketing strategies and targets to secure a business future. Our rebranding is evidence of that shift. Membership of the Board has seen some changes this year. I want to place on record my personal gratitude to Mike Bell (Vice President) and Philip Thomas who have left the Board during the year. Both have given valued and appreciated contributions during their tenure. We are actively recruiting for new members and as

part of that process, have undertaken a skills audit to ensure our new members bring requisite experience and skills which will add value to the organisation as well as provide collective energy to delivering on our strategic plans and vision. To that end we have recently welcomed Will Beresford as a new member to the Board. It has been a year when the consistent factor has been turbulence and I am again personally grateful to all my Board colleagues who have given me their support and assistance. I also want to take the opportunity to thank the CEO staff and volunteers for the excellent service they provide day in day out realising marvellous outcomes which assist clients and their families who experience disadvantage in a very challenging environment.

Dr Deirdre Davies
President, Outcare



...justice arena. This year we have seen a different approach taken by a government that clearly sees a mixed economy and a more balanced and relevant suite of service delivery partners. Value for money has also been a critical element in this process. Pressure is being put on all organisations to work in partnerships, and/or consortia. In tendering for the Youth Justice Contract, Outcare partnered with Wirrpana, and Holyoake, two well respected agencies. Forming such relationships allows a collaborative strength but, in the spirit of humility and respect, acknowledges the unique contribution each organisation brings to the communities in which we operate. Staff in every organisation is the most valuable asset, and I want to place on record my personal gratitude

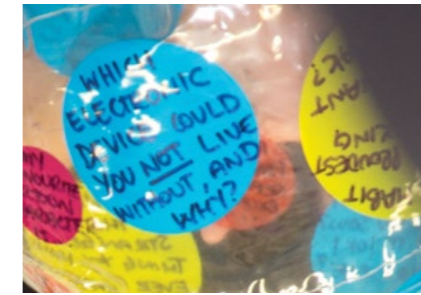
to the professionalism and commitment of all my staff. It has been an incredibly unsettling year, and still holds considerable uncertainty about our future. Despite that, my staff has continued to deliver service in a professional manner and managed the external distractions about future funding in a mature and highly commendable manner. I wish to pay tribute to our service users and their feedback. Their comment on the value of what we do is immeasurable. We are becoming more skilled in capturing their feedback in a timely manner using technology, and this will continue. Outcare has continued to deliver a quality service in complex organisational and environmental times, giving value for money and ultimately delivering rehabilitation

“I wish to pay tribute to our service users and their feedback. Their comment on the value of what we do is immeasurable. We are becoming more skilled in capturing their feedback in a timely manner using technology, and this will continue.”

inside and out. We appreciate the need for further change to continue to demonstrate effectiveness and value to our communities. We shall continue to rebrand our business this year ensuring we are future focused and understanding of the balance of providing care in a mature, professional and competitive manner. Throughout the year we have continued to develop and sustain our collaborative partnerships and actively seek opportunities to work alongside other agencies to demonstrate efficiency and better outcomes. This will continue to be a significant driver in our future business strategy. As last year, we shall endeavour to be more

creative and innovative in how, when, and with whom we deliver services. We shall do so in a manner true to our vision and values. In our role as a social agency operating largely in the justice space we continue to be uniquely placed to articulate the impact of social policy on our client group, and this remains integral to everything we do and in every joint venture we undertake.

Paul McMullan
CEO, Outcare



NEVER HAS IT BEEN MORE IMPORTANT TO BUILD THE CONFIDENCE AND CAPABILITY IN STAFF TO SPEAK UP WITH ISSUES AND IDEAS, TO UTILISE THE DIVERSITY OF THE TEAM TO PROBLEM SOLVE, TO PRIDE OURSELVES ON OUR AGILE ABILITY TO MEET CUSTOMER/ CLIENT NEEDS AND TO CONSISTENTLY LIVE BY THE VALUES OF THE ORGANISATION.

TODAY, STAFF ARE OUR...

Cherelle Witney
Director, LIFT Performance Solutions

Innovation engines

Brene Brown, one of the world's contemporary thought leaders on innovation, states that, "Vulnerability is the birthplace of creativity, innovation and change".

I already see Not-for-profits in front when it comes to vulnerability. The nature of the services provided often demand a vulnerability that allows you to show compassion, empathy, understanding, a non-judgmental view and a willingness to help that is not driven by a bottom line.

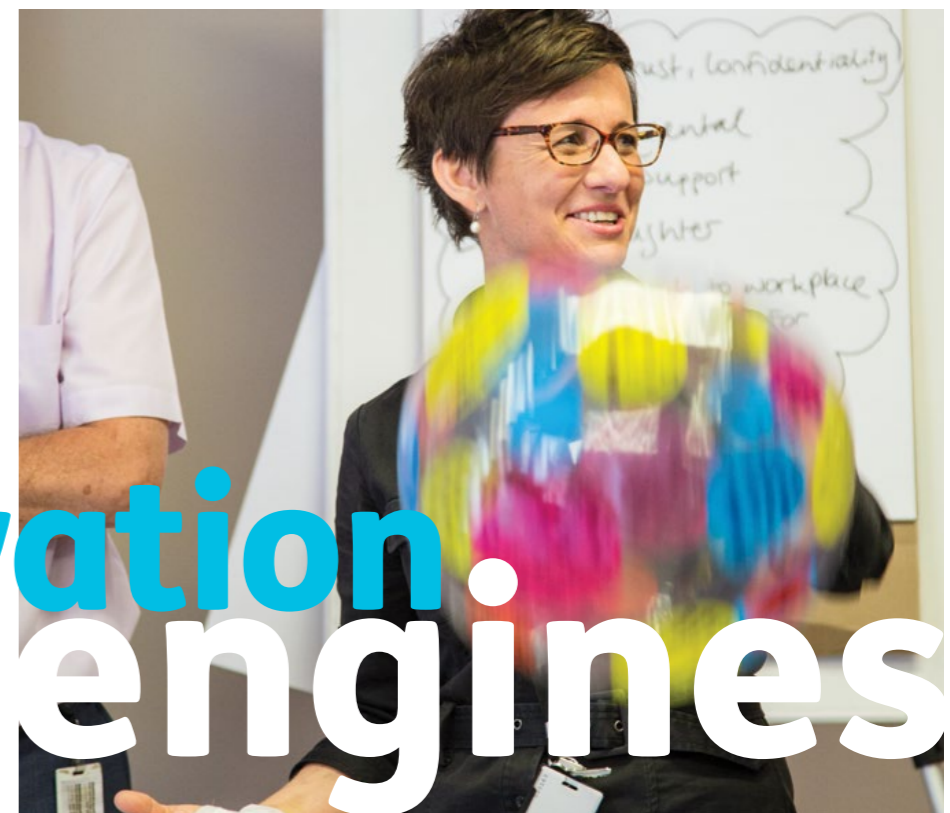
However, the challenge is to marry this with a balanced business bottom line focus of structural efficiency, contemporary services and change that makes us "match ready" to compete for existing business and create new business.

To achieve this we must establish every day work practices that offer opportunities to be vulnerable, to be curious, to be creative and work differently.

Building a culture of innovation from within means ensuring that everyone, from the CEO to the newest employee, is committed to: improving, learning from mistakes, growing their skills and, most importantly, uniting as a team especially under pressure. To achieve this we must choose courage and trust over conflict and blame.

LIFT has been working with staff at Outcare throughout the year. This work includes:

- Building individual Belbin profiles that identify the strengths each person



- naturally brings to their team.
- Individual coaching to build professional confidence, capability and resilience, to practise a growth mindset and contribute your best under pressure.
- Developing team work skills that: celebrate our 'united diversity', lead sustainable change, model the values of Outcare in everything we do, consistently build trusting relationships and develop our agility to respond, change and improve.

These three strategies provide the foundation for Outcare to confidently and innovatively compete.

This training and learning provide Outcare with a competitive edge that directly impacts the bottom line.

One example of how Outcare has transferred their work with LIFT into strategic and operational practise is their innovative approach to tendering. This trial process uses the Belbin Team Roles to identify which team members will collaborate on each tender and at what specific stages or times they will contribute throughout the journey from concept to submission.

This approach ensures that the right

people are in the room at the right time. Those individuals who are not required at any one stage focus their time and skills in other areas within the organisation.

This process avoids everyone being in every meeting regardless of their experience or skill, thus reducing lost time, improving communication between team members, increasing the effectiveness of the end result and ultimately allowing staff to play to their strengths for the benefit of all.

The trial seeks to maximise an individual's specific skills relevant to the tender and their individual natural Belbin strengths to the tasks. Team members attend meetings knowing exactly what is expected of them and how to contribute.

Each trial we complete results in greater learning, improvement of processes and growth at all three levels of the organisation; as individuals, as a team and as a service.

This three tier learning supports Outcare to successfully engage with our customers/ clients and lead a contemporary innovative and competitive service positioned to achieve its vision.

Compete Collaborate

“Australia’s human services sector is facing significant challenges. Finding innovative ways to improve the efficiency and cost effectiveness of the human services sector, and to target services to those most in need, will help ensure that high quality service provision is affordable for all Australians and leads to improved outcomes for the economy and individuals.”

Human Services: Identifying Sectors for reform. Productivity Commission Issues Paper. Australian Government Productivity Commission, June 2016.P.iii

There are profound changes occurring globally within the criminal justice and social care sectors. A population increase coupled with increasing longevity is proportionately seeing a rise in the demand for social care provision in today’s society. Increased rates in crime, coupled with a high rate of reoffending are placing stresses on the criminal justice system. Governments have also raised their expectations based on dealings with private service providers, particularly in the field of objective performance analysis, evaluation and innovation. It is no longer enough just to provide social care; the quality and value of that social care is coming under increasing scrutiny.

The Not-for-profit (NFP) sector itself is becoming an increasingly crowded space populated by a wide variety of organisations ranging from multiple small, niche organisations to larger non-secular organisations. Over the past 10 years privatisation of service, traditionally held within the public domain, has increased with varying

degrees of success and public approval. The resulting addition of partners and intermediaries has influenced the NFP sectors’ traditionally stable relationship with funding bodies.

Finally the launch of the National Disability Insurance Scheme (NDIS) indicates a shift to the ‘client-centric’ or ‘personalised’ delivery model favoured by the private sector where the ‘consumer-is-king’ approach is the norm. This also greatly impacts on cash flow for NFP organisations, who may find themselves receiving their revenue post-care.

Today, social values and traditional positioning are no longer sufficient to guarantee funding. Outcare is now operating in an increasingly competitive environment and needs to evolve both internally and externally to continue to be able to deliver on its values and purpose.

Outcare is 50 years old and is not facing its biggest challenge yet. Outcare is facing its biggest opportunity. Outcare is an established and proven Not-for-profit, that excels in delivering quality care provision in accordance with

its values; a strong commercial business known for its ability to act proactively, measure and innovate and remain focused on evidence based outcomes ensuring a strong return on investment.

This next-step evolution for Outcare is summarised in the positioning statement: Think like a business, act like a charity. This clearly illustrates that Outcare delivers on its vision statement but powers this delivery with a modern, innovative and robust commercial infrastructure.

In the last 12 months we have advanced these concepts which have translated into actions reviewing and restructuring the Leadership Team. We have reduced our capacity by 50% and are operating as a more effective, dynamic and responsive team. The ensuing benefits have resulted in significant savings in administration costs, a major challenge for the whole sector. We also have recognised that thinking like a business demands challenge at all levels; checking that resources are being effectively deployed, monitored, measured and

reviewed. This approach is changing the current culture and giving important messages to stakeholders and, ultimately, the clients we deliver the services to. Stakeholders are experiencing an organisation that is modernising and positioning to be a provider of choice, one that is unafraid to compete and/or collaborate. Collaboration brings strengths in diversity and a more holistic solution for funders.

Outcare is 50 years old and is not facing it’s biggest challenge yet – Outcare is facing it’s biggest opportunity.

In the world of profit the shareholder has primacy. All activities are ultimately focused to deliver an outcome which gives the shareholder a return on their investment and a general sense of wellbeing from a financial perspective. So what if the client, consumer of service, was treated like a shareholder, and given exclusive focus? What activities would charities like Outcare need to engage in to provide truly person centered service?

One of the consequences, intended or otherwise, of the policy imperative compete or collaborate, has been to drive organisations towards mergers and alliances. The undercurrent to this driver is undoubtedly the inability of many charities to truly understand the market concept of competition and transfer this to their world. This poses a threat to smaller charities who fear they will literally be swallowed up in

the scramble for grants and funding. Competition in business is central to survival and seen as healthy. For-profit organisations understand this and whilst the privatisation of justice services has not been without controversy, it could be argued that applying competitive market thinking to justice services has, in some jurisdictions, led to improved services and better outcomes. Not-for-profit businesses in

this environment can learn much and competition and collaboration can be a positive experience, for businesses, staff and clients.

