



Welcome to the new



I don't need to tell you all how challenging the last 12 months have been and how much uncertainty has been the constant. I want to use this newsletter to share my thinking with you and communicate information which I hope will give you a real sense of our future and I hope that you will share in my passion to drive Outcare forward. Firstly I want to say very loudly and clearly a huge thank you to everyone who has decided to stay for the journey.

In recent weeks I have been involved in a number of exit interviews and, whilst it is understandable at one level, it is also tragic that we have to say goodbye to trusted and valued colleagues. Your commitment to me and our clients has been invaluable and appreciated.

We have not been alone in the turmoil of the last 12 months and others have been impacted more severely than us. That said, I want everyone to be clear about where my thinking and that of the Outcare Board is relating to our future. It would be wrong to think that we are passively awaiting our future to be dictated to us. Often in these scenarios it is very seductive and easy to become introverted and passive as an organisation "waiting for it to happen to us" rather than

old and is not facing its biggest challenge yet. Outcare is facing its biggest opportunity. Outcare is an established and proven Not-For-Profit, which 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 summarized in our 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

Collaboration brings strengths in diversity and a more holistic solution for funders.

In the world of profit the shareholder has primacy. All activities are ultimately 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 centred service?

Competition in business is central to survival and seen as

“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.” Socrates

getting out there and making it happen for us! 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. 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

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 which is 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 who is unafraid to compete and /or collaborate.

healthy. For profit organisations understand this and whilst the privatisation of justice services has not been without controversy, applying competitive market thinking to justice services has in some jurisdictions arguably lead 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 maximizing business ventures. However, critical to all of this are outcomes which deliver results for the client. Outcare will compete for business; **continued overleaf**

Latest News

Adult contracts

The last few months have been an exciting time for us. We have had verbal confirmation from DCS that our adult contracts will be extended to June 2017. In the light of this extension, we have given a commitment to DCS to review and refresh all existing contracts to look at opportunities to improve services and make changes within the existing parameters of our contracts. We have already made inroads into this, examining our existing Bandyup services with Ruah to explore delivering a more cohesive service. Equally we have

introduced other agencies/partners, such as HepatitisWA, into the Family Centres to offer services to enhance our existing work. Evolving in this way not only improves our service but also positions us favourably for future tenders.

Sodexo

One really positive development, amongst all the uncertainty that we are experiencing, has been our engagement with Sodexo. Both Ruah and Outcare have been selected as providers for Sodexo and together we are working to develop services for women prisoners at Melaleuca.

Accreditation

As part of the performance focus in our Strategic Plan we have begun the process of accreditation with Governance Plus. This will be a long term program throughout which we will be working alongside Ruah. From a business perspective, Ruah are at the same point in their development as we are and by going on this journey together we can swap experiences and learn from each other. This collaboration not only enables us to deliver against our Strategic Plan but it also reinforces our relationship with Ruah and the synergies we have in terms of the type of work we both do in this sector.

Youth pilot

You will all be aware that DCS have extended the Youth Pilot until the end of December. We will continue to work with DCS to make a success of this and, irrespective of the outcome of the tender process, we have demonstrated our ability to adapt and provide impactful, flexible solutions. DCS has been appreciative of how accommodating and helpful we have been and our response, in terms of developing and extending the Youth Pilot, has been positively acknowledged. I am very grateful to all those staff who have grabbed this opportunity at such short notice. You have demonstrated great flexibility and determination to deliver excellence.

Think like a business, act like a charity

Planning for the future

The political environment in which we currently work is a volatile one. It has been critical that we address the changes, both internally and externally, necessary for Outcare to continue as a key provider of effective services within this sector. The Board and Leadership Team have recognised this need for change, setting out a new Strategic Plan for the next 12 – 18 months.

This new Strategic Plan focuses on three core objectives which form critical performance areas for Outcare:

Sustainability

- We will ensure that the business is managed competently.
- We will look for diversification of funding and reposition Outcare in the sector making us a more attractive choice.
- We will develop contingency plans to ensure we have other avenues to explore if current contracts cease to exist.

Competent staff

- We will ensure that all of our staff are appropriately trained and qualified.
- We will continue to work on the growth of our culture and develop a new training strategy that is aligned to future business.

Performance

- We will keep our eye on the ball and deliver excellence in current contracts.
- We will undergo external validation to help with tenders and improve how we measure and report on performance.

The Outcare Board was cognizant of the need to modernise the business in the context of the shifting landscape and, until things become clearer, has ensured that the focus for our Plan is both manageable and realistic. They recognise the current pressures we are facing and are fully supportive of our drive to focus on areas critical to our success. Our Leadership Team has posed the question, "What are the tasks that we need to do in each of these three areas in order to ensure we meet them?" From this they have developed a framework for work and tasks over the next 12 – 18 months, all of which will contribute and relate directly back to what we are about. We are now in the process of delivering on this, measuring our progress every quarter. This is an exciting time of change and growth for Outcare and we look forward to evolving with you as we grow to meet changing contract needs.



New brand, renewed focus

Our AGM on October 26th will mark the official launch of our new brand. Our new logo represents mutual achievement and connection between Outcare and its clients. The heart, representing our humanistic values, is made up of an 'O' and a 'C'; the broken circle representative of breaking the cycle of reoffending. The colours reflect the business mindset and caring face

ourselves as a value for money, innovative provider. Our new brand will propel Outcare into this changing future. Our value lies not in what we have done in the past, but in how we did it and our ability to continue to deliver effectively, innovatively and, most importantly, competitively in the future. After our launch we will begin a very cost effective, phased roll out. Mindful of the

We know rehabilitation inside out

of Outcare (through shades of blue) with a strong link to our Indigenous connections (represented by shades of orange).

Our two positioning statements, 'We know rehabilitation inside out' and 'Think like a business, act like a charity', are a direct response to the demands of our stakeholders for a more business focused, competitively based organisation. By changing our messages, we have been able to present

current situation, our Annual Report will be the launch vehicle for the brand. This will be followed by the website and Intranet. Over time, branding will also take place on uniforms, email headers/footers and signage locations where Outcare operates. Only essential items will be branded. There will be a style guide available which will outline how to use the new brand. It will also fully explain the new vision, values and objectives for our organisation.

This is a very exciting time for us.

...Outcare will continue to collaborate everywhere 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. Our most immediate challenge is to be measured in what we do. We are rebranding, evolving our image and presenting a new 'face' to our clients and stakeholders, but

it is being tempered with a modicum of reality in terms of where we should be spending money and getting a balance between looking after each other, delivering a quality service and not being accused of being overly profligate and generous with our precious resources. In our engagement with the Youth (DCS) tender I believe we clearly evidenced a responsive, agile organisation. We took the initiative when the demise of Live Works was confirmed

and have delivered a modernised, person centred program for young people at risk, in the shape of our 'pilot'. We have engaged Baxter Lawley to work with us on developing a framework to measure the outcomes of the work we do. These initiatives give strident messages to potential customers and stakeholders. The future is Outcare!

Paul McMullan CEO.