

The Outcare logo is located in the top left corner. It consists of the word "OUTCARE" in a dark red, sans-serif font. The letter "C" is stylized with a small, curved line through its middle. The logo is enclosed within a thin, dark red circular border.

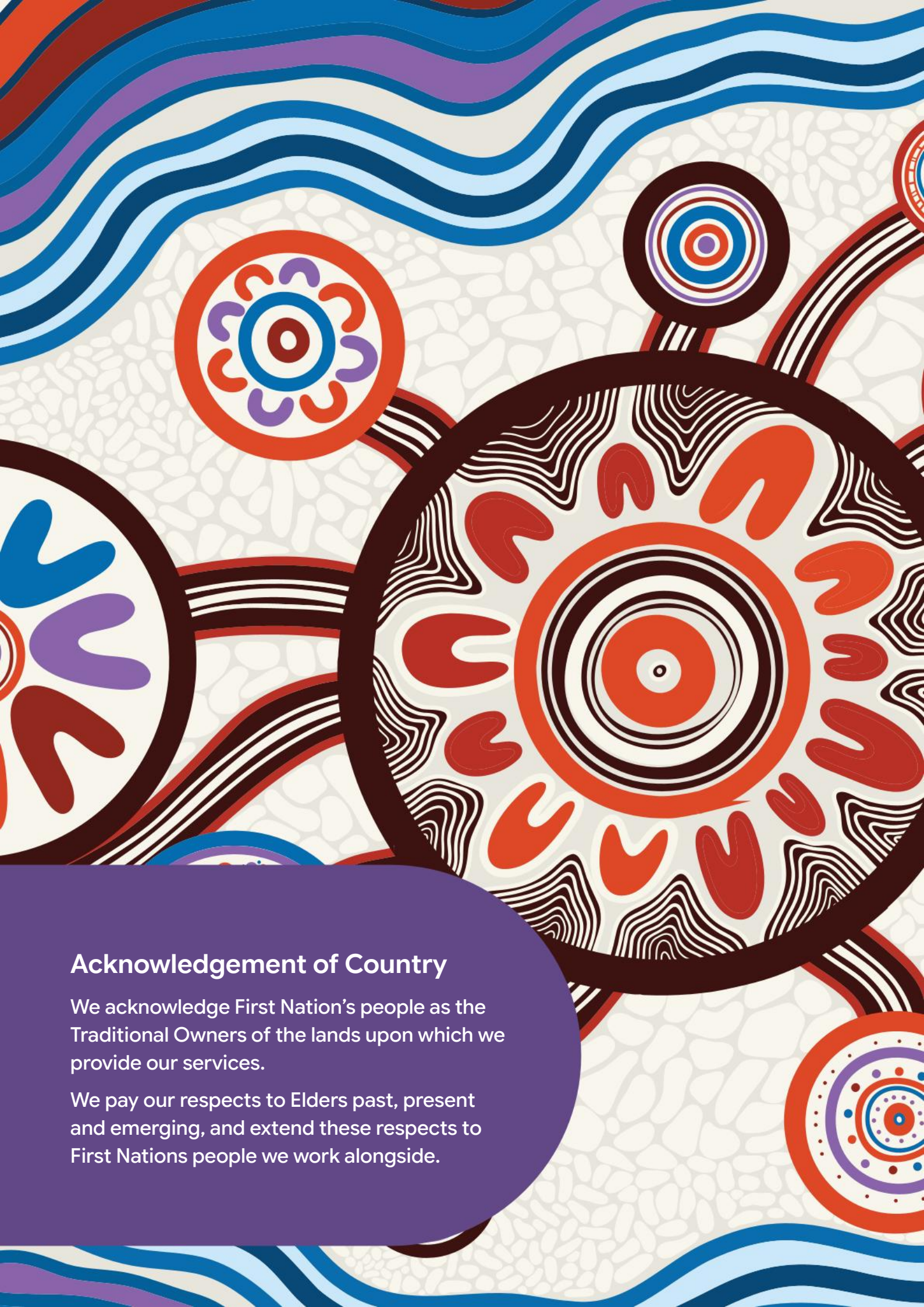
OUTCARE

Guiding growth to
build stronger futures

The background of the page features large, flowing, organic shapes in two shades of red: a lighter terracotta and a darker, more saturated red. These shapes overlap and curve across the page, creating a sense of movement and growth.

Strategic Plan 2031

One Plan. One Direction.



Acknowledgement of Country

We acknowledge First Nation's people as the Traditional Owners of the lands upon which we provide our services.

We pay our respects to Elders past, present and emerging, and extend these respects to First Nations people we work alongside.



Message from the Managing Director

Outcare has a proud legacy of walking alongside people, families and communities at times of significant transition, challenge and opportunity. For decades, our work has been grounded in care, relationships and a deep belief in people's capacity to grow and thrive.

Outcare 2031 honours this legacy — while also marking a deliberate shift in how we respond to the changing needs of our communities and indeed of a changing world.