In a mixed economy it is prudent to diversify and spread opportunity and services. One pathway to achieving and sustaining this balance is to focus on creating and maximising business ventures. However, critical to all of this are outcomes which deliver

results for the client. Outcare will compete for business; Outcare will collaborate where added value is a realistic outcome. Most important of all, Outcare will modernise the business true to its history and values in developing and providing the most effective and economic assistance necessary to reduce offending.

Paul McMullan
CEO, Outcare



If you can't measure it, you can't manage it

There are many variant forms of this saying, but all are attributed to Austrian-born American management consultant, educator and author Peter F. Drucker, a man described as 'the founder of modern management'. Whether or not you subscribe to this binary view, day-to-day experience tells us that well defined and consistently collected data (both quantitative and qualitative) can indeed provide us with powerful decision supported information.

It has been more than two years since Outcare embarked on a quest to learn more about itself with the aim of both affirming whether its service delivery model was delivering the intended benefits to clients, and gaining assurance that it was not exposing itself to undue commercial risk by entering into service contracts that use the language of outcomes rather than outputs. This was a quest to both specify and measure outcomes.

Since the implementation of the Delivering Community Services in Partnership Policy (DCSP) by the Western Australian State Government in 2011, the relationship between funded Not-for-profit organisations (NFPs) and those government agencies that purchase largely human services has changed. Central to this change has been the broad adoption of the Person Centred Care and Individualised Funding policy frameworks that have, amongst other things, led to a requirement for funded NFPs to identify outcomes for use as a measure of performance rather than the more traditional outputs focus of previous funding policies.

Funded NFPs must identify and agree their proposed outcomes with their funding agency, reporting against these in order to demonstrate the value of the work they are contracted to undertake. They do this via a tender process.

In particular, the outcomes aspect of the funding changes introduced by the DCSP provide significant challenges for NFPs, government agencies and the support services sector.

Key challenges include:

1. Identifying/creating measurable outcomes that demonstrate the attributes of successful activity
2. Alighting upon outcomes that allow for reporting timeframes to match financial reporting/contracting timeframes (e.g. financial year) notwithstanding that many human services outcomes see the transpiration of significant time before they can be realised
3. Identifying and collecting the data needed to support the measurement of the developed outcomes
4. Comprehensively reporting outcomes achieved on a regular basis ensuring that budgeted and actual outcomes are credible and reliably represent the effectiveness, or otherwise, of the NFP.

If poor outcomes are designed or proxies for outcomes are accepted that are not reliable and/or credible, the impact on the acceptance and utility of the outcomes is significant and negative—this impacts the funder agency's reputation, the service provider's reputation and the overall acceptance of the policy. In short, if the outcomes are not credible they negatively impact the funder, the service provider and the service user.

Credibility, in terms of outcomes, is built by ensuring that:

1. Outcomes are relevant to the interests/needs of the service user and the objectives of the service itself
2. Data relative to the level of achievement can be collected in a cost effective way
3. The value of information gathered through measurement is greater than the cost of its collection
4. The reporting of outcomes influences management decisions and performance assessment

The DCSP is mandatory policy that must be applied in all funding arrangements where government agencies purchase services from NFPs. Therefore, organisations such as Outcare must attend to the identification, adoption, measurement and reporting of suitable outcomes attributable to performance measures.

Outcare was early to recognise that the identification and pursuit of measureable outcomes are expected to enhance the capacity of a NFP to both pursue its mission in a meaningful way and to demonstrate that it is effective. The building of this capacity is, of course, in the interests of the service recipient, funder and service provider. Therefore, while this change process presents challenges for government and the NFP sector, organisations like Outcare will ultimately see their clients benefit as they provide services that demonstrate enhanced outcomes.

Outcare was also quick to respond to these matters and has to date invested in commissioning two separate consulting projects, the most recent of which was aimed at developing an Outcome

Measurement framework and implementation plan. The identification, creation and reporting of outcomes for any type of human service is always complex and difficult. The challenges faced include identifying the most appropriate outcome to measure, the best way to measure it and the most effective way to report it. This requires clear lines of attribution from the activities and processes implemented through to the outcomes themselves, ensuring that reporting demonstrates the effectiveness of the provider's work.

The investment Outcare has made and continues to make toward the identification and measurement of outcomes is critical to its future success and demonstrates the commitment the organisation has towards creating real opportunities for its clients.

Scott Bywaters
Director, Baxter Lawley

Will Beresford

My function within the Board of Outcare is to assist with the strategic objective of repositioning Outcare in the Not-for-profit sector. I provide advice on marketing strategy initiatives with specific comment on rebrand, website refresh, redesign process, marketing material and collateral development. I also provide comment on the current ways in which Outcare reaches and communicates with its stakeholders and whether that needs to be improved upon in order to align with other strategic objectives Outcare has set out.

In addition to business development and marketing initiatives, I also provide guidance on meaningful partnership development, specifically with Not-for-profits or corporations where a mutually beneficial relationship can be established. Additionally, maintenance of current relationships or partnerships to ensure that there is a high degree of engagement.



Governance

Eileen Newby

One of my duties, as Outcare's Treasurer, is to chair the Finance and Audit Committee. This Committee provides an oversight function to the financial practices of the organisation, assisting with the appointment of an external auditor and reviewing the financial and management accounts to ensure that accounting standards are applied in an appropriate manner. It is also the Committee's responsibility to ensure that the Board financial reports are timely, accurate and in a format easily understandable by all directors.

Outcare has a strong vision for the future, achievable because of its solid financial base. The Treasurer, supported by the Finance and Audit Committee, is responsible for assisting the Board to maintain the

continued financial viability of the organisation. Although largely reliant on government funding for its programs, Outcare does have access to some finite funding of its own. This provides some flexibility in managing the achievement of objectives.

The Board assists the CEO by undertaking a robust review of the strategy and constructively suggesting changes, if necessary, prior to Board endorsement. It is the role of the Treasurer to ensure that the strategy is financially viable. The Board has certain statutory responsibilities, but must also show strong leadership in establishing the culture of the organisation. As a member of the Board, it is important that the Treasurer be a leader in all matters financial by exhibiting strong ethical financial values.

Dr Deirdre Davies

As President, my role is to lead and manage the Board ensuring there are processes to support effective oversight and sound governance of the organisation. This includes reviewing the performance of the Board and CEO and responding in accordance.

I preside over board meetings and set agendas to ensure the Board meets our fiduciary duties and to ensure we are focused on the important key strategic issues. The President also has an important role in facilitating effective decision making by ensuring there is an adequate flow of quality information to the Board and encouraging robust discussions and input from all Board

members at meetings.

In my role as President I work collaboratively with the CEO to understand how the Board can support management in advancing Outcare's mission. I think this is a vital aspect of the role. I bring a strong commitment in time, personal resources and energy to Outcare and what we do and am always looking at ways we can improve what we do for the organisation. I bring over 25 years of experience in the community sector working with various organisations on strategic planning, organisational development and evaluation, and am able to draw upon this experience in my role as President.

Elizabeth Eaton

All Board members provide long term oversight for Outcare. My area of particular contribution is in the area of policy. Good policy provides the foundation for good relationships. The process of developing policy allows for discussion and determination of aims and priorities. Outcare has made much needed advances in the handling and presentation of its finances and the development of some finance policies in the last four years. This improvement has consumed significant effort. It will benefit now from a more concerted effort on governance policies. I look forward to the Board supporting CEO Paul McMullan's efforts in this regard.

Gordon Trewern

My background is in disability services, an area I have worked in for some 36 years. I run a Not-for-profit organisation called Nulsen Disability Services where I have been CEO for the past 23 years. The issues that face Outcare and Nulsen as NFP community organisations are the same; recognising that our customers are different. Outcare is operating in a time of major government policy and procurement change; unprecedented in the community services sector's history. This change will require Outcare to operate in a more competitive market where traditional business models will be challenged.

The disability sector had a head start on the justice sector with these types of reforms and, as such, I am able to add value in the area of organisational

reform, development of quality management frameworks, repositioning of Outcare in the NFP sector and the development of performance monitoring and evaluation systems.

Outcare has a great future ahead but needs a Board that is clear on its purpose, business models and mindful of the experience and level of engagement it wants and needs to deliver to its customers and the broader justice community. I have been very impressed with Outcare and the people that work and support this organisation and am pleased to be part of its journey going forward.

Anette Schoombee

I have been a member of the Board of Outcare since October 2015, having served as a board member for a large chamber of barristers and on the board of the Australian Association of Women Lawyers in the past. As a judge of the District Court I regularly receive reports about the background and personal circumstances of offenders and their performance after being placed on community based orders. I therefore have a good understanding of the factors which cause people to offend and which prevent them from being rehabilitated once they are released into the community. I am of the view that this knowledge and experience will assist in making decisions with regard to the involvement of Outcare in particular programs. As a lawyer who has practiced in commercial law for 20 years prior to becoming a judge, I have developed good analytical skills and the ability to identify relevant issues, potential problems and risks in contractual undertakings by Outcare. I am able to assist Outcare in making sure that it complies with its obligations under the law.

John Vojkovich

I see the Board as a single body made up of experts in their field, working together to support Outcare as it grows to meet the demands of the future. I hold professional membership as a chartered secretary and qualified accountant, with 14 years as a senior executive in finance and governance roles, and prior experience working with NFPs and corporates across industries throughout the world. It is important to me to use this knowledge and experience, particularly to support Outcare in continuous improvement and operational efficiency.

It is the role of the Board to provide the CEO and management with clear direction and an insight that enables good decision making so that Outcare can meet its objectives. Our role is to enable change and growth by providing the right balance between support and governance.

A new dawn for NFPs in WA

THE NOT-FOR-PROFIT SECTOR NEEDS TO DEVELOP TO MATCH THE NEEDS OF NOT ONLY ITS CLIENT BASE BUT ALSO THE SECTOR IT OPERATES WITHIN.

PROFESSOR DAVID GILCHRIST DIRECTOR CURTIN NOT-FOR-PROFIT INITIATIVE



The Australian Not-for-profit and charitable sector has faced more change over the last five years than over the preceding 200 years of its existence in this country. This change, occurring in response to a number of pressures, has been primarily driven by a significant change in the nature of the relationship between the sector and government.

In the Australian Not-for-profit and charitable sector, government has loomed large—especially since the advent of Welfare State economic thinking developed after World War II. Since that time, government and the Not-for-profit sector have worked closely together to meet social challenges. This relationship revolved around a nexus of funding and policy development on the government side, matched with resourcing and informed social service delivery on the Not-for-profit/charitable side.

Indeed, government is a significant funder of Not-for-profit activity across a wide spectrum of services. This model has been effective in meeting the challenge of building our civil society by distributing resources where they are needed and bringing to bear the capacity of charities and Not-for-profits to leverage volunteer time and donations.

Over the past five years, however, this arrangement has been increasingly questioned due to financial challenges being faced by governments as well as a change in thinking about the role of Not-for-profits and charities. Questions are now being asked as to whether our community might be better served by establishing a markets-based funding regime.

There is little doubt that governments are facing considerable fiscal difficulty and there is an almost universal acceptance that service provision undertaken by Not-for-profits (and For-profits)

needs to have a more client-centric approach—both to ensure the service provider is as efficient as it can be and to ensure the clients gets what they want. Interestingly, commentators and policy makers often encourage this focus citing funder savings and client satisfaction as the logical outcomes.

Two policy frameworks are often conflated to describe this policy setting: individualised funding and person-centred care. Individualised funding provides funds to the individual so that he/she can make choices, thus forcing change by enrolling the market mechanism. Additionally, person-centred care is intended to influence service design and delivery to meet clients' needs.

These ideas have manifested in various government policies including Western Australia's 'Delivering Community Services in Partnership Policy'. Overall though, they impact Not-for-profit and charitable organisations in three key ways:

1. They introduce increased uncertainty with respect to funding due to the impact of client choice
2. They require organisations to redesign operations in order to facilitate client-centric service delivery
3. They disrupt the relationship between government (as policy maker) and the sector (as policy implementer).

Not-for-profits and charities must respond to these challenges if they are to survive.

To respond to these challenges, the sector must consider three further elements:

1. The financial impact of the new world
2. The impact on human resources
3. The impact on governance arising from new ways of doing business

The financial impact is two-fold. Not-for-profits must determine what capital is required in order to meet this challenge and also become more adept at costing and pricing services. In the case of the former, capital requirements include money required for successful change management, for additional IT infrastructure, such as Client Management

the challenge for Not-for-profits and charities is to get to know their businesses better in the context of the new environment



software, and for marketing and administrative change as person-centred care and individualised funding replace more holistic contracts with government departments. With regards the latter, Not-for-profits must ensure the decision makers in the organisation understand the business itself. Predominantly, this means that organisations need to become more adept at costing and pricing for planning purposes and for solvency purposes. They need to consider their capacity for meeting their financial responsibilities in the context of their demand forecast.

With regard to the impact on human resources, under the person-centred care model, decisions and choices are made either by the client, by the client's family and supporters or by guardians. Staff at the coal face need to respond to client choice within a policy framework, making decisions that are not always clear and easy. There is a great need for training and appropriate supervision in order to ensure the client achieves what they want within a decision making environment that does not compromise the Not-for-profit's policies and mission or its requirement to meet clinical standards.

