

Welcome

Re-establishing cultural connection



Lack of cultural connection can often lead to criminal behaviour.

Outcare identifies ways

to assist our clients to positively engage with existing and new community connections in place of previous behaviours to mitigate the risks around identified behavioural 'danger areas' to promote positive social inclusion.

Supporting women and their families

Female incarceration and recidivism rates, family domestic violence, substance use, homelessness and separation from children are increasing.



Outcare provide emotional, financial and material, parenting, and tenancy support as well as emergency and crisis response to maintain whole family strength and integrity.

Providing secure accommodation



A lack of stable, secure and safe accommodation contributes to the risk factors which increase the likelihood

of offending behaviours. Outcare supports vulnerable individuals and their families, identifies their housing needs and works with them to provide short to medium term accommodation as well as life skills, training and support to maintaining accommodation.

Supporting an aging client base

Australia's population is living longer, including released offenders.



Traditional aged care services are ill-equipped to manage the risks and complex needs associated with an offending history. Outcare support ageing ex-offenders with low physical health needs with an emphasis on risk management and reintegration.



to the changing face of **Outcare**

Like all organisations in the sector we face the challenge of working in a landscape set against a new Government focused on austerity. In such times history tells us that the groups most impacted are usually the poorest – our clients. The ingredients of changing procurement, co-design concepts plus a reduction in the range of providers makes for an unsettled and volatile environment in which to operate and deliver quality services, within. Outcare's response and strategy is to recognise these dynamics, and evidence agility, flexibility and responsiveness in all we do. This annual report documents our endeavours to meet both the needs of our clients and the expectations of the wider sector.

Meeting need in challenging times



I am pleased to present this Annual Report on behalf of the Outcare Board

covering a busy and challenging period 2016/2017. The sector continues to experience pressure from Government who are intent on rationalising the number of providers whilst demanding greater efficiencies. Outcare is mindful of these imperatives and, as an agile organisation, has been responsive. During this period, we have renewed our Strategic Plan 2017 -2020. The Plan recognises the environmental challenges, the transformational organisational progress achieved, as well as the need to be planning for sustainability and the future. Our strategic direction is expressed in the five pillars: Client Centred, Culturally Credible, Sustainability, Operational Excellence, and People and Culture. At a Special General Meeting

held on 29th November 2017 the Board and remaining Members approved a resolution that Outcare should convert from an Incorporated Association to a Company Limited by Guarantee. This is another step in modernising the business which allows for growth outside of WA as well as reduces some of the current administrative burden. I am particularly indebted to those members who, in supporting this initiative, had to resign their membership. We shall be establishing a 'Friends of Outcare' network in the near future to provide a forum for community input and support for the work that we do. Partnership has been a central strategic element in the way we work. This year, in collaboration with Ruah, we have established the new company Springboard Community Services to provide services at Melaleuca Women's Reintegration and Rehabilitation Centre at Hakea. Our partnership with Wirrpanda, working with young people and giving

them training and work skills development, has continued to flourish. The program has now relocated to a more suitable environment in Victoria Park. Outcare was chosen to participate in a new pilot scheme with the Housing Department. The Assisted Rental Pilot Pathways program provides wrap-around support

Board membership has remained settled through this year and I am grateful to all my colleagues for giving 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

“ The sector continues to experience pressure from Government who are intent on rationalising the number of providers whilst demanding greater efficiencies. ”

to new tenants and their families to enable them to integrate into the local community. Outcare offers this service in Bunbury and Albany. This has been a new venture for us, operating outside of the metro area. It has been a resounding success and afforded the building of new partnerships.

assist clients and their families who experience disadvantage in a very challenging environment.

Dr Deirdre Davies President

Meeting uncertainty with agility



The President has commented on the challenging environment

of the last 12 months for Outcare and the sector generally. The only additional comment I would make is to thank all Outcare staff for the professional way they have responded to significant challenges around funding and future contracts. Agility, flexibility and a passion for delivering quality outcomes has been very evident. Despite uncertainty we have seen growth of new business and expanded services.