Across Western Australia and increasingly nationally, demand is growing, complexity is increasing, and systems are evolving. To remain effective, sustainable and impactful, we must adapt — meeting people where and when they need support, strengthening our partnerships, and expanding our footprint in ways that are evidence-led and community-informed.

Outcare 2031 sets a clear direction for growth with purpose. It focuses on:

- Delivering services where they are needed most
- Strengthening collaboration and partnerships across the sector
- Building long-term sustainability and organisational capability
- Making a measurable and meaningful impact in people's lives

This plan is closely aligned with the broader PeopleKind Group strategy, ensuring we are contributing to a collective vision while continuing to lead in our specialist areas.

Outcare is recognised as a leader in our field — informing research, shaping best-practice standards and guiding service innovation. Through Outcare 2031, we will continue to lead with integrity, evidence and purpose as we guide growth to build stronger futures.

David Cain
Managing Director, Outcare

Our Strategic Pillars

Outcare 2031 is built on five strategic pillars. Together, they create the conditions for increasing how we support people and communities, high-quality practice and lasting impact for the people and communities we support.

Leadership and Workplace Culture

Capability and Practice Excellence

**Safety, Systems, Governance
and Sustainability**

Cultural Safety and Inclusion

Partnerships and Impact

Leadership and Workplace Culture

Purpose

To build strong, values-led leadership and a workplace culture where people feel supported, capable, inspired and connected.

Strategic focus areas and initiatives

- Strengthening leadership capability and accountability at all levels
- Creating clear alignment between strategy, decisions and day-to-day work
- Supporting staff safety, wellbeing and professional growth
- Building a culture of learning, reflection and continuous improvement



A strong, engaged workforce enables better outcomes for the people we support.

Capability and Practice Excellence

Purpose

To ensure our services are effective, consistent, evidence-based and responsive to changing community needs.

Strategic focus areas and initiatives

- Enhancing practice frameworks and clinical capability
- Embedding trauma-transformative and person-centred approaches
- Investing in workforce development and professional standards
- Using data, evaluation and evidence to strengthen service quality



Practice excellence underpins Outcare's reputation as a trusted provider and sector leader.

Safety, Systems, Governance and Sustainability



Purpose

To build strong systems and governance that support safe, compliant and sustainable service delivery.

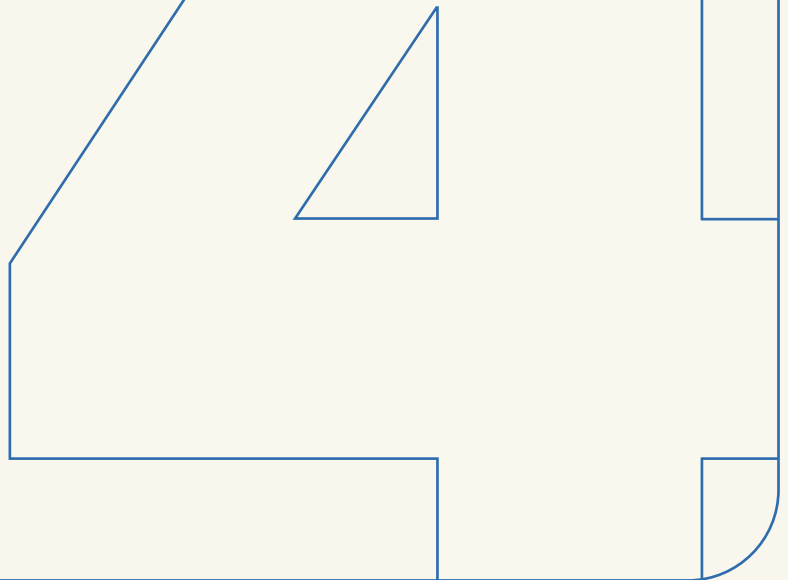
Strategic focus areas and initiatives

- Strengthening governance, risk management and compliance frameworks
- Improving systems, processes and digital capability
- Ensuring financial sustainability and responsible growth
- Supporting quality assurance and continuous improvement



These foundations enable Outcare to grow with confidence and integrity.

Cultural Safety and Inclusion



Purpose

To ensure our services, workplaces and partnerships are inclusive, respectful and culturally safe.

Strategic focus areas and initiatives

- Embedding cultural safety across leadership, practice and policy
- Strengthening Aboriginal-led partnerships and outcomes
- Creating inclusive environments for staff, clients and communities
- Ensuring equity, access and representation are built into service design



Cultural safety is core to delivering ethical, effective and community-led services.

Partnerships and Impact



Purpose

To maximise our impact by working collaboratively across sectors, systems and communities.

Strategic focus areas and initiatives

- Strengthening strategic partnerships across government, community and sector partners
- Expanding our service footprint across Western Australia and nationally
- Contributing to research, innovation and sector development
- Measuring and communicating impact to inform continuous improvement



Through strong partnerships, Outcare extends its reach and deepens its impact.