The third and final significant point is in relation to the impact on governance and reporting processes that would likely need to be changed. Obviously traditional financial and output reporting arrangements are likely to be needed. However, additionally, the board and management are going to have to develop reporting structures that ensure outcomes reporting and decision making is able to be undertaken at all levels within the organisation. This is difficult and can be expensive.

Overall, the challenge for Not-for-profits and charities is to get to know their businesses better in the context of the new environment, to find resources to meet the challenges and to keep the doors open while they do it—a formidable challenge for any sector in our economy.



Why so negative



Dr Natalie Gately, Coordinator, Criminology and Justice at ECU looks at public perceptions of released offenders and the impact they can have upon their successful reintegration.

When beginning to research this topic, initially a negative story was emerging. Paper after paper wrote about a punitive public fearful of criminal behaviour and victimisation. It is acknowledged that people want to feel safe and protected in their home and working environment. It is also understood how the release of offenders back into the community, coupled with the media giving graphic detail to some high profile violent crimes committed by parolees will result in an increased risk of fear and a more punitive stance on prisoner release (Bartels, 2013).

Collective public opinion needs to be considered. If the criminal justice system has moral credibility, then the public will respect it and abide by the laws that govern the people (Robinson & Darley, 1998). Furthermore, to prevent the public losing faith in the system there must at least be some congruence between criminal justice processes and public sentiment (Morgan, 2002). No one usually fears a bee (or a single voice), but a swarm causes panic. Likewise, politicians getting 'tough on crime' can get a substantial boost when the swarm

supports that notion (Wood, 2009). Unfortunately, whether the message is accurate or not, collective opinion bolsters political profile and has the potential to change policy and legislation (Cullen, Fisher & Applegate, 2000).

These public opinions are rarely backed up by research that indicates being 'tough on crime' is not best practice (Jones & Weatherburn, 2010). Or that best practice indicates that most offenders should serve as little time as possible; and be released back into the community as soon as possible with as much assistance as possible (Simpson, 1999). However, despite the evidence, offenders are not 'sexy'. There is little support for spending more money on offenders, when there are cries for more fiscal resources for schools and hospitals. Interestingly, they do not make the same comparisons when considering how much prisons cost to operate. Knowledge is the key to reducing fear and lessening punitive responses. But how to get that out there?

Looking beyond the negative rhetoric, more recent research challenges the notion that the public

are always fearful of offenders and punitive about release options. For example, two current West Australian projects, one on parole (Gately, Ferguson, Ellis & Cock, 2016) and the Children's Court Drug Court (Gately, McCue, Ellis & Horrigan, 2016) indicate that when given information the public are supportive of diversionary and justice reinvestment options. This is contrast to the 'one point in time' survey's which ask participants on a scale how much they agree or disagree with a statement. It is, however, supported by the findings of Simpson, Guthrie, Lovell, Walsh & Butler (2014) who surmised that giving participants context and information allows them to discuss and gain a different opinion based on facts and knowledge. This presents a positive and more productive dialogue to have than simply accepting that generally the public are not knowledgeable about the criminal justice system (Cullen et al. 2000); and that a misinformed public lack confidence in that system and hold punitive attitudes towards offenders (Jones & Weatherburn, 2010).

These findings indicate a way forward to counter the high profile cases that have resulted in negative public attitudes about parole (Bartels, 2013) and reintegration. As researchers, the challenge is to change the way these investigations of public opinion are gathered and respect the ability of participants to make informed decisions when given the opportunity rather than to just question their perceptions on topics about which they have little knowledge.

The reality is that the majority of individuals who are released on parole do not reoffend while on parole (Naylor & Schmidt, 2010). Therefore, knowledge is the key to reducing fear and lessening punitive responses. Let's acknowledge that the media's portrayals of ex-offenders makes an impact on the views of the wider society. Let's also recognise that many people in contemporary Western Australia are not watching the six o'clock news to gain their knowledge. In the recent research cited, many were getting their information from multiple online sources and verifying that information. So, as academics, there is a need to collect our data in a different

way, and design research that provides information before asking on views.

This updated approach may provide wider and more public support for agencies like Outcare and acknowledge the important work they do to assist offenders to transition to the community. This involves more than just finding accommodation and employment. The bigger picture is that Outcare assist ex-offenders to leave old labels and stigma behind; to rebrand people as proactive, pro-social and productive members of the community that contribute to society and those around them. As Simpson et al (2014) suggest, the key is to change the narratives and engage the public as 'allies' in a movement to reform perceptions and opinion.



hope



It's time for a
change
This is your invitation to start a conversation and get involved...

Friday 19th January at
The RISE Baywater
28 Eighth Avenue, Maylands, WA 6051
9.00am until 4.00pm
Looking forward to hearing from you all.

The wisdom is already in the room with us

Organisations function a lot like people and even exhibit the same emotions. So last year, we asked Outcare how it felt.

Organisations are constantly changing and it is helpful to be reminded that the wisdom and experience of an organisation often lies in the staff and culture itself.

All change starts with disruption. Imagine a meeting in an organisation where people are not required, but are instead invited to attend. This simple change will ensure that all who attend genuinely want to be there, to be involved and contribute to change and growth. Instead of a fixed list of items to cover attendees have spaces in which to hold conversations that matter to them all focused on topics of concern.

Discussions occur simultaneously and all are recorded. At the end of the day the whole group reconvenes, actions are planned and responsibility for implementing these actions are taken. The notes of the individual conversations are collated and published to all concerned.

Paul McMullan
CEO, Outcare

Outcare embarked upon just such a process in January of this year. The aim of the day was to invite staff to respond to the invitation issued by CEO Paul McMullan: **"It's Time For A Change – Your invitation to start a conversation and get involved"**. The results spoke for themselves. During the day a total of 54 conversations were held, ranging from personal concerns and worries about employment future, to conversations around providing a better more efficient service to both the client base and stakeholders. There was

anger, frustration, reflection, laughter and a sense of hope that their voices, concerns and suggestions for change had been acknowledged and heard.

Open Space Technology provides organisations with direct access to the richest sources of wisdom and experience in their sector – their own staff. It opens the doors to real discussion, the sharing of ideas, concerns, innovation and possibilities and demonstrates the value the organisation places on its people and their collective knowledge.



"The insight offered by just the chosen topics for discussion at the start made the day worth it. The frank and level discussion at the end of the day brought out all of our issues into the open positively. An incredibly powerful day."

Same words

Please give generously, overpaid CEOs, do-gooders or a vital component of today's social infrastructure? We explore the public image of NFPs today and ask if it's time for an image remix and a modern re-release?

sung to a more

Delivered in the arena we refer to as the 'third-sector', Not-for-profit (NFP) organisations play a vital role in today's society by providing valuable community services without delivering profit to owners or shareholders. They operate within rigid business frameworks and are subject to financial scrutiny. And they employ people, lots of people in fact. In 2012, a report by John Hopkins University revealed that 10.1% of employment within the USA fell in the NFP sector. Clearly there is more to the NFP sector than meets the eye as they quietly deliver valuable services to the community but from where do we source our opinions? Are these opinions rooted in fact? And, most importantly are our opinions of NFPs correct? Recent negative media reports focusing on financial mismanagement in Charities such as Kids Company in the UK and The Shane Warne Foundation in Australia have showcased dangerous levels of financial mismanagement within the sector. So what do today's public see, the kind carer's they have always trusted or an industry just as open to mismanagement as it's private sector cousins?

Increasing demands for services are occurring at a time when budgets are being reduced and expectations raised. Considerable effort is currently being made in NFPs across Australia and the results are being felt from boardrooms to service users' bedrooms as the provision of care adopts even more rigorous operational practices designed to implement greater measurement and evaluation. This will ensure that care is delivered in a way designed to meet the current requirements for greater efficiency without compromising the vision and values essential to the delivery of services designed to improve just our lives, not those of shareholders as well. The challenge for today's NFPs is to embrace the fact that they are now being valued and judged with a new set of criteria, ones far closer to their commercial cousins who are measured on their ability to climb the ASX or the All Ords. Caring is now a measured, monitored and competitive business and this message needs to be evidenced clearly within NFP brand communications. To paraphrase the words of Melvin "Sy" Oliver and co-writer James "Trummy" Young, when it comes to garnering public favour for NFPs in today's world:

"It ain't what you do it's the way that you do it. It ain't what you do it's the way that you do it. It ain't what you do it's the way that you do it – that's what gets results."

modern tune.



Giles Duffield,
Director
GDA Consult.

Though the third sector is made up of an extensive variety of organisations, differing vastly in size, service delivery and structure, all are currently subject to the same huge changes.

Smarter

THESE DAYS IT SEEMS EVERYONE IS CLAMOURING TO GET INTO OUR BACK POCKETS AND THE SMARTPHONES WE KEEP THERE. WHEN IT CAME TO RESEARCHING THE TRUE POTENTIAL AN APP CAN BRING TO CREATING AND MAINTAINING QUALITY SERVICE USER DIALOGUE OUTCARE LOOKED TO ACADEMIA...

not

January 2016 saw the start of an inspiring innovation at Outcare that took advantage of the fresh, new perspective and hard, fast thinking of bright young millennials from the JCLA program at Curtin University.

The John Curtin Leadership Academy (JCLA) is an intensive, co-curricular leadership program that provides selected students with the opportunity to work with real community partners developing leadership, vision and community service.

Each year community organisations are invited to present a proposal for consideration to the JCLA students. This year, for the first time, Outcare presented an opportunity for consideration. The idea had originated with Davidson Almeida, Systems Administrator from the Outcare IT department.

Davidson felt there was a growing need to make information easy to access for service users and their families. His idea started from a desire to take the information from frequently asked questions and put them all in one convenient location – an app. CEO Paul McMullan, conditioned to driving and supporting innovation, heard of Davidson's idea and sought out ways to develop it. Working together with Giles Dutfeld from GDA, he looked for avenues to explore and



The student team quickly embraced the project and made it their own. By arranging meetings with staff, visits to family centres, and discussions with released offenders currently in programs they were able to establish a foundation of understanding and information. This then led them to realise that the key to unlocking the true

harder



“...the app has gone from being seen as an electronic paperwork shortcut to being a powerful resource for released offenders. This gives it greater longevity and enabled it to engage with offenders at a far deeper level creating a win-win situation for all concerned.”

Paul McMullan, CEO Outcare

develop Davidson's idea into a robust and workable solution.

Paul and Giles presented the idea to JCLA students for consideration and very quickly it was snapped up as the project of choice for seven students from a wide range of disciplines. Students Chadd Simson, Jed Kerry, Kirtika Kayarat, Navin Welgama, Rachel Byl, Zemyna Kuliukas and Myriah Powley were attracted to the project for the opportunity it provided to make a difference.

“Products and services go to market a lot faster these days so there is a need for a much shorter timeframe for development and prototyping. Working with a group of highly competent and intelligent students from a range of disciplines enabled us to turn to them and say, ‘Show us what we are missing’. And they did. The work they did was amazing and far beyond what we had envisaged.” Giles Dutfeld, GDA.

power of the app would be in involving offenders pre-release.

Access and interviews were set up with prisoners at Wandoo Reintegration Facility to gain their insight and feedback.

“You wanted to use us, our ideas and lack of experience to deliver something new. [Throughout the project] you pushed boulders away to enable us to get access to the people we need to so that we could go forward.” Jed Kerry

At the conclusion of the program, in May, the students presented their findings to the executive team.

“The app had been originally envisaged to be a

ABOVE LEFT
Zemyna presents the Outcare app project findings at the JCLA Graduation ceremony.

ABOVE RIGHT
An early prototype of the app.

RIGHT
Justin Clarke, Executive Manager, Outcare with Rachel Byl, Navin, Jem, Chadd and Jed from JCLA alongside Davison Almeida, Performance & ICT Coordinator, Giles Dutfeld, Director - GDA and Paul McMullan, CEO, Outcare at the initial briefing.



conduit to transmit information. Through their work, the students gave us a profound insight into what was actually needed and wanted by the app users and how we could achieve this to greatest effect. They have enabled us to create powerful and insightful specifications as we move into the developmental stage, not only for its initial release, but also to power the next few phases.” Giles Dutfeld, GDA.

“The JCLA student team explored the position of the app not as a way of collecting and disseminating information but as a way of being at the centre of a community to

inform, educate and support. The biggest strength of their work is that the app has gone from being seen as an electronic paperwork shortcut to being a resource for released offenders. This gives it greater longevity and enables it to engage with ex-offenders at a far deeper level creating a win-win situation for all concerned.” Paul McMullan, CEO Outcare.

One of the key roles for NFPs is not only to deliver powerful services to society but also to look at better ways to research and evidence performance. If we can do that, the services we deliver today can



provide us with the data we need to provide the services we deliver tomorrow. JCLA students Chadd, Jed, Kirtika, Navin, Rachel, Zemyna and Myriah delivered a solution that brings ‘think like a business, act like a charity’ to life. The app is currently in development.

TOP
Rachel presents the Outcare app project findings at the JCLA Graduation ceremony.