One of our most successful areas of growth has been our work in the Disability Justice sector. We have consolidated our experience in the Community Inclusion Program growing in strength and experience. Stakeholders have expressed confidence and validated our service. Client feedback has been important in giving us an opportunity to review and make changes to

delivery where relevant.

Our preparations for Accreditation (NSQHS : National Safety and Quality Health Service Standards) are well advanced and a final audit is planned for 2018. These relatively new standards have been specifically adapted for the sector, and will evidence a rigour and quality to our services.

The Aboriginal Throughcare program has seen an expansion to the scope of institutions that we can offer services to. Additionally, we have commissioned the design of a Family Domestic Violence program targeted at young Aboriginal men. Although it is early days in terms of implementation, the emerging evidence is optimistic and proving to be having an impact. The program has attracted interest from other agencies across Australia. Staff in any organisation are the most important asset and again I want to place on record my gratitude for the professionalism and commitment of all

Outcare staff. It continues to be an unsettling year with considerable uncertainty about our future. Despite that, clients have received a consistent, valuable service resulting in magnificent outcomes. Staff have not allowed the uncertain future to distract them and continue to demonstrate professional maturity and a

experience where relevant, delivering quality service consistent with our purpose and values.

Paul McMullan CEO

“Agility, flexibility and a passion for delivering quality outcomes has been very evident. Despite uncertainty we have seen growth of new business and expanded services.”

commendable attitude. This year has seen growth in new areas of work and that is a key to future success and ultimately our sustainability. We shall continue to meet the challenges drawing on our

Our Vision

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

Our Purpose

Helping people to break the cycle of re-offending

Our Objective

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

Our Values

1. **Integrity** We do what we say, work honestly and stand by our decisions
2. **Accountability** We measure what we do. Our work is outcome focused
3. **Empowerment** We provide people with the tools, skills and knowledge to make choices for their own goals
4. **Hope** Through persistence and encouragement we create an environment where change and positive outcomes are possible
5. **Humanity** We promote inclusion and embrace diversity.

Why do what we do?

Outcare provides much needed welfare services to the community. At the heart of these services is a clearly informed strategy that recognises individual's need and the unique impact that political structural disadvantage has on citizens in WA. Our history has been defined by work in the justice system but increasingly our clients are from all sections of the community. We have used our experience to develop new opportunities giving a return on investment by person centred support, accepting that for many clients their journey is a continuum of progress which can be punctured with periods of relapse before further growth.

“ From our roots in recidivism we have evolved a new focus on diversion, providing support to the vulnerable in today's society to help reduce the likelihood of offending from the onset. ”

We remain committed to thinking like a business and acting like a charity, and are reminded on a daily basis that poverty, homelessness, disrupted families through violence, substance misuse, and an ever-increasing need for reintegration of isolated and vulnerable people is the challenge we face. We provide understanding, support and a response which is assessed and matched to need.

Increasingly we work with partner agencies utilising their expertise and experience when needed. This collaboration ensures we remain person focused, relevant, culturally appropriate and responsive to individual need.





1599

In 2017, 1599 men have participated in Outcare's Life Skills and Workforce Development programs across the metro area. The programs are interactive and aim to reduce criminogenic risk factors such as a lack of stable accommodation and employment, relationship breakdown, communication and health issues through group discussion and activities, self-identification and education.

A strategic approach to care



Historically our work has focused on clients inside and out of custodial facilities. Our more recent experience of growth has seen us move into new areas of work more fittingly located in what is now termed, by the

Disability sector. We have demonstrated agility, a clarity of client centred approaches, and value for money whilst balancing efficient delivery and realising client determined outcomes. We have shown innovation and a proactive approach to social care. The learning from this has

“ We have demonstrated agility, a clarity of client centred approaches, and value for money whilst balancing efficient delivery and realising client determined outcomes. ”

new State Labour Government, as building safer communities. Our history in the reintegration of prisoners served us well as we transitioned from a singular focus to a broader strategic understanding and delivery of integration of clients disengaged or excluded from the community. This broader strategic focus and approach is well evidenced in our work with clients who interface with the Justice and

been a realignment of services in tune with the principles recently announced in the Government's Service Priority review moving Outcare's focus away from just reintegration to include integration and social inclusion, without compromising the quality of service delivery.