Our Practice Approach

Outcare's practice approach brings together the essential elements of how we work with people, families and communities — ensuring consistency, safety and quality across all services.



Trauma-transformative

Recognising the impact of trauma and prioritising safety, trust and empowerment.



Person-centred and strengths-based

Working alongside people to build on strengths, choices and aspirations.



Culturally responsive

Grounded in respect, inclusion and cultural safety.



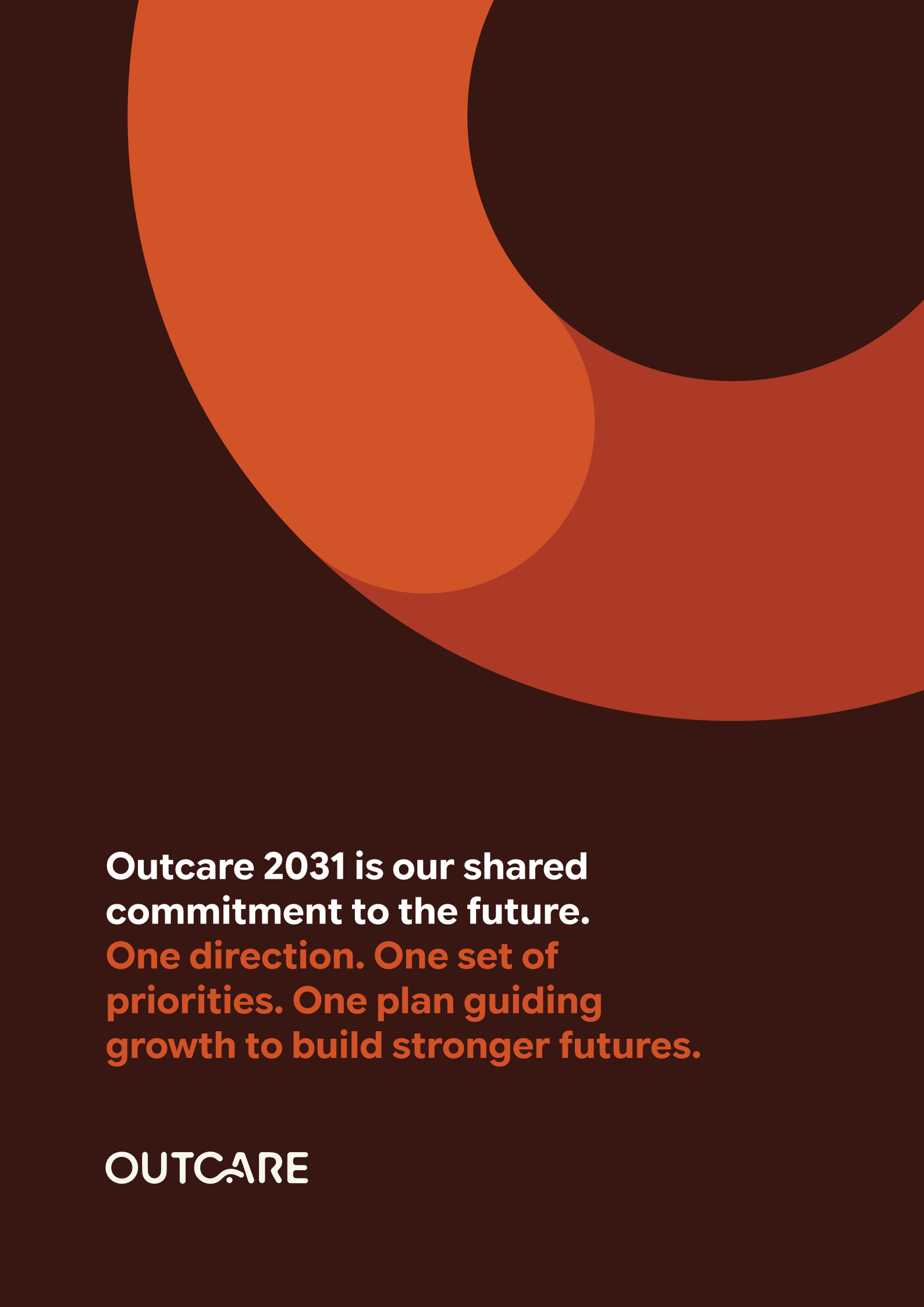
Evidence-informed and reflective

Guided by research, lived experience and continuous learning.

Our practice approach is intentionally aligned with:

- Embedding cultural safety across leadership, practice and policy
- Strengthening Aboriginal-led partnerships and outcomes
- Creating inclusive environments for staff, clients and communities
- Ensuring equity, access and representation are built into service design

This alignment ensures that strategy, culture and frontline practice are connected — enabling Outcare to deliver meaningful outcomes while adapting to future community needs.



**Outcare 2031 is our shared
commitment to the future.
One direction. One set of
priorities. One plan guiding
growth to build stronger futures.**

OUTCARE

OUTCARE



www.outcare.com.au



outcare@outcare.com.au



(08) 6263 8622