ABOVE
Chadd, Jem, Giles Dutfeld, Director - GDA, Navin, Kirtika, Jed and Rachel with their research summary at the JCLA Graduation Presentation evening.

the online

Like me, text me, watch me, play me, listen to me, share it, comment on it, emoji it. The message is: be part of the story, whether you want to or not. If you don't, you could be de-friended, unfollowed, harassed, bullied or deleted. There is immense pressure to be 'one of the crowd'.



2000

trustworthy iPhone - always with them and always available. It rarely leaves their hand. Outcare caseworkers and school principals have reported that for vulnerable youth of both sexes addiction to techno devices has resulted in poor concentration, limited communication skills, lack of commitment, aggressive behaviour and growing disrespect for authority. The non-linear fashion in which media is consumed by today's youth may seem disturbing and disjointed to those caring for them but it is our responsibility to understand this world and work with it and around it. Social media is part of today's culture and it often feels that there is very little we can do to alter its impact on young people. However, breaking away from the techno addiction is more than possible when it can be acknowledged that the youth of today are actually part of this global trap. If support is offered and accepted in the form of education, individual mentoring and regular communication between young people and those they respect then this cycle of destruction can be changed.

John Cox
Art Mentor



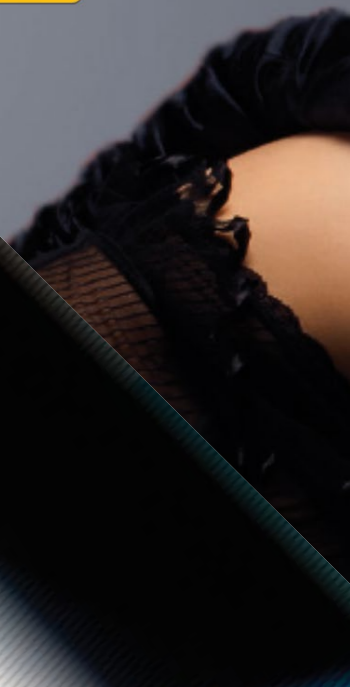
SEXIEST LIVE WEBCAM M

The site contains sexually explicit material

By entering the site I accept the [Terms and Conditions](#)

I'm over 18

or [Leave the site](#)



A brand in evolution

In his article 'Compete or Collaborate' on page 6, Outcare CEO Paul McMullan draws attention to the profound changes in the environment within which Not-for-profit (NFP) organisations operate.

Research undertaken by GSB staff at Stanford Graduate Business School in 2010 highlighted that the general perception of NFPs was 'warm' and 'friendly' but lacked the harder competence focused qualities associated with For-Profit companies.

This general perception is now impairing effective operation within this new, focused, competitive market. It is these missing harder-edged, performance based, metric qualities, rather than just the ability to deliver programs, which now exert greater influence on funding decisions.

“We found that competence is what really drives a consumer’s intention to purchase... For nonprofit firms stuck with the stereotype of being warm but not particularly competent, anything that boosts their perceived competence will help them survive in the marketplace.”

Cassie Mogilner, Associate Professor of Marketing, Wharton University of Pennsylvania.

It is clear that to match this environmental change the next step forward for NFPs is to evolve their marketing and communication strategies to not just maintain pace but add a competitive edge.

The objective of the re-branding exercise is to re-position Outcare as the organisation that offers the best of both worlds to those in charge of awarding its revenue. It will be positioned as:

1. An established and proven Not-for-profit which excels in delivering quality care provision in accordance with its values
2. A strong commercial business known for its ability to act proactively, measure and innovate and remain focused on evidence based outcomes ensuring a strong return on investment.

What is a brand?

A brand is the term for the perception stakeholders have of an organisation, based on their experience of it. A successful brand is one that adds value, is trusted and where perception lies in synergy with the needs of stakeholders.

Finally, a brand has three distinct functions:

1. It acts as a navigation beacon leading consumers to the organisation
2. It acts as an assurance of quality to the consumer
3. It builds equity and loyalty, a value premium to all

The research phase of the re-brand encompassed the views of in-sector NFPs, funding bodies and competitor/partner private

sector organisations Australia-wide as well as encompassing best practice from overseas. Service users were consulted both pre-and post release and all staff from case workers to Board members were involved from January 2016's Open Space workshop all the way through to management and Board meetings. This approach ensured that we had one foot firmly planted within the organisation and the other in the sector within which it operated.

Evolution

GDA worked closely with CEO Paul McMullan and Outcare's Board to bring the core definitions of a respected 50 year old organisation in-line with the demands of today's market without compromising their integrity. We also added a new layer of performance based definition with the new objective statement and five new values, each designed to bring the vision to life in every action of everyday operation.

In recognising the changes within its sector, and by acting proactively in this way, Outcare can, without compromising its social focus, use these as an opportunity to position the organisation as:

1. An established and proven Not-for-profit which excels in delivering quality care provision in accordance with its values
2. A strong commercial business known for its ability to act proactively, measure, innovate and remain focused on evidence based outcomes ensuring a strong Return on Investment (ROI)



Top
Open Space whole staff workshop January 2016.

Middle
Early brand development sketch based on research & feedback.

Bottom
Visual from staff presentation.

Our vision statement

A better life for ex-offenders for the benefit of all

Our purpose

Helping people to break the cycle of re-offending

Our values

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

Accountability - We measure what we do. Our work is outcome focused

Empowerment - We provide 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

Our Objective

To develop and provide the effective and economic support necessary to reduce reoffending

Outcare's new key brand messages

In response to the research component of the branding and communication strategy these key messages will underpin all communication to show to all our stakeholders that Outcare is:

Robust

Our structure and processes are optimised for efficiency without compromising achievement of core values.

Key messages:

- Care is our business
- Measurement qualifies achievement
- We always deliver effective and efficient services

Proactive

We have to think like a business and act like a charity

Key messages:

- Our business is rooted in today but designed to serve the needs of tomorrow
- Measuring enables us to predict accurately. Predictions enable us to prepare. Adequate preparation underpins our growth

Credible

Outcare will be seen in sector as one of WA's prime organisations with a credible reputation.

Key messages:

- We are not as good as we say. We are as good as the things we prove we have achieved
- Trust and expertise. The more we learn, the better we become, the more trust we earn, the more opportunities we have to learn
- Success is achieved not when something 'worked' but in understanding why it worked or did not. Success is in what we measure as much as what we achieve

Motivated

Outcare is staffed by people who love what they do, make a difference to the lives of others and get paid for it too. Our enthusiasm should inspire others.

Key messages:

- There is always a better way. How can I do that better?
- Our business is geared to efficient operation without compromise to staff, service users or our values

Innovative

We will always look at what we do and be open to how we can do it better. We will be an organisation that thinks of the delivery of care in the same way as a Silicon Valley start-up thinks about the next best app - where can we go next?

Key messages:

- We always look everywhere for inspiration
- Sustainability and growth are powered by innovation

The new brand mark

A modern and vibrant logo was designed to move away from the more traditional, gentle image of care provision to a bolder dynamic proposition of support and mutual achievement between client and support organisation.

The logo type plays on the heart formed within the interplay between the 'O' and 'C' with the broken circle formed by the 'C' as a reference to the break in the cycle of re-offending. This forms a firm reference to Outcare's values. The design also ensures that the logo is as equally recognisable in full form as it is in enlarged and cropped forms.

Choice of colour was an area of specific focus. Staff and prisoner feedback identified that green had a strong association with the negative aspects of custody. In its place, a mid and light blue reference the more objective nature of the organisation whilst the mid and light orange pays reference to the Aboriginal colour palette used in traditional art by the custodians of the land.

Finally, even the typeface has been designed to be part of the brand story; developed in the UK in conjunction with the charity MENCAP, it was designed to offer optimum legibility for those with lower than average reading skills to support them in written communication.

The new brand was launched at Outcare's Annual General Meeting on October 26, 2016. This is just the beginning. The values of the Outcare brand will continue to be rolled out from this date. This will become evident on the new website, signage and uniforms as the new communications strategy begins.

More importantly however, the values at the core of the organisation's heart will continue to be evidenced at each and every point of engagement throughout the whole stakeholder group as the true value of an organisation that 'thinks like a business, acts like a charity' and genuinely 'knows care inside out' continues to be experienced across Western Australia.



This next-step evolution for Outcare is summarised in two new positioning statements:

Think like a business act like a charity

This clearly illustrates that Outcare delivers on its vision statement but powers this delivery with a modern, innovative and robust commercial infrastructure.

Outcare is always:

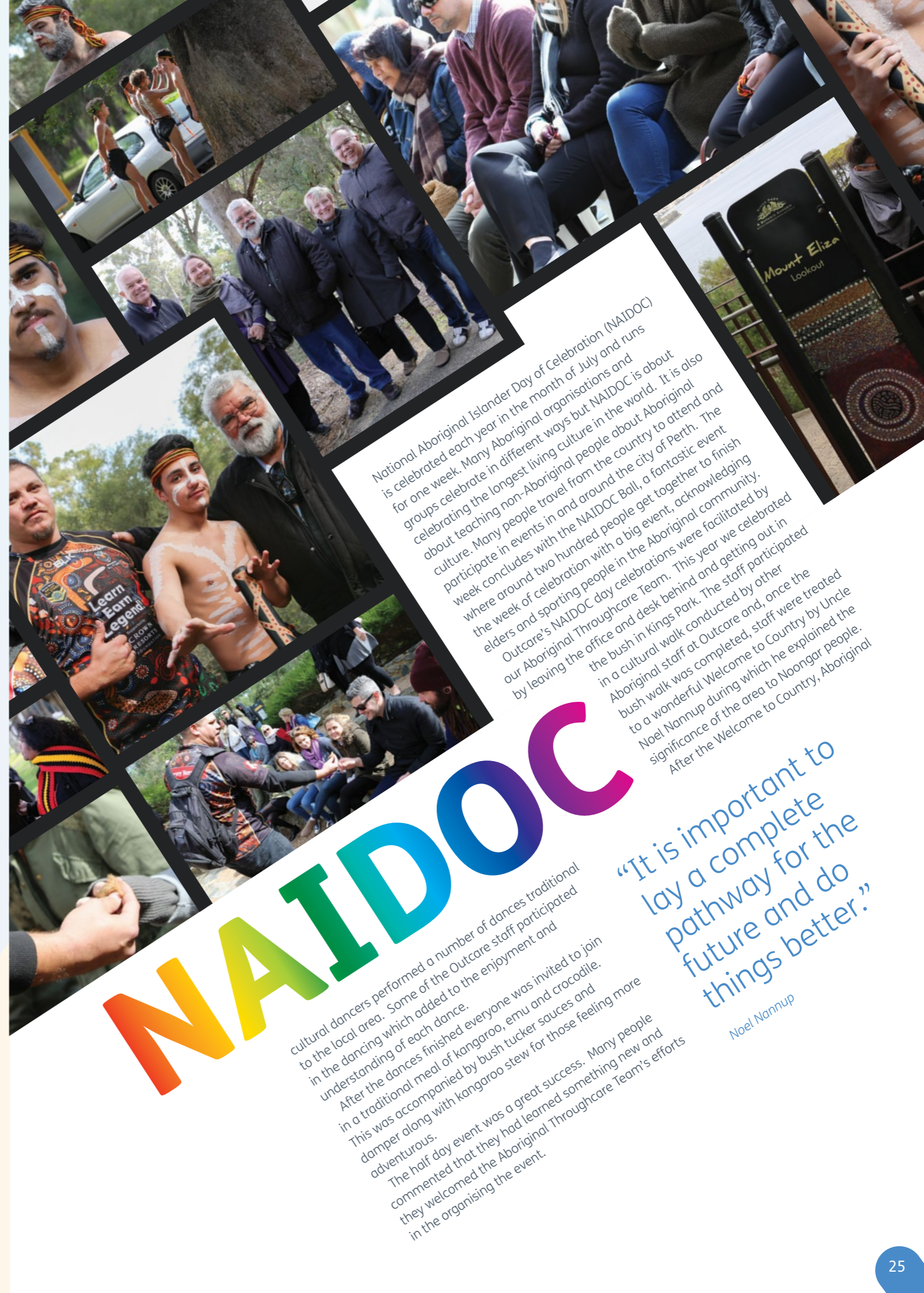
1. Portraying a strong and consistent professional image
2. Building an infrastructure that allows Outcare to respond quickly and plan for the future
3. Being accountable by measuring outcomes to clearly evidence ROI
4. Understanding strengths, weaknesses and opportunities and working with them
5. Seeing 'profit' not as a negative, but as a tool that maintains sustainability and powers growth

We know rehabilitation inside out

This boldly positions Outcare as the 'go-to' provider of through-the-gate service provision.