Paul McMullan CEO



27 pilots

...were involved in the trial of our Assisted Rental Pathways Program (ARPP). ARPP is the first Outcare program to operate in the South West regions and our first support partnership with the Housing Authority. The feedback from the first 12 months has been excellent and we will now roll out this successful program, our first non-justice pilot, to help others regain strong, positive community integration.

Not for profit, for sustainability

Sustainability is a key pillar in Outcare’s strategic plan and key to our future. In a changing market, we need to be vigilant, agile and innovative to continue to provide a return on investment to those who fund our work. Outcare will do this by focussing on five crucial pathways to sustainability.

Promoting a Shared Vision, Mission and Values System and Improving our Culture
Change is challenging and a significant part of our success will lie in continuing to meet all challenges and evolve. We are currently revising our unified vision and mission to reflect our part in making WA a better place for all.

Diversification
We are currently diversifying our existing contracts, funding and services to fortify business sustainability and strengthen our organisational positioning as community sector leaders in our engagement with those with multiple and complex needs.

Expansion
2016/2017 has seen Outcare develop new, partnered services in WA’s South West and Northern regions. Both services, the Return to Country

and The Assisted Rental Pathways Program (ARPP) have shown impressive outcomes. Our teams have identified many significant opportunities for Outcare to support existing organisations via the introduction of specialist supports that compliment existing services.

Marketing
In 2016/2017 Outcare developed and implemented a new marketing strategy concentrated on improving the organisation’s placement and visibility within the sector.

Building the right team
Without the right staff, Outcare cannot be a high performing, sustainable organisation. Our recruitment policy projects a professional image and promises fairness through a merit-based system to attract high calibre staff.

Creating cross-cultural credibility

Outcare is a diverse organisation. However, despite a strong focus on inclusion as a business imperative, sustainable inclusive practice and credible culture change has proved to be an elusive target. As a result, developing our cultural credibility has become a key strategic pillar for Outcare.

We are committed to developing our existing diversity to become a sustainable environment of participation, respect and connection where ideas, backgrounds, and perspectives work in collaboration with our vision and values.

An inclusive working environment and culture is a key predictor of staff retention and performance and we have implemented many strategies in the pursuit of our objective:

- Building capacity and cultural competency of all staff through cultural awareness
- Cross program support allowing Outcare to capitalise on and celebrate the diversity of skills, experience and education existing across services thus minimising siloed service delivery
- Accessibility to cultural advice and support from co-workers

We provide an inclusive, meaningful service for all cultural groups that promotes flexibility, connectedness,

understanding, storytelling and creativity to meet the needs of our clients, staff and the community in a safe and inclusive environment. The strategies employed to support this are:

- Flexible referral options
- Formal and Casual engagement opportunities
- Staff diversity including: Mentors, Peer Workers, Aboriginal and multicultural staff, male and female workers.
- Literacy support, ESL and audio options
- Clients, partners and stakeholders are provided clear opportunities for critical feedback



7.5/30

In 2017 Indigenous Australians made up 7.5% of our overall staff base and approximately 30% of our Community Inclusion Program staff base.

We know through experience that cross-cultural credibility is based on quality, not just quantity across Outcare. We are working very hard to define and develop this shared cultural space. This is not an easy endeavour but one we are dedicated to pursuing.



192596

Outcare employs approximately 130 staff across our programs. In 2016-2017 our visitor centres alone supported 192,596 people. Every one of our staff is now rising to the challenge of exploring new ways to objectively measure the benefits of this valuable work. We know from our clients that we change lives everyday. We are now evolving internally to be able to demonstrate the positive impact this has on our clients, society and our economy.