Outcare will always:

1. Remain true to our Values and Purpose
2. Ensuring that the needs of our clients, rather than the needs of shareholders or other stakeholders who affect their care, are always put first
3. Remain a committed advocate for those entrusted to our care
4. Remain committed to co-operative working practice where it is in the best interests of our clients



National Aboriginal Islander Day of Celebration (NAIDOC) is celebrated each year in the month of July and runs for one week. Many Aboriginal organisations and groups celebrate in different ways but NAIDOC is about celebrating the longest living culture in the world. It is also about teaching non-Aboriginal people about Aboriginal culture. Many people travel from the country to attend and participate in events in and around the city of Perth. The week concludes with the NAIDOC Ball, a fantastic event where around two hundred people get together to finish the week of celebration with a big event, acknowledging our Aboriginal Throughcare Team. This year we celebrated our Aboriginal NAIDOC day celebrations were facilitated by leaving the office and desk behind and getting out in the bush in Kings Park. The staff participated in a cultural walk conducted by other Aboriginal staff at Outcare and, once the bush walk was completed, staff were treated to a wonderful Welcome to Country by Uncle Noel Nannup during which he explained the significance of the area to Noongar people. After the Welcome to Country, Aboriginal

NAIDOC

cultural dancers performed a number of dances traditional in the local area. Some of the Outcare staff participated in the dancing which added to the enjoyment and understanding of each dance. After the traditional meal of kangaroo, emu and crocodile. This was accompanied by bush tucker sauces and damper along with kangaroo stew for those feeling more adventurous.

The half day event was a great success. Many people commented that they had learned something new and they welcomed the Aboriginal Throughcare Team's efforts in the organising the event.

"It is important to lay a complete pathway for the future and do things better."

Noel Nannup

Is this how you treat data in your organisation?

DATA DRIVES SALES AND PERFORMANCE ACROSS THE PRIVATE SERVICE INDUSTRY FROM OUR BANKS TO ONLINE RETAILERS POWERING EVERYTHING FROM METRICS TO MARKETING. SO HOW WELL ARE TODAY'S NFPs MANAGING THEIR DATA?

MICHAEL TRAVIS, MANAGING DIRECTOR IT.COM

> That the Not-for-profit landscape is changing in response to the National Disability Insurance Scheme (NDIS) is an understatement. In particular, a requirement for consistent standards within the NDIS is driving a need for comprehensive, detailed reporting. Whilst it's true that reporting has always been important for Not-for-profit organisations, the impact of the NDIS on reporting is substantial. Fundamentally implementing the NDIS requires that Not-for-profit organisations be able to report on the results of their program and demonstrate a clear link between their programmatic goals and the actual outcomes.

In this sort of environment there's no role for a reporting system that relies on data being manually compiled from several different systems. To demonstrate an ability to measure and control costs and efficiencies requires that data be tracked and isolated at both an individual and program level and that aggregated data can be pulled from internal systems to be displayed and analysed in real time to ensure it remains up-to-date at all times.

For many Not-for-profit organisations creating the reporting platform required by the NDIS is a significant challenge. Typically, they're 'stuck' with a legacy system which was never designed to facilitate data tracking, data aggregation or rapid innovation. Further, the skillset needed to create a reporting platform that's streamlined

and integrates the clean analysis of relevant data is beyond the domain of most Not-for-profits. Of the few Not-for-profits that are able to demonstrate transparency in program performance, most have proactively invested in IT, not because they had to but because they recognised the business value the investment yields. To be clear though, this is not an investment in more computing power, these are different sorts of IT investments such as understanding your business processes and the applications that enable them, or taking the time to listen to all your stakeholder's needs and requirements.

For Not-for-profit organisations to successfully respond to the NDIS reporting requirements they will require a proactive investment in IT. The need for clean data analysis and streamlined,

outcomes based reporting will require support providers to think less about bigger servers, faster desktops and secure mobile devices and more about how to map out the various types of data their reports will handle and what system/application integration requirements the final platform may demand.

IT is not just data-plumbing, smart NFPs are looking to analytics to power future growth.

ANDREW WALKER
CEO, Fleet Engineering

SAVINGS DRIVE

We love the convenience of our company and fleet vehicles but how much do they really cost us? How do we find out? And, finally, how do we trim costs without causing uproar?



After staff, Outcare's fleet costs were once the organisation's biggest expense. The fleet policy allocated a different vehicle for each member of staff who moved around different sites to visit clients during the day.

With so many cars on hand, parking had become quite an issue. There was a distinct shortage of reserved spaces and, as a result, a ritual had formed where staff would have to top up parking meters throughout the day to avoid fines. Staff had become used to the convenience of a dedicated car to commute to work in, and were convinced that a change in approach would make it extremely difficult to ensure that cars would be available when needed during office hours.

Despite this resistance and the lack of any concrete information as to whether the old system was the best use of scarce resources, the management team believed there was an opportunity to improve management of this major cost and thus drive savings within the organisation.

Pushback from staff, whenever reducing the fleet was suggested, also showed a broader challenge to develop a culture of accountability.

Outcare engaged Fleet Engineering to help provide insight into the way the fleet was being utilized. Plug and Play GPS tracking devices were installed into the majority of vehicles in the fleet and for three months we tracked when, where and how vehicles were being driven.

The most important insight revealed by the review was evidence of just how many vehicles were parked at the Outcare office at any one time during office hours: on average more than a third of tracked vehicles, and never once less than 1 in 5 over the entire



review period. No wonder it was so hard to park! The results also showed concerning speeding habits and a need to strive for road safety awareness and an improvement in defensive, fuel efficient driving.

Armed with a clear story to tell and the insight of three months of data, it was easier to discuss the issue with staff. It was clear that so many excess vehicles was an unnecessary cost to the organisation and to the environment. Individually allocated vehicles have been slowly reduced and replaced with pool cars and new fleet policies.

The resulting savings:

1. A 45% (\$350,000) saving in total annual fleet spend
2. A significant reduction in fuel consumption and greenhouse emissions
3. Increased parking availability reducing the need to feed the meter during office hours
4. Improved safety of staff on the roads

While a small number of staff are still coming around to the changes, the vast majority have embraced a leaner, cleaner, greener transportation strategy for Outcare.

Community & Aboriginal services

With Indigenous Australians over represented in our prison population Outcare is focusing on effective and culturally appropriate support solutions

Aboriginal Throughcare Mental Health Courts: - **START** for adults - **LINKS** for children Community Inclusion

Aboriginal Throughcare

Program is a voluntary program facilitated by five Case Managers who use a throughcare model to deliver support to metropolitan Aboriginal people male, female and juvenile. The Case Managers come from various cultural backgrounds but currently we have two Aboriginal Case Managers and one Aboriginal Throughcare Coordinator. The Case Managers provide a culturally appropriate service to Aboriginal offenders to meet their needs while they are in custody and for 12 months in the community. The throughcare program is available in the following prisons in the Perth metropolitan area: Acacia Prison, Wooroloo Prison Farm, Casuarina Prison, Bandyup Prison, Boronia pre-release centre, Banksia Hill (Juvenile Detention Centre), Wandoo Reintegration Facility, Karnet Prison Farm and Hakea Remand Centre. The Aboriginal Throughcare Program is funded for three years 2016/2019 and receives funding from the Department of Prime Minister and Cabinet in Canberra. The program is funded under the Indigenous Advancement Strategy which is a national approach to Aboriginal incarceration. The Aboriginal throughcare team provide a service to offenders for three months in custody and 12 months in the community, the support is offered to the offender and their immediate and extended family. The support varies from accommodation, further education, skills training, driver education, substance abuse of alcohol and other drugs, cultural support, family reconnection, cultural connection, job application skills and resocialisation into the community. The Case Managers will refer offenders to other service providers and often work in partnership to make sure the offender is fully supported. The Case Manager will also refer offenders

to culturally appropriate service providers as required and if the offender asks and would prefer. The Case Managers also support offenders to meet their mandatory reporting requirements and would often work closely with their Community Corrections Officer or Youth Justice Officer. The Case Managers also work closely with many Not-for-profit organisations to meet the needs of their clients to make sure they and their families are fully supported to a better life style. The Aboriginal Throughcare Program is a unique voluntary program that offers a culturally appropriate service to the individual and their immediate and extended family.

START & LINKS

In March 2013, Outcare was invited to partner with a number of agencies for two unique and exciting opportunities in crime prevention and criminal justice pilots. The START Court (Specialist Treatment and Referral Team) commenced operations and was uniquely placed as the sole fulltime mental health court in Australia, whilst the LINKS (Linking Services) Program operates out of the Children's Court premises. Both the LINKS and START programs are funded by the Mental Health Commission WA. Both programs work in close partnership with the Department of Health, Department of Corrective Services, Department of the Attorney General, and the Department of Police Prosecution to reduce offending by addressing the participant's mental health and psychosocial needs through assessment, referrals and interventions. Outcare has Community Support Coordinators who work within



the two pilot programs for adult (START) and youth (LINKS) offenders. The Community Support Coordinators provide assertive case management to the participants for approximately six months, during which they aim to address their criminogenic and psychosocial needs. These needs may include accommodation, employment, education and training, drug and alcohol support, family support, physical health and community access and involvement. The model aims to build trust in this disadvantaged and vulnerable client group by having a dedicated multidisciplinary team, who provide a wrap-around service in addressing the participants' needs in a holistic and responsive manner. Participants who are accepted onto the programs remain under judicial supervision from the Magistrate. Participants' needs are improved through referral and assertive case management and coordination, with a specific focus on their criminogenic and mental health needs. If these needs are addressed effectively we can reduce recidivism and improve the participant's quality of life. The participants have access to brokerage funds which are used to support and enhance their wellbeing; this funding can be used for a range of needs including accommodation, training and education, mental health, and social inclusion activities.

Community Inclusion

The Community Inclusion Program at Outcare is funded by the Disability Services Commission to provide support to adults and young people with intellectual disabilities who come into contact with the justice system. Outcare's journey with an individual often begins when they are incarcerated. They engage with the person with a disability pre-

release to establish trust and rapport and work together to identify goals as the core of the person-centred plan. When the individual is released, there is a plan in place and goals are rostered to ensure continuity, consistency and focus on the plan. Outcare provides groups and activities that encourage the normalisation of social behaviours not related to offending or disabilities (e.g. BBQs, fishing groups, cultural walks, guest speakers). The program team has grown from three to 36 staff in 14 months, which has contributed to the choice individuals have about who provides the support they receive. The program employs a mindful recruitment strategy to ensure a positive mix of Aboriginal and non-Aboriginal staff, and men and women of varying age ranges. The significant success of the program can be attributed to the implementation of the person-centred plan, in addition to the collaboration with partner agencies, to ensure behaviour management and risk-assessment plans are appropriate, relevant, consistent and able to be implemented in the community.

“Outcare are always there for me-even when I’m doing it hard, I couldn’t have done life outside of jail without them.”

Throughcare client

At a glance: **Aboriginal Throughcare**

Eligibility criteria	Features	Refer from
<ul style="list-style-type: none"> • Must be of Aboriginal descent • Living in Perth metro area • In contact with the criminal justice system • Minimum of 3 months in custody 	<ul style="list-style-type: none"> • Case Management (Throughcare) • Aboriginal and non-Aboriginal Throughcare managers • Case management for 3 months in custody • Work with immediate and extended family • Culturally appropriate 	<ul style="list-style-type: none"> • Anyone

At a glance: **START**

Eligibility criteria	Features	Refer from
<ul style="list-style-type: none"> • Mental health issue • Adult • Plead guilty to charges 	<ul style="list-style-type: none"> • Assistance with mental health issues • Therapeutic interventions • Diversion program from custodial sentencing • Brokerage funding assistance 	<ul style="list-style-type: none"> • Lawyer • Doctor or health professional • Self referral

At a glance: **LINKS**

Eligibility criteria	Features	Refer from
<ul style="list-style-type: none"> • Suspected mental health issue • Issues within the criminal justice system 	<ul style="list-style-type: none"> • Assistance with mental health issues • Therapeutic interventions • Diversion program from custodial sentencing • Brokerage funding assistance 	<ul style="list-style-type: none"> • Lawyer • Doctor or health professional • Self referral

At a glance: **Community Inclusion Program**

Eligibility criteria	Features	Refer from
<ul style="list-style-type: none"> • Intellectual disability • Involvement or risk of involvement in the criminal justice system 	<ul style="list-style-type: none"> • Prison centred support to engage in meaningful activities 	<ul style="list-style-type: none"> • Disability Justice Team at Disability Services Commission

Adult & Family Services

Outcare is committed to helping all released offenders to overcome the obstacles to successful reintegration as a contributing member of today's society

Throughcare Support Female Offenders Accommodation Support Family Support

Throughcare support

The Outcare Re-entry Service is centred on a case management support and a throughcare model to assist offenders and ex-offenders to successfully re-enter the community. The Re-entry program is voluntary and support commences within a 6-month pre-release period. This extends to a maximum of 12 months post-release support. Prisoners often face many challenging issues on release. These can be compounded by social disadvantage and complex needs such as homelessness, drug and alcohol misuse, mental illness and unemployment. Outcare's aims to assist offenders and ex-offenders to address these barriers by providing individually tailored support plans that commence prior to release. Case managers within the Re-entry team meet with clients (prisoners) within the last six months of their sentence. Based on individual goals and needs case management commences. This includes completing a risk assessment outlining offending history, motivation to change, support systems and highlighting any risks. Case managers work alongside clients to create a plan to highlight post release goals and criminogenic needs that may impede on achieving these goals.