People + performance = excellence

An organisation cannot grow without a systemic, evolving and effective approach to business operations. Outcare's Executive Team are currently examining all operational routines with an emphasis on minimising and managing financial risk whilst maximising performance and value.

Three key areas were identified:

Operational Discipline

Operational discipline provides a stable foundation to accomplish and implement tasks efficiently.

objective insight into our internal culture

- **Re-branding:** Launching a new visual image has re-invigorated Outcare's image.

Leadership

Our leaders model behaviours that define and communicate our purpose, values and vision to cultivate a culture of excellence through:

- **Leadership Development:** With assistance from Lotteries West, Outcare has undertaken a leadership coaching and development program to develop our Leadership Team
- **Structural Evaluation:** Based on our 2015 review further consultation has continued to optimise our structure
- **Organisational Culture Survey:** Best Practice Australia have completed an anonymous organisational culture survey to give us

Enabling Systems

Appropriate supporting structures are a crucial element, underpinning operational excellence and include:

- **Updated IT Systems:** Mobile technology and a new intranet and website now power improved communication
- **Outcomes Star (evaluation):** New data collation systems help us develop as an evidence based practitioner
- **Induction and staff training:** New induction and training process are geared towards performance management and ongoing continuous improvement cycles.

People and culture

Outcare recognises that building and supporting a strong workplace culture is the first step to sustainability and growth. The Leadership Team have committed to focussing on Outcare's staff and organisational culture to establish a solid baseline from which to build upon.

Best Practice Australia (BPA), one of Australia's leading providers of engagement surveys, were contracted to survey, analyse and make recommendations for change.

The report is structured around the seven research programs BPA uses to measure organisational culture;

- Engagement
- Identity
- Values
- Risk at work
- Our leadership landscape
- Our organisational practices

In the BPA Model of engagement, staff reported as being engaged, positive, upbeat and optimistic; swinging voters, meaning they are neither overtly positive nor overtly negative; or disengaged, negative and pessimistic. Our respondents communicated the following;

44.2% feel engaged

39.7% feel uncertain

16.1% feel disengaged

Unsurprisingly, given the volatile socio-economic environment Outcare finds itself within, the survey suggests that Outcare is experiencing a 'Culture of Consolidation' and identified the following areas for remedial action;

- Building trust and engagement
- Retaining quality staff
- Communication
- Managing behaviours
- Values and behaviours
- Procedural improvements

These findings are underpinning Outcare's new staff development program with a relentless focus on relationship building and proactive, informed decision making. Outcare 2018 will be a work space we are all proud to contribute to!



130/83

Over the last 12 months 130 staff have worked tirelessly for Outcare. Of these 59% are employed on a short term or casual basis. Set against a backdrop of shorter contracts and more competitive procurement the casualisation of our workforce continues to impact on our staff. Outcare is the sum of all our staff's endeavours. We will all continue to work together to make Outcare a better place for everyone in today's environment.



Forward thinking, focused, driven, dedicated, agile, **innovative.**

Since the mid 1960s, Outcare has specialised in supporting reintegration for ex-offenders with a focus on community safety in the Perth metro area. Outcare now recognises the need to transition from the old world of focussed niche supports and government block funding to the new world of diversified services, collaborative approaches and leveraging innovative practices to support this.

To do this Outcare must employ a structured yet innovative and targeted approach to continue to offer support and provide effective social integration to those who need it most.

Assisted Rental Pathways Program (ARPP)

The Assisted Rental Pathways Program has provided Outcare with two firsts this year. Working with a client group outside of the justice sector and operating remotely from Western Australia's South West regions of Albany, Bunbury, Busselton and surrounding areas. In partnership with the Housing Authority, ARPP engages a dual-purpose approach. One, the program acts to divert the 'glut' of waitlist applicants (current wait list times are 10 years) to provide faster housing options to those most at risk. And two, the program supports individuals,

couples and families with the aspiration to be independent of government support to build financial and social capacity via employment, training, tenancy support and case management in the private housing market.

The majority of ARPP clients are women with young children, several of who were escaping family domestic violence.

In the first year of operations, ARPP is at 80% program capacity and has 100% engagement and client retention rate. 95% of all program participants are currently in stable accommodation in the private rental market and

have successfully sustained this over the program period. There have been no recorded tenancy breaches and 90% of all participants report being in stable employment and/or training.

ARPP was a finalist in the 2017 IPAA awards for Best Practice in Collaboration between Government and Non-Government Organisations. ARPP won the 2017 AHI WA Professional Excellence in Housing Award in the category of Leading Innovation.

An additional three Community Support services including the Salvation Army, Centrecare and the Multicultural Society are involved in the program.

Reconnect Youth Program

The Reconnect Program supports young people aged 12 – 18 linked to or at risk of being involved with the justice system.

The Reconnect Program has operated within Outcare for more than five years and has shown successful outcomes. However gaps have been identified in the support around positive social interactions, peer support, developing self-awareness and early intervention for childhood trauma that is preventing the young person from moving forward. To address these gaps, two new innovations have been introduced over the past year.

Pre-release, weekly art therapy sessions now operate at Banksia Hill Juvenile Detention Centre. These sessions address everyday issues, trauma, dealing with anger, self-esteem, awareness and mindfulness. For clients based in the community Reconnect, in partnership with the Youth Justice Office and WAPOL, runs regular youth adventure camps which focus on improving positive peer relationships, team work, promoting alternatives to risk taking behaviour, building life skills and encouraging personal wellbeing for young people. Participants in both innovations have recorded lower rates of recidivism, visible improvement in self-worth and increased engagement in education, support and family.

Community Inclusion Program (CIP)

Disability support for individuals linked to the Justice system has been offered by Outcare for many years. Two to three years ago, in response to the growing need and support requests from Disability Services, the program

became the Community Inclusion Program and expanded support to adults and young individuals both in prison and in the community. Since this shift in service design and delivery, Outcare has become a preferred provider for high risk individuals linked with Disability Services, WA NDIS and young people linked with DCPFS. This is evidenced by exponential growth expanding from a staff base of under 10 to now employing more than 40 staff. The program attributes its success to the adoption of a person-centred approach, improving staff knowledge around the barriers and challenges clients face because of their disability, assertive communication and a strong sense of team support. Changes to individualised funding models with WA NDIS links funding to results rather than time spent. Outcare is ready for this and views the challenge of diversified funding as an opportunity to develop new, innovative services that clients need, away from the constraints of block funded contracts.

Family Domestic Violence Program

Funded by the Department of Prime Minister and Cabinet, Outcare has designed and developed a holistic focus and a flexible approach to addressing the issue of family violence for Aboriginal people. The program considers the complex and multiple factors that contribute to the occurrence of family violence. Our intention is to

participants for women and their role within the family unit. Moving forward, the program has plans to expand to the Banksia Hill Juvenile Detention Centre in 2018 where it will target early intervention with young Aboriginal men and introduce a permanent female facilitator to work alongside male staff with a focus on post-release engagement. The positive impact and changes

“ Our intention is to shift attitudes and social norms that support violence. ”

shift attitudes and social norms that support violence, challenge unjust power relationships that sustain violence and address the social conditions that normalises violent behaviours.

The facilitated program runs for 12 weeks over 24 sessions with a case manager and a counsellor. The program currently runs in Acacia Prison's Young Offender unit and has recently completed its second rotation. Program staff have communicated a visibly higher level of respect shown and communicated by

created by the program for the participants and their family unit will be measured over a period of two years.

Our Board of Directors

Will Beresford
Board member

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 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.

Eileen Newby
Treasurer

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 Outcare does have access to some finite funding of its own. This provides some flexibility in managing the achievement of objectives.