International research indicates that addressing criminal behaviour whilst in prison can minimise re-offending upon community re-entry (Cullen and Gendreau, *Addressing Community Reintegration*, 2002). The increase in rental prices combined with the limited financial means of ex-offenders can result in accommodation becoming a difficult barrier to overcome. Upon re-entry into the community case managers continue to support clients to break the cycle of re-offending by assisting clients to address barriers of accommodation, employment and training, family or community relationships, mental or physical health, independent living and drug and alcohol misuse. This is

supported through regular case management sessions, brokering multi agency support, creating referral pathways and, where possible, co-case management with other service providers. This year Outcare has placed more than 34 clients into employment and training to date. Re-entry case managers work with clients, empowering them to gain employment, transition to long term accommodation, build meaningful relationships with family and the greater community, and continue to address ongoing barriers. A case manager serves as a central point for the delivery or brokerage of treatment, support, and in some cases supervision into the community. Continued post release support of up to 12 months ensures continued throughcare, allowing for prison rehabilitative and client focused goals to be maintained and applied.

Outcare also works collaboratively with The Men's Outreach Service, Broome and together we are working to facilitate a 'throughcare service' for Indigenous clients from remote communities in the Kimberley region, in preparation for their return to family and country.

Female offenders

The St John of God Women's program works specifically with female offender's pre and post release, offering a comprehensive case management model aimed at reducing the rates of reoffending and improving the quality of life of our clients and their families.

There are common themes which permeate the experiences of our clients, including:

- Lack of stable accommodation
- Complex mental health issues



- History of drug and alcohol addiction
 - Complex trauma stemming from experiences of childhood abuse
 - Intergenerational trauma
 - Loss of children
 - Previous and current domestic violence
- Understanding the issues faced by women in prison and the ways in which past and present experiences have led to offending behaviour is critical in creating opportunities for our women to move forward in a positive direction and establish lives for themselves and their families which are safe, healthy and crime free.

Accommodation support

'Homelessness Australia', the peak body for homelessness in Australia, reports that there are currently over a 100,000 people recorded as experiencing homelessness in Australia today. Community services in Western Australia regularly highlight the need for more affordable community managed crisis support, as well as transitional and long term accommodation options. Many of the existing housing providers and accommodation services are reluctant to accommodate individuals with an offending background and commonly these men and women report issues finding confirmed and stable accommodation after release. Outcare recognises this issue and continues to work towards meeting the needs of this client group through our accommodation and support program. Over the last decade, the Outcare Accommodation Service has grown from a couple of men's transitional locations to more than 40 properties specially targeting the provision of stable, transitional and medium term housing options for ex-offenders.

Across all services Outcare has seen an increase in clients reporting transition to private accommodation or a return to stable accommodation options with family and friends. This has resulted in lower recidivism rates. This year there have been fewer reported tenancy issues such as wilful property damage, drug and alcohol associated incidents and rental arrears and greater periods of tenancy and employment.

Family support

The Family Support Service provides support to the families and friends of offenders. These groups can also have socio/economic issues including homelessness, financial distress, mental health issues, drug and alcohol issues, domestic violence histories, family estrangement, grief and loss and emotional and physical reactions to the incarceration of a loved one. Children can be confused and teary not knowing what has happened to their parent. The loss of a parent from the household impacts children in many different ways. Sleep patterns can be interrupted, school performance can be affected and social interactions can be avoided due to the shame of a parent incarcerated. Family Support is critical in helping families through these difficult times and ensuring the continuation of family relationships whilst in custody. This can play a vital role in the prisoner's resettlement and reduction in reoffending when returned to the community.

At a glance: Re-entry

Eligibility criteria	Features	Refer from
<ul style="list-style-type: none"> • Prisoner 6 months from release in custody • Individuals requiring support for community reintegration • Ex-offenders at risk of homelessness and re-offending upon release • Willingness to engage in case management support 	<ul style="list-style-type: none"> • Case management life skills • Dedicated employment case management • Throughcare services • Emergency relief 	<ul style="list-style-type: none"> • Prison transition manager • Self referral

At a glance: Accommodation

Eligibility criteria	Features	Refer from
<ul style="list-style-type: none"> • Ex-offenders at risk of homelessness and re-offending upon release 	<ul style="list-style-type: none"> • Affordable support • If appropriate, transition to foundation housing 	<ul style="list-style-type: none"> • Internal referrals from within other Outcare programs • External referrals such as; Mission Australia, RUAH, regional counselling, Greylands and Centrecare

At a glance: St. John Of God Women's Program

Eligibility criteria	Features	Refer from
<ul style="list-style-type: none"> • Prisoner 6 months from release in custody • Individuals requiring support for community reintegration • Ex-offenders at risk of homelessness and re-offending upon release • Willingness to engage in case management support 	<ul style="list-style-type: none"> • Case management • Acomodation • Throughcare services 	<ul style="list-style-type: none"> • Transitional manager • Self referral

At a glance: Workforce Development Support

Eligibility criteria	Features	Refer from
<ul style="list-style-type: none"> • Offenders in all metropolitan prisons 	<ul style="list-style-type: none"> • Career development • Jail to jobs • Disclosing convictions 	<ul style="list-style-type: none"> • Transitional manager • Self referral

At a glance: Family Centres

Eligibility criteria	Features	Refer from
<ul style="list-style-type: none"> • Visitors to all metropolitan prisons 	<ul style="list-style-type: none"> • Emotional support and referral if appropriate • ER • Creche • Supported visits • Assistance through the visit process 	<ul style="list-style-type: none"> • Transitional manager • Self referral

Youth Services

Setting a ship on the right course is easiest if done earlier in the journey. Outcare remains committed to working with youth to help create a better life for the adults of tomorrow.

Reconnect Live Works

Outcare is proud of our achievements with young offenders and our ability to successfully engage with this audience. We look forward to the opportunity to build upon this valuable acquired knowledge in more evidence based programs in the future.



Youth Service

Last year the Department of Corrective Services (DCS) announced its intention to start a process of consultation and co-design with the NFP sector and in particular with those agencies who deliver services to young people. From the outset the Department was clear that the present range of provision was in need of modernisation. Going forward they wanted fewer providers, more targeted interventions and a more efficient, effective service. A valid observation was that many of the current contracts, including Live Works, were output rather than outcome focused.

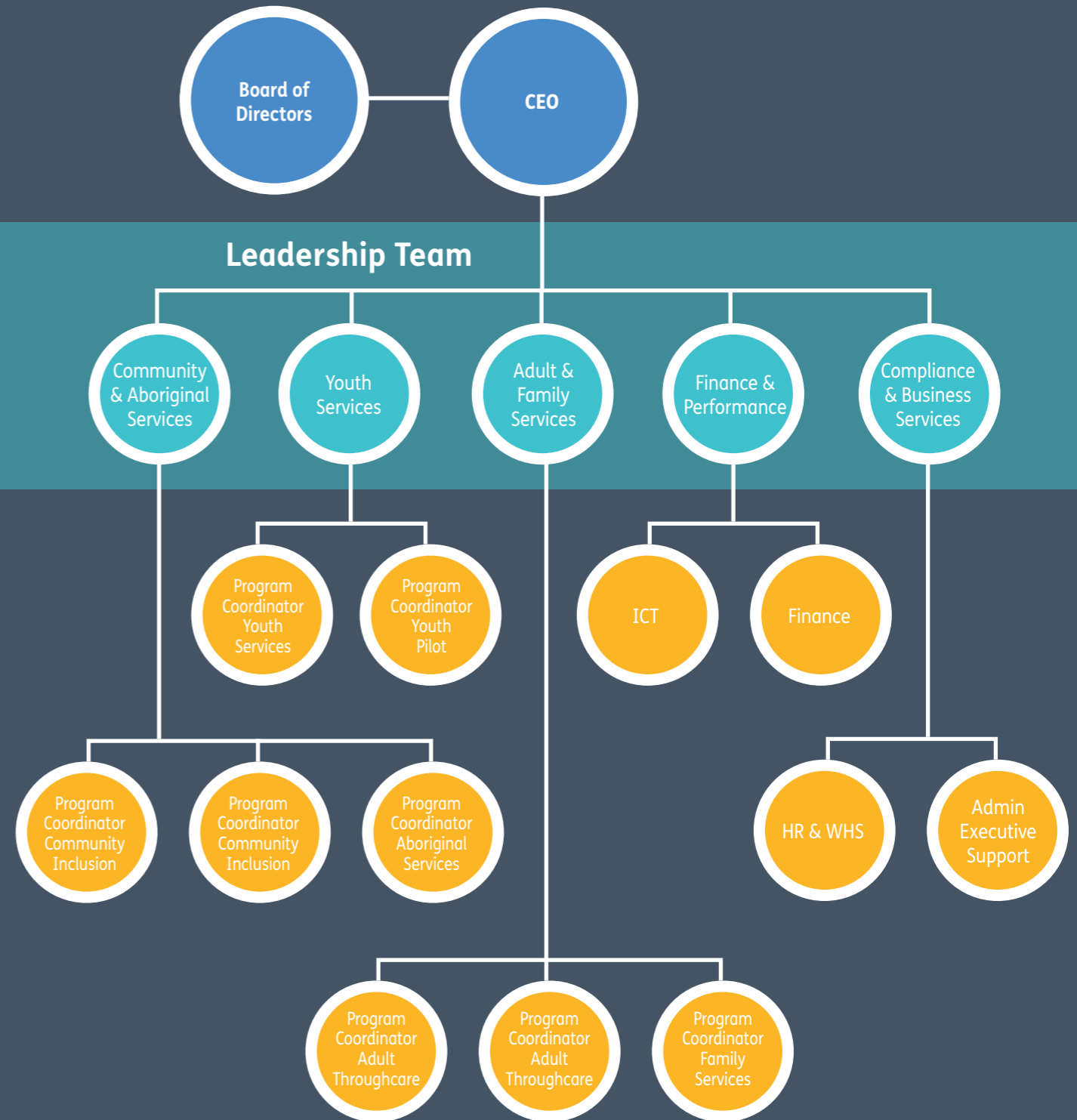
In this context, the Live Works program was effectively 'put on notice'. Live Works has, over the years, worked successfully with a significant number of Aboriginal youths, many of whom made significant positive progress in their lives. The evidence speaks for itself but the program needed modernisation and more synergy with contemporary research of 'what works' with young people who are at risk of re-offending. Live Works ended in August 2016. It is important to take the opportunity to thank all the staff over the years who played a role in the program. With the announcement of the demise of Live Works, DCS gave Outcare an opportunity to work on developing a pilot service. In collaboration with Mount Lawley Youth Justice Managers and staff, a more individualised, person

centred program was developed and has been in operation since December 2015. An Outcare case manager was co-located in Youth Justice to work intensively with a small group of young people and their families. Focus of work was driven by the supervision plan drawn up by the Youth Justice case manager. Emerging evidence of effectiveness is encouraging and acknowledged by both agencies at an operational level.

A pilot

We await the formal outcome of the recent tender process for youth services. Irrespective of the outcome, there are a number of points to be made about this overall experience which reinforces earlier comments about how Outcare is modernising, "thinking like a business and acting like a charity". We have taken the initiative to approach the customer with a view to developing an interim pilot. In doing this we have demonstrated a number of organisational characteristics: that we are an agency that is not complacent, is willing to listen, change and adapt. We are an agile and learning organisation that can be responsive to customers, funders as well as the clients and in this instance, the young people we serve.

Organisational structure



Over the past 12 months the structure of Outcare has been revised to adopt a flatter leaner structure. Our new Leadership Team manages proactively from an operational level. This more modern structure cascades information far more effectively and encourages both innovation and operational agility.

Recognition at the Young Volunteer of the Year award

Outcare's youngest staff member, Natasha Cugley, is a committed volunteer who is engaged as President, Treasurer and Junior Team Head Coach for Goalball WA, Secretary for Blind Citizens WA along with working full time at Outcare. Since the age of 15, Natasha has devoted all of her spare time and energy for the advancement of others.

Natasha has also represented Australia at the World Cup Goalball Championship in the USA where she returned with not only a wealth of experience but also 4th place at the games. Her warm and supportive nature came to the fore when she steered the Western Australian Junior Team to gold medals at the National Championships both in 2013 and 2015.

Natasha's qualities as a young leader were acknowledged earlier this year when we received the exciting news that our nomination for her as Young Volunteer of the Year as well as People's Choice Award had been accepted. Natasha strongly believes that anyone can succeed in their goals in life if they are just given the chance to do so.

While Natasha did not win a major award, competition was so high this year that the judges made the decision to award Natasha one of two Highly Commended Awards for the Western Australian Young Volunteer of the Year Award.



It's the little things we do that make a big impact on the lives of others

Going the extra mile

Prisoners and their families can find things tough and the thought and care shown by two of our staff members this year has really demonstrated a willingness to go that extra mile to help make things better.



Mother's Day at Bandyup Prison

Family Centre stalwart Shirley McGladdery brought a wonderful sense of caring and consideration to Mother's Day this year. She approached a number of local florists for donations then spent the Saturday night before Mother's Day sorting the blooms and creating posy's of flowers to present to the mums and grandmothers visiting Bandyup Prison the next day.

Santa's Workshop

Volunteering is another part of Outcare's wider commitment to the community. Our volunteers support a range of activities including Santa's Workshop, an initiative that focuses on disadvantaged children across the state. Last Christmas



the Santa's Workshop initiative provided more than 2000 gifts for children across WA.



Student placements

Other volunteers include students, our staff supporting them as they complete diploma, under-graduate, graduate and post-graduate studies. These students, as part of their course requirements, have this year participated in the day to day activities of Outcare from service delivery through to administration.



Anne McGuire came to Outcare offering her expertise as a young law graduate. Anne helped facilitate priority access for Outcare clients to the Employment Law Centre of WA's helpline. Her support included delivering a seminar to Outcare staff on employment discrimination and the issue of irrelevant

criminal records in the recruitment process as well as supporting staff member Pauline Horlin present at her first conference this year. Anne continues her interest in justice issues, having commenced a Masters this year and we look forward to her continued involvement with Outcare.

Fundraising

Staff went above and beyond participating in the 2016 Freeway Bike Hike raising awareness and funds for asthma and our Staff Support Workers also hosted this year's morning tea fund raiser in support of Beyondblue.



Christmas at Karnet

Christmas at Karnet was a crafters delight with staff at the Education Centre organising a Christmas Craft Day.



Our very own Carmel Trigwell, no slouch when it comes to creativity, heard about the day and decided to add her creativity to the mix. Fellow crafters and prison inmates had a great time creating Christmas decoration for their families. "It's great to be able to make something for my kids, they always bring me handmade cards."



"Today I'm not in prison." As a result of the great success of this event there are now plans for similar craft events in the future.



Modern pilgrims walk the Wittenoom Way for Outcare

October 15-16th marked the inaugural Wittenoom Way Pilgrimage, conceived, planned and delivered by The

Reverend Canon Joanne Baynes,

Priest, Anglican Parish of Kensington.

This 2-day walk, coinciding with Perth Heritage Day 2016, is open to people from all walks of life and retraces the steps the Reverend John Burdett Wittenoom, Colonial Chaplain, ministering to his parish in Perth, Fremantle and Guildford. Wittenoom was the only clergyman to the colony until 1836 and one of the first magistrates of the new Swan River colony. He was a committed advocate for

social and educative justice for all.

Although the Wittenoom Pilgrimage is a free event, many participants like to walk for a reason, to support others and donate funds. Outcare was chosen as the sole recipient of funds from the inaugural pilgrimage.

"When I discussed possible recipients with the Archbishop, Outcare came up as the clear choice. Outcare is doing impressive work for social justice in the community and there is a natural synergy between Outcare's values and goals, and those of Wittenoom. Wittenoom was a strong advocate for those who couldn't defend themselves and Outcare stands out as an organisation equally committed to changing lives for the better." The Reverend Canon Joanne Baynes.

Statement of profit or loss and any other comprehensive income for the year ended 30 June 2016

	2016 \$	2015 \$
Revenue from Contracts & Grants	11,041,402	10,840,626
Other Revenue	515,620	538,519
Total Income	11,557,022	11,379,145
Employee Benefits Expense	(8,698,753)	(7,982,685)
Depreciation Expenses	(182,863)	(166,508)
Administration Expenses	(515,266)	(837,438)
Motor Vehicles	(486,755)	(722,698)
Overhead Costs	(544,757)	(549,396)
Premises Costs	(704,757)	(790,793)
Loss on Disposal of Assets	(15,579)	(117,308)
Total Expenditure	(11,148,730)	(11,166,826)
Surplus for the year	408,292	212,319
Other comprehensive income	-	-
Other comprehensive income	-	-
Total comprehensive income for the year attributable to the members of the Incorporated Association	408,292	212,319

Treasurer's Report



Outcare achieved a surplus during the year ended 30 June 2016 of a little over \$400,000. Nearly half of this amount was generated from interest, membership fees, donations and a little fundraising. This income is small when compared to our revenue of approximately \$11m from grants and contracts, but it is important. The organisation needs to make a small surplus if it wishes to remain sustainable.

The surplus funds can be used to fund working capital, replace or update capital assets and assist in the funding of programs.

As we are a service organisation, it is unsurprising that 78% of our costs relate to employment expenses. It is obviously impossible for us to fulfil our contractual obligations without people and so they remain our greatest asset even though they will not be found on the asset side of our financial balance sheet.

The financial and governance world of Not-for-profit organisations is changing and it is important that we adjust to the changing environment. New legislation is designed to provide some uniformity to constitutions and to the presentation

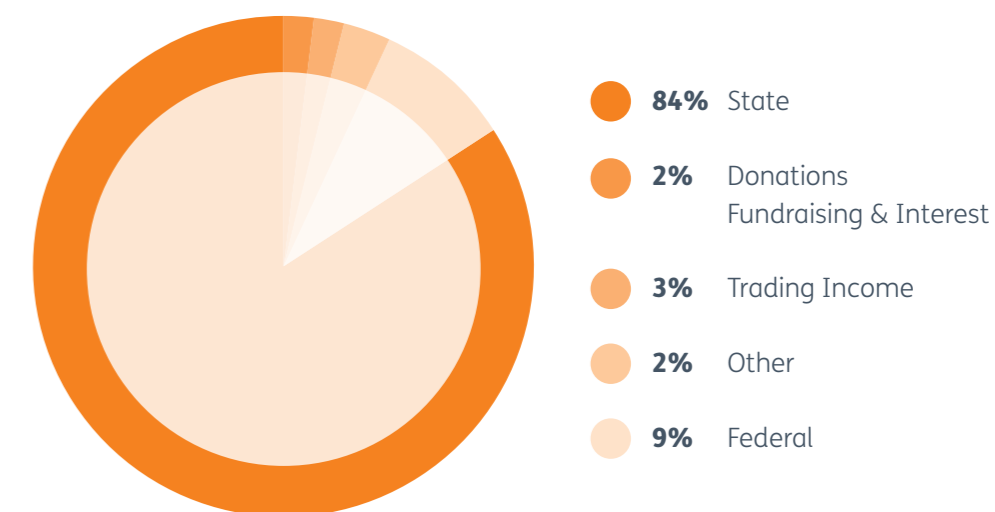
of financial statements. However, organisations will be challenged to meet the new legislative requirements without having to divert resources away from front line services in order to comply with the changed administrative and governance guidelines.

Over the past few years, Outcare has invested in strengthening its governance controls and updating its financial reporting. This investment places the organisation in a strong position to meet the challenge of complying with the new legislation by minimising the diversion of resources from the provision of our front line services.

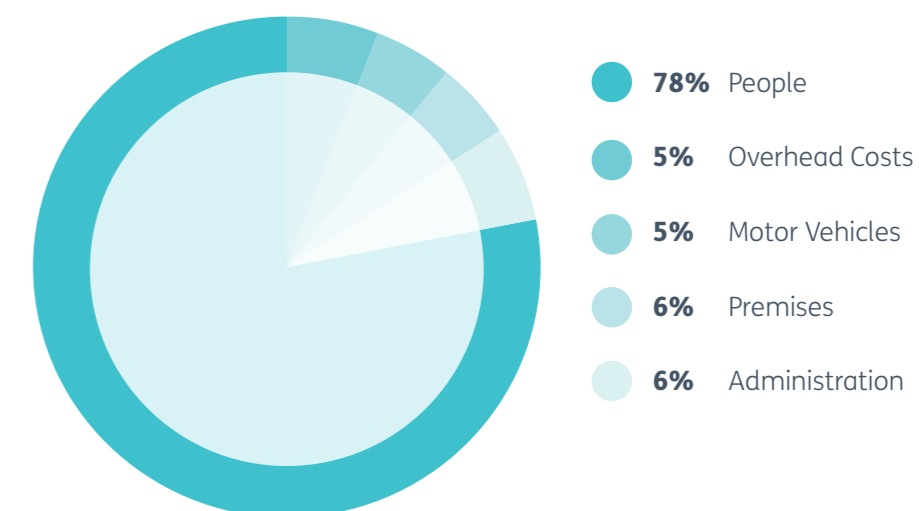
There are always new horizons to pursue in any organisation and the expiry of some of our major grant contracts this year will provide us with a very different horizon. The financial strength of Outcare provides the organisation with an ability to be nimble and adjust to the currently moving horizon.

Eileen Newby
Treasurer, Outcare

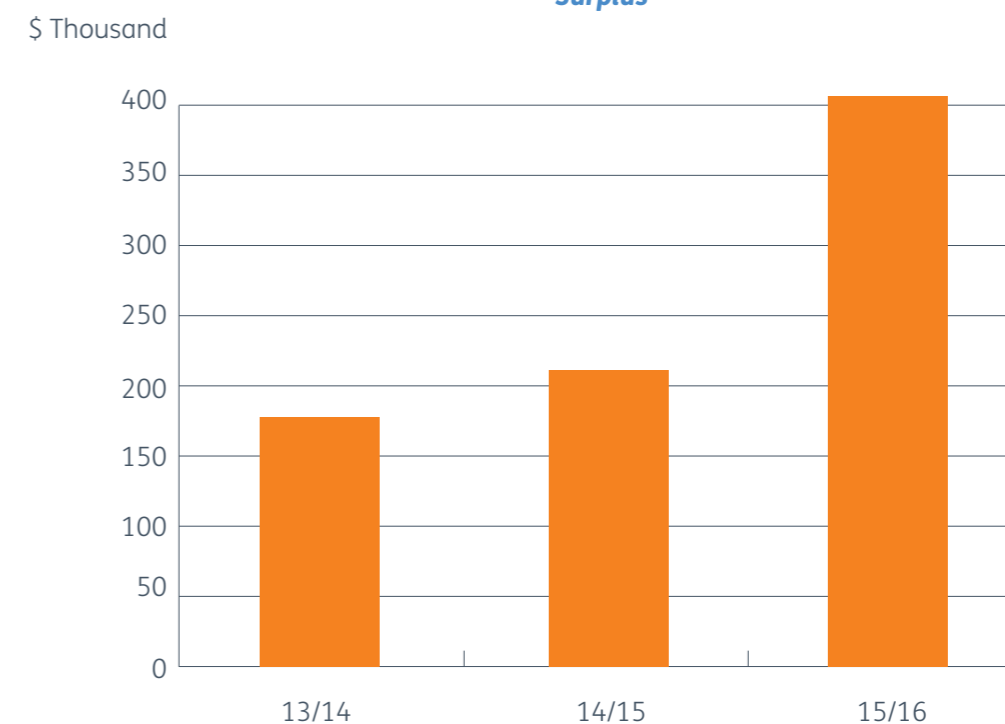
Income



Expenditure



Surplus





Partners in achievement

Outcare and the City of Bayswater

We are fortunate to enjoy many partnerships. Just one example is how the City of Bayswater's strong commitment to youth and the Aboriginal community is brought to life.

The strong relationship between the City of Bayswater and Outcare continues to grow and benefit the community through the delivery of successful outcomes. The City of Bayswater is recognised for its strength and leadership in local government in their community, programing for youth (as well as 'youth at risk') and the cultural competency and commitment to the Aboriginal community by recognising areas of significant cultural meaning and supporting NAIDOC week.

This year we have had the opportunity to further develop the Art House Program that the City supports as well as running the SLAM Program at Weld Square Primary School. These two programs are part of our Preventative and Diversionary programs for our 'at risk' young people in the community.

With last year's generous

funding from Bayswater, a number of initiatives were implemented for the youth and community in the City of Bayswater. These programs included:

The City of Bayswater is recognised for its strength and leadership in local government in their community, programing for youth

- Respecting Yourself, Respecting the Environment: Weld Square Primary School, Noranda. This is a Mentoring Program for Students at Educational Risk (SAER) that has been running for the past seven years.
- SLAM (Sport Learning Art and Music) Program
- Ongoing work at Kora Day Care Centre project
- ART HOUSE: City of Bayswater's and Outcare's

continuing development of a community art program for 'at risk' young people has resulted in some of the following projects;

- The Rise Maylands Art piece

- (above Reception ground floor)
 - The Olive Tree Mural
 - Maylands Autumn Centre: large mural at rear of building depicting yesteryear image of Australia
 - Bardon Park Community Park: art pieces depicting Indigenous seasons
 - NAIDOC art exhibition
- These programs have truly demonstrated the strength and value of a progressive

and structured community partnership with the City. The successful outcomes and achievements this past year would not be possible without the ongoing support from staff and members of the Council.

The continued encouragement and interaction with the clients and staff truly make Outcare feel part of this great community and Council. The programs that they directly and indirectly fund and support have resulted in positive outcomes not only for our clients but also for the community and students that have participated in these programs. Irrespective of the future of the Live Works program Outcare is determined to continue to foster this mutually beneficial relationship.

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.