Dr Deirdre Davies
President

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.

Elizabeth Eaton
Board member

My area of particular contribution is in the area of policy. 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 in the last four years. I look forward to the Board supporting CEO Paul McMullan's efforts in this regard.

Gordon Trewern
Board member

Outcare is operating in a time of major government policy and procurement change; unprecedented in the community services sector's history. 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.

Anette Schoombee
Board member

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
Board member

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 the role of the Board to provide the CEO and management with clear direction and insight to enable good decision making. Our role is to enable change and growth by providing the right balance between support and governance.

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

	2017	2016
	\$	\$
Revenue from Contracts & Grants	10,403,798	11,041,402
Other Revenue	829,885	515,620
Total Income	11,233,683	11,557,022
Employee Benefits Expense	8,272,920	8,698,753
Depreciation Expenses	167,916	182,863
Administration Expenses	690,833	515,266
Motor Vehicles	385,194	486,755
Overhead Costs	372,174	544,757
Premises Costs	627,742	704,757
Loss on Sale of Assets	37,987	15,580
Total Expenditure	10,554,766	11,148,731
Net current year surplus	678,917	408,292
Other comprehensive income	—	—
Total current year surplus and comprehensive income attributable to the entity	678,917	408,292

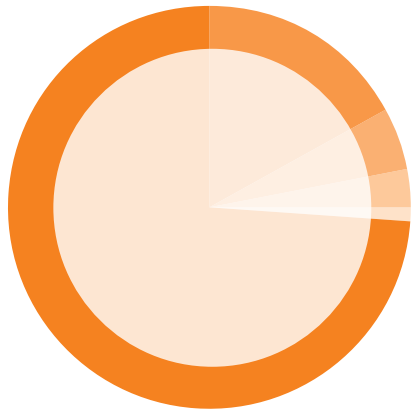
Treasurer's Report

The income received during the year ended 30 June 2017 was lower than the previous year, but the surplus achieved was higher. This result can partially be credited to a concerted effort to identify and contain non-essential expenditure. Our revenue is mainly received from State Government sources. Unfortunately the State Government is under great pressure to reduce spending across most areas of the State Budget. This makes the future of our revenue funding more uncertain than ever. Efforts were undertaken to protect Outcare from exposure to long

term ongoing costs wherever possible. Expenditure reductions occurred in the areas of staff benefits, motor vehicles, premises and general overhead costs. The balance sheet remains strong and ownership of our own premises will continue to provide security for Outcare. The strength of the balance sheet will assist Outcare to participate in an increasingly competitive market place.

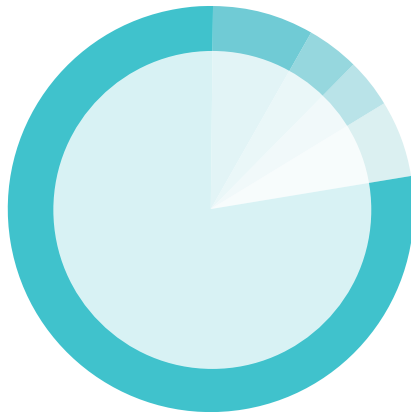
Eileen Newby
Treasurer, Outcare

Income



- 74% State
- 17% Federal
- 5% Trading Income
- 3% Other
- 1% Donations Fundraising & Interest