Government of Western Australia
Department of Corrective Services

Government of Western Australia
Department of Housing



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
- Aboriginal Legal Service
- Aboriginal Mediation Service
- Access Housing
- Accordwest
- Affordable Housing for Life Programme
- AIM
- Alma Street Mental Health
- ANSON
- Best Beginnings
- Central Institute of Technology
- Central Law Courts of WA
- Centrecare
- Centrelink
- CEWA
- Challenger Institute of Technology
- Champion Centre Armadale
- Charity Link
- Childcare Access Hotline
- Children's Court of WA
- Citizens Advice Bureau
- City of Armadale
- City of Bayswater
- City of Canning
- City of Gosnells
- City of Kwinana
- City of Swan
- Cockburn Youth Services
- Coles

- Curtin University
- Dale Alcock Homes
- DAWN - Drugs and Alcohol Withdrawal Network
- Drug and Alcohol Youth Service (DAYS)
- Department of Child Protection and Family Services
- Department of Education
- Department of Health
- Department of Sport and Recreation
- Department of Transport
- Department of the Attorney General
- Drug and Alcohol Office
- Edith Cowan University
- Fairbridge
- Family Court of WA
- Fortescue Metal Group
- Foundation Housing
- Geraldton Resource Centre
- Hope Community
- Intellectual Disability Diversion Programme
- Jobs Services Australia
- Kids Helpline
- KTE Training and Consulting Legal Aid
- Life without Barriers
- Marmun Mia Mia

- Men's Outreach
- MIA Board
- Midland Night Hoops
- Palmerston
- Prisoner Review Board
- Office of the Public Advocate
- Quarry Health
- Regional Counselling and Mentoring Services Inc.
- Rise
- Serco
- Shopfront Maylands
- South West Aboriginal Land and Sea Council
- St. Barts
- Supervised Review Release Board
- Sussex Street Law Society
- St. Vincent de Paul
- Swan Emergency Accommodation
- Uniting Care West
- Weld Square Primary School
- West Australian Group Training Scheme
- Woolworths Ellenbrook
- Yorgum
- YouthLink

perspectives

Society is changing and Outcare is evolving to ensure that we remain in the optimum position to deliver the appropriate services to those entrusted to our care.

Part of our evolution is a move towards a more business-like approach to service development. For us this involves asking as many questions as we answer in the search for the knowledge we need to base innovative service development on.

For Outcare reintegration begins at the start of the offender's journey and does not end until their effective reinstatement within today's society. This involves a range of stakeholders, each of whom play a part in this process and each of whom have a different perspective on the issue of reintegration.

We independently polled 6 differing people, from 6 vastly differing backgrounds with 9 questions and here are their answers.

The questions we would like to leave the reader with are:

1. Can you accurately match the picture to the names and answers?
2. Do you agree with the views expressed?
3. Do you think that we all see the big picture?

Fitness Instructor

Peer Worker

Outcare Manager



Bridget Harvey

Jenny Waddell

Kirtika Kayarat

Student

Outcare Client

Outcare Staff



Royce Zanetic

Toshia Henry

Nicky McKimmie

Q | If you could ask an ex-offender one question, what would it be?

Was what you did worth it in the end? If the answer is yes, I would ask what could be done to reduce the likelihood of you doing it again?

It would probably be 'what has been your motivation to stay out?'. I believe highly in the power of positivity and I think the key to a lot of ex-offenders getting back on track are their core goals/motivations/inspirations or familial responsibilities, which motivate them to continually improve their lives.

Q | In your opinion what factor do you believe contributes to individuals re-offending?

Not having basic needs met – money, accommodation, food, employment, love.

A lack of motivation and support. People are very much a product of their surroundings, so when an offender has little encouragement and support or key guiding motivation to keep out they seem more prone to reoffending as they have nothing to mentally push them to their potentials.

Q | What do you think is the hardest thing for ex-offenders coming back into the community?

Dealing with the stigma of society. If someone wants to gain employment there is often a question about prior offending history which often precludes employers from employing someone which then leads to self-esteem issues and an increased likelihood of reoffending.

Change. After being in such a significant extent of isolation for a long period of time, in our rapidly changing era the basics of the way society functions could have changed significantly from when they were out, for example, self serve counters at supermarkets. The disparities in little things like this would make everyday life confusing and frustrating, and a huge obstacle to overcome.

Q | What do you think of the statement; "Once a criminal, always a criminal" Do you agree? Why?

No – providing basic needs are met (money, accommodation, food, employment and love) as this gives people hope, safety and a reason for being.

In a way I'm not sure I know many people who aren't 'criminals'- we've all crossed the speed limit on the odd occasion, engaged in some sort of rule-breaking. The purpose of the prison system circles around the concept of rehabilitation; to ultimately reintegrate the offenders back into society as valuable human beings, rather than isolate them even more into a permanent sect of 'criminals'.

Q | Would your opinion change if you knew someone has a criminal record?

Well yes it would, depending on their offending history. For example, if I knew that someone had been charged on numerous occasions for theft, I would reduce the risk of opportunistic offending by not leaving my wallet out.

If the person made a positive impression on me and I later found out they had a past conviction I don't think it would change my opinion significantly but rather make me more interested in their story. Realistically it would be unreasonable to say it wouldn't as it would instinctively impact anyone's opinion to an extent, but it is more about not letting your opinions change the way you treat them as a person.

Q | What do you think is the most likely thing to help a prisoner stay out of prison?

Having somewhere to go that is safe and they can call their own with enough money to buy food and clothing and other basic items. To have someone who loves and cares for them.

Support! Ongoing support from family, friends and organisations such as Outcare is so vital to reducing the risk of reoffending.

Q | What do you think is the biggest fear upon release from prison?

The judgment of others and fear of always being labeled as an offender.

I think it would be really hard for someone to fit back in to their 'old' life when that old life might have changed drastically. A misalignment of expectations from what they imagined life outside of prison would be like and what it actually ends up being like could be a huge problem, especially as they are likely to have fears of not being accepted back into society.

Q | Do you think society really understands the experience of being in prison and the impact it has on an ex-offender?

I don't believe so. We are so accustomed to having freedom it is extremely difficult to imagine life without it, which is what being in prison is. That has to change someone.

I think it is definitely an area that most people know little about. This leads to a fear or cautiousness that feeds the stigma around people with past convictions, making it harder for them to break the cycle. We need more education about the rehabilitation system, so we can empathise better and indirectly assist in the process of reintegration through understanding and support.

Q | Do you think the media's treatment of released offenders is fair and unbiased? Why

The media often don't appreciate the full story and report without knowing or understanding all of the facts. For some offenders, the conditions associated with their orders can be extremely limiting while they are in the community however it is rare that the media report on this.

I think the lack of coverage on, and appreciation of success stories from people who do actually come out as valuable members of society is a testament to the media's unfair bias. When the media consistently paints people who have committed an offence in such a dark and derogatory manner, it puts a blanket of shame and embarrassment on them making it even harder to reintegrate into society and lead normal lives again.

I would likely ask if they felt that their prison experience had in any way helped them to make positive changes in their life and had it changed them for the better. I would ask them if they had any hope for a better future.	Find it reasonable to be asked how long are you doing, or how long is your time? Not get into what the crime or offence is.	I would ask them what it was like in prison and do they think it changed them in any way.	I would ask, "How can I help you moving forward, so that you do not get involved in a situation where you might re-offend and what are some things that you would like in the future?"
A lack of hope and self-belief that life could be any different, perhaps a lack of access to opportunities on release (for example employment). I wonder if our system has too much of a punitive approach rather than rehabilitative.	Learning to socialize with 'ordinary' people again. I think staying focused on being happy could also help with the adjustment to the change in situation and environment.	I don't think there is just one factor that contributes to prisoners re-offending, a lot would depend on how they view being in prison and whether they want to change the behaviours that may have put them in prison in the first place. Not having any support, a job or a stable place to live may contribute to a person re-offending.	If they feel a sense of purpose, feel connected to something or someone, have a more positive self-image and self-esteem, there is less likely chance they will re-offend. It is the feeling of hopelessness and depression that I believe most often leads to re-offending. If we can support people in a way that gives them some positive hope for their future, we can prevent re-offending.
Difficulty finding an ongoing support network rather than short term stop gap. I think support services are key for this reason.	Rebuilding relationship with all the family, children, parents, siblings. Family have to get used to the new person this could be very challenging. Everyone would have to stay focused and positive.	It would depend on how long they had been in prison, but I think it would be hard to for some people to feel accepted back into society especially if they have been institutionalized after spending years in prison.	I think the stigma surrounding ex-offenders can be crippling and is the hardest thing as it affects their capacity to make new friends, obtain employment, be independent and law-abiding. Negative attitudes towards ex-offenders, is generally beyond control, however, our reaction and response to such attitudes is what matters. Positive encounters can change attitudes and facilitate the understanding that people are capable of rehabilitation.
No. All human beings have the same needs, hopes and dreams. Unfortunately, some of us are denied the opportunities or support we need to guide us in the right direction at critical turning points in our lives and we then make choices that lead us down the wrong path. That could happen to any of us. Also, as a society what we deem as criminal can change with time.	Don't agree with this saying, you learn from mistakes and people do change.	I don't agree with this, people should be given a second chance and not judged for something that may have happened to them when they were young, or when their circumstances were different.	I do not agree. Many individuals come to grips with their criminal histories and remain law abiding citizens, even after years of offending behaviour. This is especially the case for those suffering mental health issues and substance abuse problems. Once these issues are addressed and treated, the likelihood of re-offending is dramatically reduced.
It would depend on the conviction, but generally no.	No. A person's conviction is their burden to carry. I don't believe you should look negatively at someone because they have a conviction.	No, my opinion of someone would not change if I knew they had a criminal conviction. I take people on face value and trust my instincts when I meet someone, it wouldn't matter if they had a criminal conviction or not, my opinion of them would be based on how we got along, I believe everyone should be treated equally and don't place judgments on people I meet.	I think that a criminal record is a blemish that makes things a bit tougher and it reflects where a person was at a particular time in their life. But it does not define a person. Depending on the nature of the offence or offences, I may have a different opinion but if someone has demonstrated they are capable of change and are moving in a positive direction, I will be more likely to engage with them and put aside previous conceptions.
Programs providing practical support such as finding housing and employment. For some it might be programs that foster self-esteem and resilience, conflict resolution skills and support, perhaps even just some fun to blow off steam. Financial security and the knowledge of how to manage a budget if it is not already known.	Support and having a positive role model in life – inspiration.	The most likely thing to help a prisoner stay out of prison would be to support them in any way you can, and assist them with getting employment or accommodation, and assisting them to reintegrate back into society.	I think finding things to keep your mind and body occupied, as well as some sense of direction. Connection with positive people, recreation, basic daily routine and adherence with rehabilitation, counselling would help. Achieving realistic goals also promotes self-esteem and might help reduce offending behaviour. At the core of this, is the proper support from other people.
A sense of abandonment. Not knowing where to go or what to do first.	That it would be so easy to go back to the life they led before. When they see the old ways, drug use, old behaviour, old life style with partner – these things would make it really hard not to go back to the life they had before.	It would probably be the fear of the unknown, depending on how long someone has been in prison a lot of things on the 'outside' may have changed. Fitting back into society may be fearful for some people being released from prison, they may fear being judged by others and not being able to move on.	Judgment from other people. This fear can have a detrimental psychological impact on the ex-offender when they have to disclose they have been in prison. This can also lead to depression, anxiety and low self-esteem. In turn, it affects their ability to fit back into society, socialise and make friends, gain employment and be generally proactive in efforts to move forward. Society views a criminal history as a permanent black mark in many cases.
No, I think many people are interested but know very little. Our views are too often driven by bad TV dramas and shock jock media articles or political expediency.	No! They have no idea about the conflict between prisoners, negative environment, so many stories to tell, being judged by people who hold the key to your freedom.	No, I don't think society in general understands what it is like to be in prison and how it may change people. People can be quick to judge others, especially if they don't understand what the other person has experienced.	General society probably underestimates the intensity of the prison experience and the way it affects someone for the rest of their life. We have seen how it changes people. It can be traumatic and foster an attitude of "I'll never offend again" or leave permanent psychological scarring. The more we understand this, the less we will judge ex-offenders.
I very rarely think the media is fair or unbiased. Most media outlets have only one goal, to sell more papers or screen time. If that means compromising the integrity of the story, then so be it. They get judged a lot.	No! I've seen a lot of discrimination and exaggerated media releases on people based on colour, their conviction, or how they spend their time. I wonder if the media portray Indigenous people as being the problems instead of accepting them for their life style. They get judged a lot.	A lot of what is portrayed in the media is negative rather than positive, so it's hard to say whether the treatment of released offenders is fair and unbiased. I think it also depends on what the offence was.	The media overly sensationalises everything, especially anything to do with criminal behaviour and released prisoners. Quite often, I find that we aren't really educated on the real facts and given the "back story" to a criminal offense, but rather coerced to adopt a particular attitude towards the case. I find that the media generally show released prisoners in a negative light.



Outcare

27 Moore Street
East Perth
WA 6004.

t 08 6263 8622
f 08 6263 8611

outcare@outcare.com.au
www.outcare.com.au