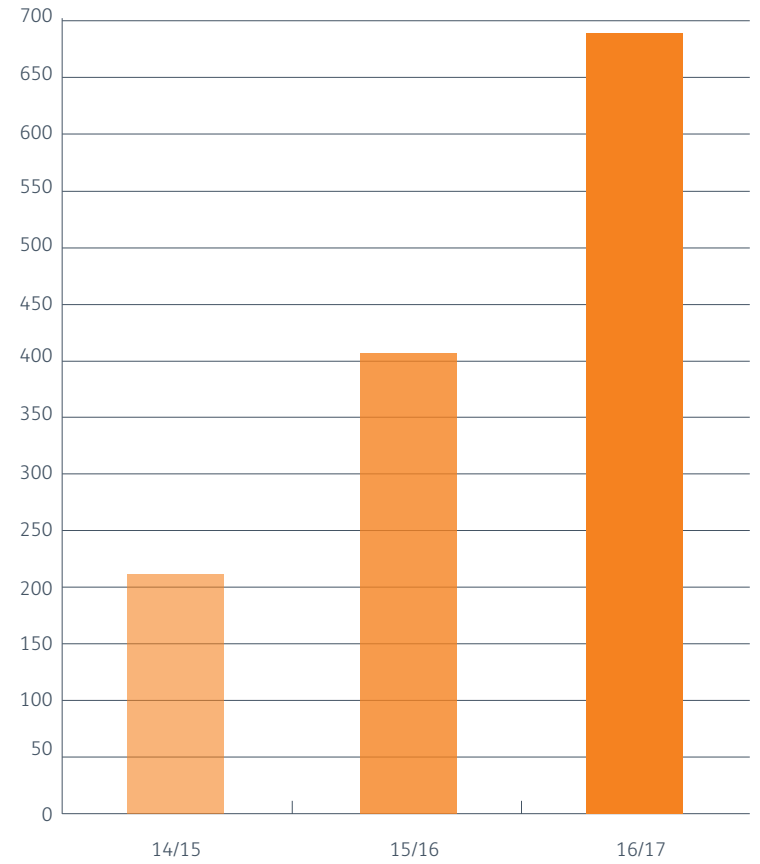
Expenditure



- 78% People
- 8% Administration
- 4% Motor Vehicles
- 4% Overhead Costs
- 6% Premises

Surplus

\$ Thousand



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.



Disability Services Commission



Government of **Western Australia**
Department for **Child Protection and Family Support**



Government of **Western Australia**
Department of **Corrective Services**



Government of **Western Australia**
Mental Health Commission



Government of **Western Australia**
Department of **Housing**



Government of **Western Australia**
Department of **Training and Workforce Development**



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.

Aboriginal Legal Service	City of Bayswater
Aboriginal Mediation Service	City of Canning
Access Housing	City of Gosnells
Accordwest	City of Kwinana
Affordable Housing for Life Programme	City of Swan
AIM	Cockburn Youth Services
Alma Street Mental Health	Coles
ANSON	Curtin University
Best Beginnings	Dale Alcock Homes
Central Institute of Technology	DAWN - Drugs and Alcohol Withdrawal Network
Central Law Courts of WA	Drug and Alcohol Youth Service (DAYS)
Centrecare	Department of Child Protection and Family Services
Centrelink	Department of Education
CEWA	Department of Health
Challenger Institute of Technology	Department of Sport and Recreation
Champion Centre Armadale	Department of Transport
Charity Link	Drug and Alcohol Office
Childcare Access Hotline	Edith Cowan University
Children's Court of WA	
Citizens Advice Bureau	
City of Armadale	

Fairbridge	Mentoring Services Inc.
Family Court of WA	Rise
Fortescue Metal Group	Serco
Foundation Housing	Shopfront Maylands
Geraldton Resource Centre	South West Aboriginal Land and Sea Council
Hope Community	St. Barts
Intellectual Disability Diversion Programme	Supervised Review Release Board
Jobs Services Australia	Sussex Street Law Society
Kids Helpline	St. Vincent de Paul
KTE Training and Consulting Legal Aid	Swan Emergency Accommodation
Life without Barriers	Uniting Care West
Marmun Mia Mia	Weld Square Primary School
Men's Outreach	West Australian Group Training Scheme
MIA Board	Wirrpanda Foundation
Midland Night Hoops	Woolworths Ellenbrook
Palmerston	Yorgum
Prisoner Review Board	YouthLink
Office of the Public Advocate	
Quarry Health	
Regional Counselling and	

We know integration
inside out.



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